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No. 1(45)PO(ADPF)P&D/2022-23
GOVERNMENT OF THE PUNJAB
PLANNING & DEVELOPMENT BOARD
Dated: Lahore; the 7th December, 2022

To,

1. Senior Member, Board of Revenue, Punjab.
2. Additional Chief Secretary, South Punjab.
3. All Administrative Secretaries to Government of the Punjab.
4. Provincial Police Officer / Inspector General of Police, Punjab.
5. The Registrar, Lahore High Court, Lahore.
6. Secretary, Provincial Assembly, Assembly Chambers, Lahore.
7. All Divisional Commissioners in the Punjab.

Subject: **GUIDELINES FOR FORMULATION OF ANNUAL DEVELOPMENT PROGRAMME, 2023-24**

Annual Development Programme (ADP) represents a key policy instrument for achieving development vision of the Government through strategic resource allocation evaluating social and economic impact. ADP interventions are the prime features of Governments' vision for pro-poor, inclusive, equitable and sustained economic growth with a focus on regional equalization. However, requirements of the Province are diverse and continuously changing primarily due to increase in population and urbanization. Accordingly, the per capita development budget necessitates sustained and well thought-out formulation of ADP. The Administrative Departments are therefore, requested to confer paramount importance and meticulous handling.

2. To assist the Administrative Departments, the Planning & Development Board has developed Guidelines for formulation of ADP 2023-24 and to guide all stakeholders in ADP formulation.

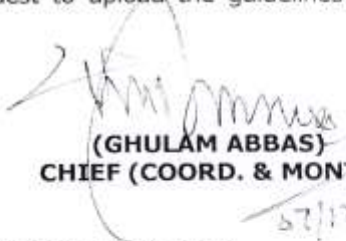
3. It is requested to initiate the process of ADP 2023-24 formulations and complete the tasks within the prescribed time schedule. The Attached Departments / Autonomous Bodies, Project Directors and Executing Agencies under your administrative control may also be advised to prepare their draft ADP 2023-24 in conformity to the guidelines. For ready reference, these guidelines are also uploaded on the P&D Board's website i.e. www.pndpunjab.gov.pk.


(DR. SOHAIL ANWAR CH.) 07.12.22
SECRETARY, P&D BOARD

NO. & DATE EVEN:

A copy is forwarded for information with the request to liaise with their counterparts in Administrative Departments and ensure that Sectoral Programmes are prepared according to the guidelines and are ready for presentation in inter-departmental meetings according to prescribed timelines:

1. The Chief Economist / Joint Chief Economist / All Members / DG (M&E) / Director (PERI) / CEO (The Urban Unit), P&D Board.
2. All Senior / Sector Chiefs in P&D Board.
3. The Director General (e-Governance), SMDP, PITB, ASTP, Lahore.
4. All Directors (Development & Finance) in the Punjab.
5. The Manager (MIS), P&D Board with the request to upload the guidelines on P&DB's website.


(GHULAM ABBAS)
CHIEF (COORD. & MONT.)

C.C:

1. Secretary (Coordination) to the Chief Minister, Chief Minister's Office.
2. Additional Secretary/Staff Officer to the Chief Secretary, Punjab.
3. Secretary, Planning and Development Department, South Punjab.
4. PSO to the Chairman, P&D Board.
5. PS to the Secretary, P&D Board.

ADP 2023-24 Guidelines

All Departments are requested to adhere to the following guidelines for formulation and submission of ADP 2023-24 in letter and Spirit.

GUIDING PRINCIPLES:

The P&D Board has simplified the ADP formulation process by introduction of SMDP / Planning portal. The Departments are required to develop and submit / portal while observing the following parameters in letter and spirit:

- The Departments must ensure that ADP formulation process starts from **15th December** and all the below given steps are followed with adequate care and rigor.
 - Formulation of ADP 2023-24 will continue to follow the medium-term perspective. Such a perspective is central to helping provincial government in realizing its objectives of fiscal discipline, and allocative as well as operational efficiencies.
 - Following Medium-Term Development Framework, ADP 2023-24 will comprise the portfolio of development schemes for 2023-24 and projections for next two financial years i.e. 2024-25 and 2025-26 in prescribed format.
 - The Departments may prepare ADP in order of priority and according to their requirement.
 - The foreign aid component for the medium term i.e. 2023-26 shall be determined / finalized by respective sectors / Departments in consultation with the ECA Section, P&D Board.
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ADP SUBMISSION TIMELINES

All Departments must adhere to the below given timelines.

ADP Planning Cycle — Timelines	
DATE	ACTION
15 th December	<u>ADP Formulation Guidelines</u> to be circulated by 15 th December;
15 th December to 30 th December	<ol style="list-style-type: none"> The Departments to notify an <u>ADP Formulation Team</u>; The Departments may engage in the following activities : <ol style="list-style-type: none"> 2.1 : Conduct <u>Evidence Based Need Assessment</u>, if required 2.2 : Conduct formal / targeted <u>Stakeholder consultations</u>; Departments to submit <u>ADP Strategy Paper</u> to P&D Board by 31st December;
2 nd January to 31 st January	<ol style="list-style-type: none"> Departments to initiate preparation and submission of <u>Project Concepts</u> for new projects; <u>Schemes with GPS coordinates are uploaded</u> on the automated system and all concept notes must be finalized;
15 th February	<ol style="list-style-type: none"> Departments to submit / upload <u>First Draft of ADP</u> on SMDP portal; Departments to initiate <u>preparation, submission & approval of PC-I</u> process in parallel (<i>to continue till 1st May</i>);
16 th February to 15 th March	<u>Scrutiny of draft ADP</u> by the respective Members of P&D Board and process completed with Departments on board by 15 th March;
16 th March to 17 th April	<u>Inter-Departmental meetings / consultations</u> with P&D Board to discuss the draft ADP. Meetings / activities should conclude by 15 th April;
28 th April	Submission of <u>Final Draft of ADP</u> to P&D Board on SMDP portal by Departments;
2 nd to 16 th May	P&D Board to initiate <u>briefing sessions / consultations</u> on the proposed ADP with relevant forums;
31 st May	Submission of <u>Draft ADP</u> to Finance Department;
June	Discussion and Approval of ADP by the Provincial Assembly; <u>(No un-approved schemes will be included in the ADP)</u>
31 st August	Departments to produce and publish their <u>Annual Reports on ADP</u> ;

ADP FORUMLATION METHODOLOGY

All Departments must follow the below given process for ADP formulation to make it focused, evidence based, inclusive, transparent and participatory.

