

Sr. No.	Topic/Area	Material/Documents Required
1.	Vision of Ministry for the Sector (linked with PTI manifesto)	<p>Under the kind directives of the Hon'able Prime Minister, the Ministry of Railways has renewed its vision which is as under:</p> <p><u>Vision Statement</u></p> <p>“Way to self-reliant, efficient and customer oriented Pakistan Railways”.</p>
2.	Baseline of the Sector, “Where we were”	<ul style="list-style-type: none"> • Unsafe transportation • Financial Deficit • Average Management • Technical and Professional weakness in the system • Less-reliability
3.	Key objectives behind the vision	<ul style="list-style-type: none"> • Movement and priority for defense traffic • Maintenance of Railway Line and system for strategic concerns • Sustainable development through International Development Partners • Overall efficiency in safety of the public mobility
4.	Initiatives undertaken by the Ministry for realization of the vision	<p>Ministry of Railways has approved the Restructuring and Revival Plan of Pakistan Railways from the Federal Cabinet on 27.10.2020. Comprehensive initiatives in various fields against timelines/targets will be completed. Details placed at Annex-I in the following field.</p> <ol style="list-style-type: none"> a. Organizational Reforms b. Hiring of advisors/Professionals c. ML-1 (CPEC) Project d. Revamping Financial Management e. Hiring of Chief Financial Officer (CFO) (MP-I scale) f. Private Sector Engagement g. PPP Project Train Safety Regime. h. Outsourcing of Passenger and freight trains i. Introduction of E-Ticketing j. Manning of 40 unmanned level crossing under safety of train operation regime and closure of

		<p>1561 unauthorized locations</p> <ul style="list-style-type: none"> k. Improvement of road surface at level crossing under safety regime of train operation l. Introduction of social media campaign for awareness of general public regarding crossing of railway lines m. Railway Police Reforms n. Consultant to be hired for Design and Implementation mode for establishment of Pakistan Railways Pension Fund. o. Land 643.17 acres has been retrieved from illegal encroachers. p. Earning from leasing of Railway land for Agriculture shops, commercial and Residential purpose Rs. 4554 millions. q. Track upgradation/renewal 253 Km r. Bridges reconstructed/strengthened 198 Nos. s. Reconstruction/upgradation of the Railway stations Peshawar Cantt, Rawalpindi, Hassan Abdal, Gujranwala, Narowal, Nankana Sahib, Raiwind, Okara, Sahiwal Bahawalpur and Karachi Cantt. t. Construction of Staff Quarters 144 Nos. u. Land acquired for Railway Corridor at Gawadar. v. Construction of Government College for Women Rawalpindi Completed. <p>Capacity Building & Revamping of Railway Academy, Walton, Lahore.</p>
5.	Updates on the initiatives/projects	<p>Ministry Of Railways formulates its PSDP keeping in view Vision 2020-25, National Transport Policy and its Development Framework. As per vision 2020-25 it has to increase its Transport share from 4% to 25% by 2025. Its development Strategy is focusing on Infrastructure Development, Rolling Stock availability, Business Development by Improved governance.</p> <p>PSDP 2018-19:</p>