1. Notification of “ADP formulation team” by the Secretary on the prescribed TORs.

2. Development of ADP formulation work-plan including stakeholder identification.
3. Stakeholder consultations and research.
4. Development of a medium term (3 year horizon) Logical Framework on suggested format **(given in Annex III)**

Explanation of each of the above steps including ADP formulation team TORs are given in **Annex I**. Detailed guidance on conducting effective stakeholder consultation is given in **Annex II**.

ADP FORMULATION REQUIREMENTS

All Departments must strictly adhere to the below given directions for ADP formulation.

- Each Department must submit its vision, objectives policy and strategic interventions to be achieved in the next 2-3 years.
- The Departments must ensure that their ADP is aligned with the following strategic/relevant documents which are briefly discussed in Annex IV.
 - Revised Punjab Growth Strategy, 2023.
 - Punjab Spatial Strategy, 2047.
 - Sustainable Development Goals (SDGs).
 - PLGA
 - Respective Sector Plans (Sectoral guidelines given in **Annex V**)
- The proposed ADP schemes/projects must be inclusive, gender sensitive, equitable and participatory. Officers from field formations / Bureau of Statistics (BOS) / research institutes should be involved to discuss evidence as well as on ground challenges and propose interventions that more effective and impactful. Academia, private sectors, civil society organizations, UN agencies, PERI, think tanks, experts on issues of marginalization (women, special persons, poor and minorities) should also be consulted.
- The schemes/projects must focus on addressing the regional disparities and gaps.
- While undertaking this exercise, Departments should also identify projects that support private sector development and are based on:
 - (a)** Public-private Partnership (PPP). Each Department should identify at least one project in PPP mode. However, major departments i.e. C&W, HUD&PHED, Agriculture, L&DD, Health, Education, Tourism, Skill Development, LG&CD, Forestry, Fisheries & Wildlife should proposed at least five projects on PPP mode during FY 2023-24 and
 - (b)** Community / NGOs participation in terms of cost sharing or otherwise.

Brief introductions to the above strategic documents as well as gender enhancement, addressing regional disparities and private sector support are given at Annex IV. In addition to these, briefs sectoral snapshots are also appended in Annex V. However, all Departments must consult the actual strategic documents to align and prioritize their ADP portfolios effectively.

- The Departments must use latest data sources with relevant level of disaggregation (gender, disability etc.) to establish baselines and develop quantifiable targets/key indicators for formulation of the schemes including
 - Population census 2017
 - MICS 2018
 - Latest Federal surveys such as PSLM/ HIES, LFS etc. where needed.

The Departments are encouraged to engage with BOS and PERI for support in identifying potential areas of work and development of targets/indicators based on latest data. The Urban Unit may also be consulted for any spatial data required in formulation of ADP 2023-24. Each Department has been provided financial flexibility to hire experts / human resource on project development as well.

- **Proposed interventions under ADP 2023-24 must be arranged by assigning clear and logical prioritization, facilitating readjustments and course correction in accordance with resource situation during the year.**
- Revenue generating schemes in every sector may be introduced / encouraged.
- The schemes where the inclusion of women, youth and underserved segments of the society would be the beneficiary be encouraged in the larger public interest.
- The schemes where creation of employment opportunities by mobilizing private sector investment, improving small and medium enterprise competitiveness and supporting policy reforms in assured may be assigned higher values than other initiatives.
- The programs which mitigate the social and economic impact resulting from disasters by supporting rescue, relief, and recovery operations, as well as disaster response be encouraged.
- The Departments must prioritize allocation of funds as follows:
 - a. **Counter-part** funds for foreign aided projects as per commitment should be given highest priority.
 - b. **Maximum allocation** should be provided to on-going projects that are at a fairly advanced stage of implementation and have a demonstrated multiplier effect on the life of common man & economic growth.
 - c. **Full funding** should be allocated to projects that are due for completion in 2023-24.
 - d. *The schemes initiated under **District Development Package (DDP)** must be funded according to the approved financial phasing.*
 - e. **35%** funds must be allocated for southern Punjab Districts.
 - f. Projects dealing with emergencies, such as flood relief, rehabilitation etc. may be prioritized.
- Allocations **for new schemes** must not be less than 15% of the total financial

requirement. While proposing scheme-wise allocations, the above benchmarks may be strictly observed except in cases where feasibilities or token allocations are to be made.

- All allocation to the districts preferably may be made based on their population numbers. Preferential treatment be given to the districts ranked low in socio-economic indicators (consult MICS 2018 and latest Population Census results).
- Allocations to individual projects may be decided based on their past performance and the phasing set out in the PC-I / PC-II.
- Counter-part funds for the foreign aided projects and projects co-financed with Federal Government may be phased as per PC-I / PC-II.
- For new projects, the Departments should prepare a detailed concept paper highlighting different aspects of the project. For this purpose, the details should be put in the proforma at **Annex-XII**. Please note that no proposal of new project would be accepted for which the proforma is not properly filled.
 - Cost estimation of new schemes proposed for inclusion in the ADP 2023-24 should be based on rational calculations, cost escalation and market analysis, to avoid frequent revision.
 - Realistic recurring/non-development cost projections for each new scheme must be provided at the time of PC-I preparation.
 - Project life must be kept at a minimum possible timeframe so that the benefits of the project accrue to the public in time. **Projections for 2023-24 and 2025-26 may be worked out with due care.**
 - As far as possible, the Sectoral allocations for ADP 2023-24 will preferably be as per following distribution formula unless special circumstances dictate otherwise:
 - i. 70% for on-going projects
 - The max allocation shall be made for projects having expenditure more than 70%.
 - Max allocation for the projects which have been displayed on SMDP with more than 5 years.
 - ii. 30% for reforms initiatives and new program.
- **The nomenclature of the schemes, their approved cost, location, object codes etc. should be carefully examined and clearly mentioned in the ADP to avoid any supplementary changes during financial year.**
- Departments dealing with Social Sectors should also focus on consolidation and improving service delivery activities, besides, coverage of uncovered areas and groups (special persons, women etc.).
- All Departments must understand that final ADP draft must be shared with FD after approval of PC-1 for all proposed schemes and not on the submitted basis of concept notes. The Departments are therefore required to submit high quality diligently filled PC-I before 30th April, 2023. To ensure the quality of PC-1/PC-IIs please read instructions given at **Annex VII**.
- **Please note that only schemes that are approved by the competent approving fora would be included in the ADP 2023-24.**

- While preparing Annual Development Programme, the Administrative Departments must keep in view that **neither any bulk grants / block allocations can be made in the ADP nor any un-specified allocation can be provided in the next year's ADP- However, Programmes / Umbrella schemes may be considered for inclusion in ADP 2023-24 if inevitable. Approval of Programmes / Umbrella schemes shall be in accordance with guidelines to be notified by P&D Board subsequently.**
- These ADP guidelines must be read with the Budget Call Circular for FY 2023-24 issued by the Finance Department. This shall ensure greater integration of recurrent and development budget and allow a more focused approach towards high quality service delivery for the citizens.
- All provincial government Departments are requested to indicate their proposed programs under ADP 2023-24 after thorough deliberations and get these countersigned by the Administrative Secretary with accompanying one-page briefs indicating vision of the sector, objectives and highlights of the strategic intervention. **The ADP proposals must also be cleared by the respective Ministers.**
- Funding Facility for Project Preparation:
 - (i) While P&D Board is offering and extending all possible technical support to the Departments for preparation of feasible and sustainable projects, Administrative Departments are also encouraged to hire services of professionals and experts for surveys, pre-feasibility studies, design, financial and economic analyses, social impact analyses and market testing. This is especially more important for technically complex and financially large projects. For this purpose, Finance Department has created a Head of Account "Services Rendered" under recurring budget and requisite funds may be demanded from Finance Department. Alternately, P&D Board may be approached for provision of funds for development of viable and sound projects out of development budget / fund.
 - (ii) All the Departments are requested to avail this project development facility that will enable them to design and develop such projects that would significantly contribute towards higher economic growth, enhanced social sector coverage and improved service delivery.

ADP SUBMISSION REQUIREMENTS

All Departments must submit the ADP on the prescribed format accompanied by required documents and proformas as per the notified deadlines. Separate ADP proposal must be forwarded for South Punjab. All proformas and documents must be filled diligently. Proformas with missing information shall not be accepted.

The following documents/proformas are required to be submitted with the ADP

- A Departmental logical framework on the format (**Annex III**)
- PGS 2023 alignment form (**Annex VII**)
- SDGs alignment form (**Annex VIII – to be appended with PC-I**)
- PSS alignment form (**Annex IX**)
- ADP proposals proforma, (**Annex X**)
- ADP proposal proforma for South Punjab (**Annex X**)

- Concept notes (**Annex XI**)
- PC-1/PC-11 on prescribed forms
- Annual Progress Reports (**Annex XII**)

While filling in the forms, the following instructions should be kept in view:

- a. Separate form should be used for each sector / sub-sector.
- b. Nomenclature of all development schemes as approved by the competent authority should be properly and correctly reflected.
- c. Lumping of development schemes into a programme should be avoided.
- d. Status of the developmental schemes should be clearly spelt out.

ADP FORMULATION STEPS

ADP FORMULATION TEAM

The ADP Formulation process must begin with the notification of a team that shall lead the entire formulation process. Departments may notify the members of this team selecting them on the basis of already developed TORs. Female nominations to the team are encouraged if they fulfill the TOR requirements. The team may be headed by an Additional Secretary / or a senior officer appointed by the Secretary. The constitution of the team should remain constant through-out the ADP formulation process barring unavoidable transfers and postings. The Secretary of the Department must ensure that any vacancy as a result of transfer and posting is immediately filled by a suitable replacement. The ADP Formulation team may consist of senior representatives from attached bodies, directorates and field offices, research institutes / universities and representatives/experts on issues of marginalized groups. The members of SPUs that are operational in different Departments must be made a part of this team. The broad TORs of the ADP Formulation Team may be as under:

- Coordinate, design and develop the overall ADP for the Department;
- Internalize the Punjab Growth Strategy 2023 and Punjab Spatial Strategy 2047 in the ADP Strategy Paper of the Department;
- Conduct targeted stakeholder consultations and corroborate information to inform the development of ADP goals, targets, objectives and identification of initiatives;
- Assess needs and requirements to engage external specialist support for research, data analysis, evidence building, project designing, etc. as may be required;
- Produce the Department's ADP Strategy Paper, present to the Secretary for approval and onward submission to P&D Board;
- Conduct the exercise of development of the logical framework;
- Develop roles and responsibility matrix to ensure Departments delivery of outputs related to ADP formulation as per the new framework are met on time and are of good quality;
- Follow-up on deliverables to ensure tight compliance.