	<p>Total PSDP allocation for Railways Division for the Financial Year 2018-19 was Rs. 28 billion. Railways Division completed 08 PSDP Project during FY 2018-19. Major initiatives included procurement of track machines, procurement of equipment for maintenance of rolling stock, maintenance of relief trains, and development of Pakistan Railways Strategic Plan.</p> <p>PSDP 2019-20: Total PSDP allocation for Railways Division for the Financial Year 2019-20 was Rs. 16 billion. Railways Division completed 05 PSDP projects during 2019-20. Major initiatives included upgradation of Pakistan Railways existing Main line ML1 & establishment of dry port near Havelian and acquisition of land for Railway Corridor in Gwadar. Besides this, several feasibility studies were carried out in the FY 2019-20.</p> <p><u>PSDP 2020-21:</u> Total PSDP allocation for Railways Division for the Financial Year 2020-21 was Rs. 24 billion. Railways Division completed 13 PSDP projects during FY 2020-21. Major initiatives included Rehabilitation of Karachi Circular Railway (KCR), Rehabilitation of KPT Rail connectivity, procurement of 820 freight wagons and 230 passenger coaches, rehabilitation of accidental locomotives, improvement of terminal facilities, collaboration of Pakistan Railways with different academic institutes, and track was rehabilitated at different sections.</p> <p><u>PUBLIC PRIVATE PARTNERSHIP (PPP) INITIATIVES</u></p> <ul style="list-style-type: none"> • Pakistan Railways identified PPP portfolio with an estimated cumulative cost of PKR 1500 billion in April 2020 comprising of more than 25 projects across various priority areas which include Operations and Business Development, Rolling Stock, Infrastructure Development, Urban Railways and Non-core Business.
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		<ul style="list-style-type: none"> • Pakistan Railways has advertised Railways Automated Booking and Travel Assistance (RABTA) project seeking private sector participation to completely build a centralized ticketing system a Centrally Computerized Seat Reservation and Ticketing System including Reservation and ticketing, technical bids under evaluation. • Projects on restructuring of Railways Hospitals, Thar Coal field rail connectivity, KPT-Pipri Dedicated Freight Corridor & Model Rail Terminal and KCR modern urban rail-based mass transit system under PPP mode are most likely to be advertised by August 2021.
6.	Info graphics of initiatives (financial outlay, expenditure, budget etc	<p style="text-align: center;"><u>Earning and Targets</u></p> <ul style="list-style-type: none"> • Pakistan Railways earned Rs. 54,513.926 Million against the Target of Rs. 53,000.000 Million during the years 2018-19. • Pakistan Railways earned Rs. 47,587.964 Million against the Target of Rs. 50,000.000 Million during the years 2019-20. • Pakistan Railways earned Rs. 43,850.747 Million against the Target of Rs. 48,000.000 Million upto March 2021. • Actual Expenditure during the year 2018-19 is Rs. 86,486.777 Million. • Expenditure during the year 2020-21 is Rs. 95.000.000 Million, expenditure upto March 2021 for the year 2020-21 is Rs. 87,342.016 Million.
7.	Photographs of initiatives etc	The photographs of the Projects will be sent as and when received from the entire network of Pakistan Railways.
8.	Awareness & Outreach for the initiatives	<ul style="list-style-type: none"> • All initiatives are given coverage in the print and electronic media, social media and website of Ministry of Railways
9.	Testimonials: <ul style="list-style-type: none"> ○ Subject expert of Sector ○ Beneficiaries/Stakeholders ○ Media feedback (Snapshot of news story) 	-----

10.	Legislative, policy framework (proposed/Implemented)	<p style="text-align: center;"><u>LEGAL FRAMEWORK</u></p> <ul style="list-style-type: none"> • Proposed amendment Pakistan Railways Act 1890 • Proposal regarding amendment in Railway Board has been vetted from the stakeholders i.e Law & Justice and Finance Divisions. A Summary for CCLC was moved which was deferred by the CCLC in its meeting held on 31.03.2021 however, revised Summary is under process for the approval of Federal Minister for Railways. • Pakistan Railway Board Proposed amendment in the Pakistan Railway Board Ordinance No. CXIII of 2002 (Further to Amend the Transfer of Railways Order 1962). • Draft Ordinance regarding Pakistan Railway Land has been vetted by the Law & Justice Division and a Summary for the Cabinet moved. <p style="text-align: center;"><u>POLICY FRAMEWORK</u></p> <ul style="list-style-type: none"> • Revamping of Federal Government Inspectorate of Railways. • Private Sector Engagement • Promotion and Rotation Policy has been finalized by the Establishment Division. Draft summary for the Cabinet for its approval is under process. • Agreement for consultancy services lump sum remuneration between Ministry of Railways Government of Pakistan, Pakistan Railways (Client) and joint venture consisting of consultants M/s EY Gotf Thofrd (JV partner) M/s FGE Ebrahim Hosain, M/s Sir consultants (PVT) Ltd, M/s Ark Associates for Consultancy Services for the Establishment of Pakistan Railways Pension Fund (Including Design and Implementation) prepared by the Team Leader/CPEC and PD Pension. The draft agreement has been vetted by the Law Department of Pakistan Railways.
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Governance Reforms