Plan of Activities

The Departmental ADP formulation team should develop the ADP formulation work-plan to be implemented by it elaborating the team member roles and responsibilities in this document. The team should carefully select its key stakeholders for consultation. The stakeholders may be selected and identified through the following strata:

- a. **Citizen / individual:** These may be identified through CSOs / NGOs or direct community group representatives. These stakeholders are extremely important, especially where the Department's primary responsibility is delivery of effective and efficient services to the citizens. The stakeholder selection in this category must be gender sensitive and should also include marginalized group representation where relevant and possible.
 - b. **Industry / business:** Private sector stakeholders may be identified if relevant and necessary for the Departments. The Departments can identify these stakeholders using formal forums such as chambers and business associations as well as through direct contacts with representatives of businesses.
 - c. **Departments platform / network / association:** These include stakeholders from Department's other programmes and initiatives, associated bodies, directorates, field offices etc.
 - d. **Research:** These include established consulting firms, think-tanks, law firms, individual consultants, universities and academia led research houses. These
Stakeholders may be involved as and when required.
 - e. **Development Partners:** The Departments may also consider including development partners such as UN Agencies, Asian Development Bank, World Bank, international donor agencies etc.
 - f. **Other Departments:** In order to establish horizontal coherence and synergies other Departments may also be consulted as that would promote integrated planning and development aligning the ADP across different sectors. Representatives from Departments with cross cutting focus must be consulted wherever possible. For example, Women Development Department, PCSW, Dept of Human Rights & Minority Affairs, PSPA and Punjab Information Commission may routinely be consulted for consideration of needs of women, minorities, special persons etc. where relevant. Similarly, Environment Protection Department and PITB may also be engaged where needed.
- Top & Bottom:** In addition to above the team must consult all national, provincial and local strategies and plans as that would ensure vertical planning coherence with federal, provincial and local governments aims and objectives.

Stakeholder Consultations & Research Studies

Over the last few years all Departments have been encouraged to include stakeholder consultation in the ADP formulation process. The purpose of this has been to enable Departments to design a transparent, well-targeted and coherent framework for ADP formulation by identifying key initiatives that address the strategic needs and priorities of the province and its various sectors. Stakeholder consultation allows the Departments to openly discuss their policy objectives as well as the public sector constraints. Stakeholders feedback and input has been of great significance as it has enabled the Departments to refine their policy objectives/targets and identify areas of intervention where market

failures exist, and public funding is necessary. Keeping in view the benefits achieved over the last few year, stakeholder consultation is required for the formulation of ADP 2023-24. For stakeholder consultation to be useful it is necessary that some overarching guiding principles and good practices are followed. *The P&D Board has developed some key steps that should be followed by Departments in conducting these consultations (Annex-II)*. In Addition, the Departments are also encouraged to use short term technical resources for conduct technical studies/research that can help generate relevant evidence that will support stakeholder consultations.

Logical Framework

Taking into consideration the provincial, sectoral and Departmental documents that outline the objectives/targets and using the feedback received through consultations the Departments should develop a logical framework with a 3 - year medium term horizon. The logical framework should specify the targets identified on the basis of the policy objectives. Outlining the key indicators for measuring performance / contribution towards the targets. It should also identify the main beneficiaries (women and men), provide base-line values and sources of data (disaggregated by gender), frequency of measurement and, any risks / assumptions that may hinder performance. The framework should also list priority wise set of interventions explaining how these interventions will help attain the overall targets. The framework should be aligned with the Punjab Growth Strategy, Sustainable Development Goals (SDGs), principles of equity & inclusion, CPEC and related initiatives. Furthermore, the framework should also identify initiatives that can be implemented through PPPs. To assist the Departments a template has been provided in **(Annex-III)**. Departments are encouraged to use the templates as part of their stakeholder consultations and flesh out the details through the process.

Guidance to Conduct Effective Stakeholder Consultations

What is Consultation?

Consultation is a process through which the 'organizing' member collects opinions and views from relevant stakeholders about a pre-defined problem statement or issue. Stakeholder consultations can take various forms and can be implemented through different consultation methods (targeted, inter-Departmental, intra Departments, field formations, academic and research institutions or a combination of all) and tools (documents, questionnaires, key informant interviews, focus groups). However, stakeholder consultations must be distinguished from collection of data and expertise. The collection of expertise is largely done through expert groups or hiring of technical / professional services to develop a background paper – stakeholder consultations are conducted to collect expression of views on a specific issue. Therefore, hiring of consultants etc. must not be included in stakeholder consultation, it may be done separately and reports from such specialists may then be made part of these consultations. Moreover, stakeholder consultations may be used to discuss and reflect on data and facts and should not be a mere data collection exercise.

In the context of ADP Formulation, the consultations to be done by the Departments are absolutely critical in informing the identification of key issues, possible solutions and inputs required by the Departments. The sessions can also help in designing the overall strategic goals and objectives. The Departments are encouraged to identify their key stakeholders and develop key questions they want to discuss /need views and inputs on. The areas can include high level policy and strategy questions, identification of issues and responses to these. A senior member of the Department may conduct the dialogue and it should usually start with a short presentation on existing scenario, research and evidence available for the topic under consideration. If the Departments have conducted some prior studies the findings and recommendations may be shared at the session. The Department should consider such consultation as an enlightening process to add many different experiences and views.

Why Consult?

Consultation with a wider set of internal and external parties increases the legitimacy and hence quality and credibility of the proposals / initiatives. The government has a duty to act in public interest and ensure best value for money when making financial decisions. Therefore, good consultations can provide a comprehensive overview of differing interests, structuring of the available information and collecting different views to reach practical solutions. Thus, obtaining high quality reliable information is crucial to the process. The Policy

and Strategic Plan should thus be done prior to Departments submitting the ADP for the next year.

What principles must be observed?

As per global good practices 'six' key principles must be adhered to whilst conducting stakeholder consultations:

- i. The framing of issues under discussion, documents, information etc. must be clear and concise;
- ii. All members must be given a fair chance to represent their views;
- iii. Identification of stakeholders must be strategic, reflective of the issue being discussed and inclusive of issues of marginalized groups;
- iv. Participants are notified about consultations timely ensuring availability and preparation;
- v. Information is provided well in time for informed input in consultations;
- vi. Conclusions and key points for sessions are shared with all participants for concurrence.

Steps for Designing, Running and Analyzing Consultations

In order to provide a guiding tool, the following steps as felt necessary by the Departments may be followed for having a useful consultation session. Please note that if the Departments feel the need to take additional steps, they should feel free to do so.

Step 1: Clearly Defining the Objectives of the Consultation Session

The Department should set the agenda in advance and if possible, share it with stakeholders for input and developing clarity. The context, scope and expected impacts of the initiative should be defined clearly. Information on consultations that have already taken place (if any); future consultations that will take place after the current one (if any) and their respective objectives must also be developed. This should help to identify what information is already available and what still needs to be asked from stakeholders.

Step 2: Stakeholder Mapping

A key step when preparing for a consultation is the stakeholder mapping that will identify the target groups to be consulted. This will in turn influence the choice of the most appropriate consultation methods and tools, that would help solicit valuable contributions from as many relevant target groups as possible. It will also determine whether specific approaches will be needed for different stakeholder groups, as well as which language versions of the consultation documents will have to be made available. The language coverage of the consultation will vary depending on whether those consulted are highly specialized, not specialized, or general citizens.

The basic rule is to have a broad and transparent consultation with stakeholders involved in and impacted by the initiative (ensuring engagement with representatives of women, special persons and minorities, wherever relevant), seeking the whole spectrum of views in order to avoid capture by specific constituencies. The minimum consultation standards indicate that all relevant parties must have an opportunity to express their opinion. Relevant parties are defined as those affected, those who will be involved in the implementation, those that have stated interest and those that have knowledge and expertise about the issue as well as those that support or can block solutions related to the area.

Step 3: Selection of consultation method and tools

Next the Department must establish whether to have a targeted consultation, consultations with internal stakeholders of the Department or may be employ a hybrid mode in this regard. Targeted consultations can be through key informant interviews and closed meetings, whereas inter-Departmental, field formations or hybrid consultations should be done in shape of focus groups. In both cases a set of structured questions and desired outputs must be developed and shared in advance.

Step 4: Detailing the timing of consultation and its sequencing

When preparing the overall consultation plan, it is crucial to select the appropriate time to start each consultation activity as well as its sequence and assess the stages of the Departments' activities where stakeholders' input will be needed. This again depends on the aim of the consultation and the target groups input is sought from.

As a general rule and for the sake of its effectiveness, the consultation process should start as early as possible, so that interested parties can really influence the outcomes. This means that they have to be involved before certain decisions have been made. These consultations may therefore be started at the time of Departments policy setting. Sufficient time for responding must be given to those participating in consultations. Participants must also be provided with relevant information ahead of the consultations to enable informed input

Step 5: Analyzing Responses and Reporting Back

The last and most important step is to perform a comprehensive analysis on the information and views of stakeholders. This exercise should go beyond the point of just recording the views and statements. It should in fact should provide an analytical summary of key discussion points, how they contributed towards the agenda items, what were the outcomes, what was agreed and how Department has incorporated the feedback. The final product must also be shared for feedback.

Template for Developing Departmental Logical Framework

The outcome of a strategy or a policy, no matter how elegantly articulated, depends on the fidelity with which it is implemented. The Departments have been asked to develop their policies / strategies, as a next step they are required to develop this into a logical framework as per the template below. **Please note the write up is only for depiction and illustrative purpose.**

Narrative Summary	Key performance indicators	Means of verification	Costs	Timeline	Responsibility	Assumptions
<p>Goal: A more competitive Punjab that can achieve a 7-7.5% growth p.a. and create a minimum of 1 million jobs a year</p>	<ol style="list-style-type: none"> Total GDP growth per quarter for the province in Pak Rupees and US\$ New employment generated per quarter in numbers (disaggregated by gender) Average growth of GDP over the next 5 years 	<ol style="list-style-type: none"> Gross Provincial Product calculated by BOS Number of new jobs created estimated by BOS (disaggregated by gender) Change in employment figures estimated by BOS (disaggregated by gender) Punjab Economic Report Punjab Competitiveness Report 	<p>Cost of individual actions are proposed below in detailed activity list</p>	<ol style="list-style-type: none"> Over 3 year period 	<ol style="list-style-type: none"> PSD Core group comprising of I,C&ID, PBIT, P&D Board, TEVTA, PSIC & PIE 	<ol style="list-style-type: none"> Provincial governments commitment to private sector led growth Ability of BOS enhanced to get accurate estimates of GDP and employment Macro-economic conditions remain sufficiently stable to allow growth and development Security conditions do not worsen further COVID 19 pandemic remains under control