Sr No.	Recommendations	Timeline in the Plan	Updated Status
1.	The selection process for the new CEO/ Sr. GM PR should be immediately initiated and completed at the earliest.	30.09.2020	Implemented as intimated in the first quarter
2.	CEO/ Sr. GM Pakistan Railways should be appointed through a meticulous process and given complete operational autonomy. The selected candidate should at least have 2 years of service left after the date of his appointment.	Ongoing	Since appointed
3.	The CEO/ Sr. GM should be appointed for an initial period of 2 years and on appointment he/she should sign a performance contract with the Board with quarterly targets.	Ongoing	Performance Agreement has been signed between CEO/Sr. General Manager and Secretary/Chairman Railways. Implementation Status follow.
4.	Railway Board should perform vigorous performance appraisal of the CEO/ Sr. GM and his management team. In case performance targets are missed for two quarters, the services of the CEO/Sr. GM should be terminated.	Ongoing	It is an ongoing process.
5.	Railway Board and the Ministry should not interfere in day to day operations of Pakistan Railways.	Ongoing	Strictly being observed.
6.	Railway Board should be reconstituted by inducting private sector experts in business, logistics, finance, legal advisory etc.	30.06.2021	The plan envisages restructuring of the Railway Board. Proposed amendment in the Railway Board Composition i.e 5 ex officio members and 6 from private sector. All stakeholders i.e Finance, Establishment and Law & Justice Divisions endorsed the

			proposal. A summary for CCLC was submitted to the Cabinet Committee in its meeting held on 31 st March 2021 who raised certain queries. Case was deferred. Draft Summary for CCLC submitted to Federal Minister for Railways for approval. After approval of the CCLC, the Summary will be moved for the approval of Cabinet.
7.	The appointment of 4 advisors in MP1 scale in PR HQ.	31.12.2020	<ul style="list-style-type: none"> • Advisor Human Resource and Capacity Building and Advisor Business Development have been appointed. • Nomenclature of Advisor Technical post has been got approved as Advisor Land Management in MP-I Scale. Meeting to discuss TORs / Job descriptions and qualification/experience will be held on date at 15.00 hrs under the chair of Secretary/Chairman Railways. • Establishment Division has been requested to approve modification in the qualification and experience for the post of Advisor Policy and Litigation.

Operational Reforms

S. No.	Recommendations	Timeline in the Plan	Updated Status
1.	Ministry of Railways should implement Future Governance Model of PR as	30.12.2022	Under process

	reflected in Para 14 of the report		
2.	A new Safety Audit Regime has been introduced. Immediate repairs to the railway tracks, converting unmanned gates to manned facilities, digital mapping of crossings, automatic warning systems and incorporation of other safety measures have been initiated.	30.06.2021	Under process. Technical proposal submitted by the firms is under evaluation. The evaluation will be finalized within a week.
3.	Track access regime should be restarted.	30.06.2021	Under process
4.	Complete transition to electric trains and lines should be targeted by 2030.	30.06.2021 30.06.2030	Under consideration
5.	Private sector should be encouraged to run trains, maintain lines and operate stations. All commercially viable routes should be immediately handed over to private sector. 15 passenger trains and 2 freight trains should be outsourced.	30.6.2021	<ul style="list-style-type: none"> • 6 trains are running in private sector. • 10 more trains have been outsourced on 03.05.2021. • 4 freight trains have also been outsourced. • Advertisement for 32 more passenger trains has been published 25.05.2021. The tender date has been extended to 10th July, 2021.
6.	All commercially non-viable routes that are needed for socio-economic reasons be identified and approved from the Cabinet. All other financially non-viable routes should be closed.	30.6.2021	Under process
7.	PPP and JV agreements should be drafted with assistance from eminent legal firms which may be hired on retainer basis.	Ongoing	It is an ongoing process.
8.	Railway police needs to be reformed and converted into a smart and specialized policing unit.	30.12.2021	Under process

Financial Reforms

S.No.	Recommendations	Timeline in the Plan	Revised Timeline
1.	Freight transport should be given primary importance by Pakistan Railways. The number of daily freight trains should be gradually increased to 20 trains by end of 2022.	31.12.2022	<ol style="list-style-type: none"> 1. To improve the operational efficiency and improve freight train operations, additional 820 wagons are being procured. 2. Improvement in terminals is also being carried out 3. Procurement through local manufacturing of 1000 new passenger coaches and 5000 new freight wagons under Public Private Partnership (PPP) mode by enhancing the capacity of manufacturing at local level. Transaction advisor to prepare project proposal has been hired and work is in progress.
2.	Freight Transportation Company should be empowered to manage freight traffic and focus on transport of oil, coal, and cargo traffic bound for SEZs, dry ports and Afghan border. PR should upgrade its terminal facilities on priority.	Ongoing	It has been notified that all freight operation will be carried out by PRFTC.
3.	A marketing specialist should be immediately appointed for soliciting freight business for the PR.	31.12.2021	Advisor Business Planning has been appointed on 18 th March, 2021.
4.	All encroached lands should be got vacated through assistance of the Supreme Court, provincial governments, local administration and other related government departments.	Ongoing	It is an ongoing process. The regular anti encroachment campaign being carried out with help of Railway Police and local Law Enforcement Agencies.