Narrative Summary	Key performance indicators	Means of verification	Costs	Timeline	Responsibility	Assumptions
<p><u>Purpose:</u> To create an enabling environment for private sector led growth by improving governance, facilitating creation of efficient factor markets, developing world class business environment, competitive companies and productive people</p>	<ol style="list-style-type: none"> Improved regulations and monitoring Adequate quality and quantity of infrastructure Availability of trained workforce (men and women) to respond to market demand Improved investment climate Better access to high value added domestic and export markets 	<ol style="list-style-type: none"> Number of policy changes made having direct impact on private sector facilitation Number of critical infrastructure projects initiated 	Cost of individual actions are proposed below in detailed activity list	<ol style="list-style-type: none"> On-going 	<ol style="list-style-type: none"> P&D Board and Bureau of Statistics Stakeholder Departments including C&I Department, PBIT, PIE, TEVTA, PSIC, PCB and PAMCO 	<ol style="list-style-type: none"> PSD policy stays a priority Implementation of suggested time bound activities Ministries coordinate and are able to implement elements under leadership of Chief Minister's Office.
<u>Outputs:</u>						
1. Punjab's business & investment climate improved with global image and market presence strengthened	<ol style="list-style-type: none"> Improvement in investment climate index (annual) Number of changes made to improve cost of doing business indicators (annual) 	<ol style="list-style-type: none"> World Bank published reports Newspaper clippings and international media recordings 	Costs are listed as per inputs/activities stated below	<ol style="list-style-type: none"> Every 12 months Every 6 months for all other indicators 	<ol style="list-style-type: none"> PBIT, I,C&ID , P&D Board and Bureau of Statistics I,C&ID , PBIT, BOS PBIT and I,C&ID for all other indicators. 	<ol style="list-style-type: none"> Continued support of World Bank to build capacity of BOS and PERI to institutionalize survey methodologies
2. Production, Value-addition and adaptability to technological change capability of the Private Sector enhanced	<ol style="list-style-type: none"> Develop a productivity and value addition index of all key sector in Punjab Value addition as a percentage of total output 	<ol style="list-style-type: none"> Development of an index Production of statistics 	Costs are listed as per inputs/activities stated below – The United Kingdom Department of Trade & Investment has a 'value addition' score card. The same template can be replicated by Punjab.	<ol style="list-style-type: none"> 12 months for first statistic to be produced Repeated at the frequency of CMI data 	<ol style="list-style-type: none"> BOS & PERI to work on the development of the statistic, C&I D to coordinate The census of manufacturing industries data can be used to create this index. DFID TAMA can provide initial support to develop basic set of indicators using the CMI data 	<ol style="list-style-type: none"> Resource availability Assumes cluster initiatives not based on protectionism and subsidies but on removing public sector bottlenecks, providing public goods or correcting market failures

Narrative Summary	Key performance indicators	Means of verification	Costs	Timeline	Responsibility	Assumptions
3. Quality of the Human Resource improved	<ol style="list-style-type: none"> 1. Increase in employment (disaggregated by gender) 2. Increase on export of skilled labour from Punjab 3. Number of international certifications 8. Effective user feedback 	<ol style="list-style-type: none"> 1. Statistics produced 5. Feedback reports produced 	Costs are listed as per inputs/activities stated below	<ol style="list-style-type: none"> 1. Statistics produced quarterly 	<ol style="list-style-type: none"> 5. 1. BOS & PERI to coordinate with TEVTA and C&I D. 	<ol style="list-style-type: none"> 1. Ability of BOS and PERI to collect reliable data and statistics. 6. Willingness and resource availability to TEVTA to upgrade the training and skills base of Punjab
4. Implementation of the strategic and policy actions strengthened	<ol style="list-style-type: none"> 1. Number of meetings held of the PSD Core group to review implementation 9. Number of actions implemented on schedule 	<ol style="list-style-type: none"> 6. 1. Meeting minutes and reports produced by Department 	Costs are listed as per inputs/activities stated below	<ol style="list-style-type: none"> 1. Every three months 	<ol style="list-style-type: none"> 6. 1. I,C&ID to coordinate meetings of the PSD Core Group 	<ol style="list-style-type: none"> 1. All participants showing ownership of strategy implementation actions and willing to coordinate with C&I D. 2. Resources being made available to line Departments for implementing 7. strategic actions

Introduction to Provincial Strategies and priorities

i. Revised Punjab Growth Strategy 2023

Government of the Punjab has launched Punjab Growth Strategy (PGS), 2023 to set the development agenda for 5 years. The impact of COVID 19 pandemic on the provincial economy has been significant. **The Departments are required to align their development programme with the new priority areas highlighted in each sector in the PGS.** The Departments are also encouraged to assess their overall alignment with the growth strategy and highlight the contributions this has made to the provincial development. Based on these assessments the Departments are recommended to suggest revisions and changes in line with the Growth Strategy. Following key challenges and pillars have been highlighted under the revised PGS, 2023:

- Attainment of a sustainable provincial GDP of 7 percent by terminal year 2023.
- Creating on average 1.20 million new jobs annually over the next five years, thereby contributing 60 percent to the national target of 10 million jobs and thereby reducing the idle youth in Punjab from 10.3 percent in 2017-18 to 8.8 percent by 2023.
- Reducing the Multi-dimensional poverty in the Punjab from 26.2 percent in 2017-18 to 19.5 percent by 2023.
- Increasing the average number of new housing units to 640,000 annually over the next five years, thereby contributing 64 percent to the national target of 5 million new houses.

Key Pillars

- Enhancing the focus on sectors in which Punjab has comparative advantage in the national context and harness their potential.
- Creating an enabling environment for private sector led investment and growth.
- Investing more in quality formation of Human Capital and its Utilization.
- Making public investment and ADP sectoral priorities to maximize the impact on growth.
- Advocating and coordinating with the federal government on managing key macroeconomic policy variables that have a significant impact on Punjab's Economy.