5.	A dedicated land management unit should be established to utilize railway land assets and a computerized land management system be made operational.	30.06.2021	REDAMCO has been revived and process for creation of 132 new posts has been stopped as directed by the Federal Minister for Railways .
6.	PPPs and JVs should be explored to utilize the railways land. Railway stations should be transformed into commercial hubs. Work on up-gradation of Karachi and Lahore stations through PPP/JV should start by March 2021. Similarly, up to 20 feet of railway track land adjacent to major roads in all cities should be developed for commercial purposes including shops, billboards etc. and work in this regard be initiated by March 2021.	30.03.2021 Onwards	For the commercial exploitation of 25 prime land sites owned by Pakistan Railways under Public Private Partnership (PPP) mode, hiring of transaction advisor is in process. Technical evaluation has been completed. Financial bid to be open on 15 th July, 2021 An unsolicited project proposal for a multipurpose complex at Mardan was also advertised for open bidding. Results of bidding to be presented to competent forum on 7 th July, 2021.
7.	Government of Pakistan should immediately take over the current pension liabilities of PR and pay them through the annual subsidy given to the organization.	Immediate	M/s EY Ford Rhodes (lead Partner), M/s FGE Ebrahim Hosain, M/s SIR consultant and M/s Aquil Raza Khoja for providing consultancy for “Establishment of Pakistan Railways Pension Fund including Design and Implementation” as per Terms of Reference (ToR) stated in the Request for Proposal (RFP) has been accepted on JV basis. Total accepted fee for the said assignment shall be Pak Rs. 272,785,356/- (Pak Rupees Two Hundred & Seventy Two Million, seven hundred Eighty Five Thousand and Three Hundred fifty six only). Agreement between the firms and this Ministry is finalized and submitted for the approval of competent authority.
8.	PR should establish a pension fund on	31.12.2020	As mentioned above.

	the model of Pakistan Post and transition to defined contribution pension model.		
9.	All non-core activities of Welfare and Special Initiative Departments should be outsourced.	30.06.2021	<ul style="list-style-type: none"> • PPP project proposal on Restructuring of Railways Hospitals to be presented to Competent Forum on July 7, 2021. • PPP project proposal on Restructuring of Railways Schools and Colleges is under preparation since May, 2021.
10.	There should be an immediate and complete freeze on all permanent employment in the organization. All new employment in Pakistan Railways should be on contract basis only.	Immediate and Ongoing	Strictly being observed.

Human Resource and Capacity Building Reforms

S.No.	Recommendations	Timeline in the Plan	Up dated Status
1.	MoR should conduct a study for rationalization of human resource keeping in view up-gradation of ML1 and other railway system up-gradation initiatives.	31.12.2021	Advisor/HR has since been appointed for this purpose.
2.	Human resource specialists should immediately be hired by the Ministry to perform an audit of the human resource	30.09.2021	As above.

	requirements of the organization and then draft a comprehensive human resource management policy for the PR.		
3.	The strategy for Railway (Cadre and Ex Cadre) officers as mentioned in Para 35-37 may be implemented.	01.01.2021	<ul style="list-style-type: none"> Capacity Building Plan is finalized/fully implemented. Training to Officers/officials is continuous in Pakistan Railways Academy Walton. Rotation Policy was sent to Establishment Division for approval and implemented w.e.f. 1st January, 2021 with the approval of Federal Minister for Railways. Establishment Division will finalize the draft rotation policy. A summary for Federal Cabinet will be then submitted.
4.	The Railway Training Academy in Walton should be immediately be reformed and completely revitalized. External performance audit should be conducted.	30.12.2021	Pakistan Railways Academy Walton, has been placed under direct administrative control of Ministry of Railways vide Notification No. 24(1)/2018-E-I dated 06.08.2020. The Academy has started revising mandatory training for officers. Besides work on detailed Capacity Building Plan is in progress.

Automation Reforms

S.No.	Recommendations	Timeline in the Plan	Updated Status
1.	Attendance of existing staff should be ensured through latest IT like CCTV. Absenteeism should be penalized through automatic hefty pay	30.03.2021	Firm hired for procurement, installation of facial recognition time and employees attendance of system for PR. The installation

	deductions.		of the system is under process in MGPR at present and it has already been installed in Carriage Factory, Islamabad.
2.	Automation and use of IT in PR should be the cornerstone of any reform process. A state-of-the-art ERP system and IT monitoring systems with dashboards be deployed in six months.	30.06.2021	4 companies have participated. Technical evaluation is under process