The Departments are encouraged to develop their portfolios for accelerating the drivers of growth in order to meet the challenges identified under PGS, 2023. For analysis, a template has been provided at **Annex-VII** for assistance of the Departments.

ii. Punjab Spatial Strategy 2047

In 2019 the provincial cabinet approved the Punjab Spatial Strategy (PSS), 2047. PSS supports the Punjab Growth Strategy, 2023 and is a core document providing not only a basis for the economic and local development framework, but also regional and local level policy initiatives. Institutional framework for the strategy consists of Punjab Spatial Commission with a secretariat in P&D Board and Spatial Strategy Cells in 9 Divisions of the Punjab supported by key Departments like LG&CD, C&W, Industries, HUD & PHE, etc. The strategy provides a roadmap to structurally transform Punjab into an economically developed and sustainable region through public investments in different sectors over the next thirty years

PSS 2047 advocates spatial planning across various sectors including industry, agriculture, connectivity, environment, tourism, urban and social sectors. It also aims on improving Punjab's global positioning in terms of provinces attractiveness and competitiveness for investment through leveraging its endowments and comparative advantage. The role of urban settlements is strongly anchored within the strategy's growth framework and it focuses on transforming these settlements into smart, competitive and livable places. Improving people's quality of life by reducing intra- and inter-regional disparities and ensuring access to economic opportunities resonates through each policy objective. Sustainable Development Goals (SDGs) are also internalized as policy achievement targets in each area, ensuring their alignment to national, international, provincial and sectoral vision. Sustainability and resilience remain at the center of PSS 2047 as does the role of environment protection and conservation which the strategy explains to be pivotal in enhancing the quality of life of the people of Punjab. Finally, for the implementation of an integrated spatial planning system, a strong implementation, monitoring and evaluation framework is proposed along with assigned roles for all key public sector stakeholders.

ADP 2023-24 must ensure compliance with PSS so that the resources are optimally used, leading to effective reduction of intra and inter-regional disparities and ensuring equitable access to economic opportunities. **It is mandatory that all projects included in ADP 2023-24 especially infrastructure and industrial estates projects must be aligned with** PSS 2047.

Following are the core objectives of the strategy:

- **Strategic Objective 1:** Improve the Global Position of Punjab in terms of Attractiveness and Competitiveness

- **Strategic Objective 2:** Develop Regions based on Comparative Advantages
- **Strategic Objective 3:** Transform Cities into Smart, Competitive and Livable Places
- **Strategic Objective 4:** Sustainable Natural Resource Allocation and Management
- **Strategic Objective 5:** Enhance the Quality of Life for all Segments of Society
- **Strategic Objective 6:** Enhance Environment Protection and Management
- **Strategic Objective 7:** Implement Integrated Spatial Planning System

To assist the Departments a template has been provided in **Annex- X** which is required to be attached with new PC documents being developed for the ADP 2023-24.

iii. Sustainable Development Goals (SDGs)

Through a unanimous National Assembly Resolution in 2016 Pakistan affirmed its commitment to the 2030 Agenda for Sustainable Development by adopting the Sustainable Development Goals (SDGs) as its own national development agenda. In 2018, the newly elected Government designed and approved a National SDGs Framework that envisages a national vision to prioritize and localize SDGs. The country is making all possible efforts to establish institutional mechanisms in line with the 2030 Agenda. The provincial government also a firm stance on strengthening institutions, ensuring meritocracy and introducing transparency at all levels. It has therefore taken lead on SDGs and has established a dedicated SDGs Support Unit under P&D Board that provides technical assistance to government Departments for achieving SDGs. The Departments are advised to accord priority to the schemes which address SDGs and its targets while preparing Annual Development Programme (ADP) 2023-24. It is also important that a clear monitoring strategy is put in place by the Departments to track performance against each of the 169 targets. This must be done using reliable and consistent data, disaggregated by gender and other categories as is required for SDG reporting. As a part of localization efforts, UNDP Pakistan is also supporting the Government of the Punjab in the formulation of district localization plans for poorest districts of Punjab by adopting a bottom-up approach for identification of SDGs related priorities. To assist the Departments in respect of SDG alignment a template has been provided at **Annex-VII** which may be attached with new PC documents that are developed for the ADP 2023-24.

iv. Punjab Local Government Act

The Punjab Local Government Act, has been promulgated in the province and new local government elections are likely to be held next year. All the Departments are required to tailor their Departmental ADP in view the provisions of The Punjab Local Government Act.

v. Gender Empowerment

The gender parity ratios in education and health in the Punjab have significantly improved over the last few years and are now close to 1 suggesting that the gender gap in these areas have been addressed. This has been possible due to conscious efforts on part of the government.

However, recent Gender Report produced by the Commission on Status of Women suggests that economic and political empowerment of women is still low in the Punjab. Whilst, developing the ADP 2023-24 Departments must make full efforts to include existing gender disparities and introduce initiatives to address disparities. The Departments are also encouraged to bring about policy changes that are required to address gender issues. Following areas as policy options for reducing gender disparity may be addressed:

- Increased women's participation in the labor force in rural and urban areas to achieve possible female workers' growth rate of 4.3%.
- Ensure availability of women-friendly transport infrastructure in all districts.
- Ensure speedy, impartial and effective justice for victims of domestic violence.
- Establishing Violence against Women Centers in all 36 districts.
- Encouraging women-led entrepreneurial ventures through incubators and establishment of employment facilitation hubs across Punjab.
- Providing access to finance to women entrepreneurs at favorable terms.
- Conducting yearly Women Expos to help women gain access to consumer markets (local & international)

vi. Bridging Regional Disparities & Gaps

Regional disparity is a core problem that hinders equitable economic growth. The current government focuses on bridging this gap by allocating resources on the basis of parameters like population, poverty etc in order to improve public service delivery. In line with this policy the government of the Punjab has been allocating 35% development budget to the Southern Districts of Punjab and this policy will continue during next year. This policy would result in better implementation of poverty reduction strategies as they would allow allocation of considerable funds for development initiatives, thereby directly transferring resources to the marginalized segments of society.

The establishment of a separate administrative secretariat for South Punjab shows present governments resolve to provide basic amenities and equitable distribution of resources to poorest of the poor.

The Departments are advised to give due attention to its poorest district and initiate special projects for provision of better health, education water and sanitation services for them. There is need to increase investment flows and development expenditure in areas which have been identified as most poor. The regional parity in context of Southern Punjab as well as rest of the Punjab has been identified in PGS 2023 and presents a major challenge for the government. **The P&D Board therefore intends to continue making increased investments over previous levels for upcoming years as that will allow the province to address the development gap created due to historic low spending in deprived areas.** Thus, Departments are strongly encouraged to develop schemes that address key issues such as education, health, WASH, basic

infrastructure and private sector development in the deprived districts as that will create wealth and reduce the poverty gap between impoverished and better-off districts. In addition to expanding the district focus, Departments are also encouraged to demonstrate how their schemes shall address the most vulnerable communities including young girls in low income areas as well as physical and mentally handicapped or socially handicapped citizens of the province. To address marginalization and promote inclusion, Departments must, as far as possible:

- (i) Prioritize projects, which clearly stipulate a focus on marginalized groups as beneficiaries.
- (ii) Include measurable targets for social impact of development projects, where relevant.
- (iii) Use gender dis-aggregated data to assess needs and ensure evidence-based planning.

vii. Private Sector Development

Available fiscal space is never enough to meet the ever-increasing infrastructure and social service delivery needs in a developing country. Hence, it is imperative to increase private investments in various sectors to accelerate the development of physical and social infrastructure. Public Private Partnership (PPP) is an efficacious way of tapping private capital and expertise for effective delivery of public services. The PPPs help attracting private capital investment, increasing efficiency through profit motivation of the private sector, and helping reform the selected sectors through reallocation of roles and risks. PPPs can play a pivotal role in achieving the ambitious growth agenda of the Punjab, as public funding alone is not enough to cater the development needs of the province.

The Punjab PPP Act 2019 has laid foundations of a conducive environment to attract private sector investment in physical and social infrastructure projects leading to improved service delivery. Under this Act, new institutional arrangement has been provided for PPPs in Punjab, which includes PPP Policy and Monitoring Board (PPP P&M Board) and Punjab PPP Authority; whilst roles of PPP Cell and Risk Management Unit, which were existent already, have been redefined with clear allocation/ segregation of duties. PPP P&M Board will monitor, coordinate, facilitate, promote and approve PPP projects. Punjab PPP Authority / Government Departments are responsible to identify and conceptualize potential projects PPP project. Punjab PPP Authority will also ensure that Projects are prepared using criteria such as supply and demand gaps, social and economic benefits, financial attractiveness, value for money analysis, optimal risk allocation, project bankability, and uncertainties involved. Furthermore, PPP Authority is to select a private party for each project through competitive public tendering as per the Act. Role of the PPP Cell is to act as Secretariat of PPP P&M Board. Further, PPP Cell and RMU have to appraise the proposals submitted by the PPP Authority, prior to their placement before the Board for approval.

Punjab PPP Authority / Government Departments are encouraged to identify schemes that are more commercially viable for the private sector and can be successfully implemented through PPPs. The new ADP must therefore be developed with a view to fully capture the potentials of private sector for development of economy.

SECTORAL SNAPSHOTS

The new sectoral development portfolio should be based on Punjab Growth Strategy 2023, with a special focus on Punjab Spatial Strategy (PSS), 2047. The formulation process of sectoral development plan will be based on the local community and regional demographic needs. This practice will redirect public investments into the sectors under the new spatial preferences as highlighted in the PSS.

The promulgation of the Punjab PPP Act, 2019, shall also help mobilize private sector and accelerate private sector investments for the provision of infrastructure, health, education and overall sustainable economic growth. All the Departments are encouraged to align their concerned sector policies with the provisions of the Punjab PPP Act, 2019 so that a maximum number of PPP based projects can be included in ADP 2023-24.

Punjab Growth Strategy (PGS), 2023 and Punjab Spatial Strategy (PSS), 2047 are the overarching document that lay down the contours of economic and social development in the province. All the Departments are required to ensure that 80% of their relevant schemes are aligned with the PSS. The Departments are advised to re-think their portfolios based on previous alignments with the growth strategy and propose revisions they want to push to the current political government. The current priorities include:

- Nutrition & Population Issues:** Rapid growth of population has become a key challenge for Punjab. The situation becomes even worse when issues of stunting are combined with this increasing population growth. To address this issue as a matter of priority, the P&D Board has set up the Punjab Population Innovation Fund (PPIF). The PPIF is acting as the provincial lead to control growth of population in the province. ADP 2023-24 should continue to strongly support the population issues in the Punjab. Similarly, the ADP must also support the nutrition programme for the Punjab. The relevant Departments should propose spatially targeted interventions (schemes) in next year's ADP for the districts/areas where there is an unmet need and natural population growth rates are higher as the latest available data shows (population census 2017, DHS 2018 and MICS 2018). Similarly, the ADP must also support the nutrition programme for Punjab. The key objectives of the proposed ADP should be on removing spatial disparities as highlighted, based on evidence-based research and rationale.
- Development of Human Capital:** The government will continue to invest in converting its population challenges to dividends. This will be done by a continuous investment in skills development of the youth and women's social and economic empowerment. The support to PSDF, TEVTA, PVTC and the Punjab Skills Development Project will continue. This year, the Departments should also try to enhance skills in the light of CPEC requirements.

Improvement in quality of training courses offered, enhancing access to youth for employable skills, inclusion of women in skill ecosystem, and strengthening of provincial human resource development framework will remain key themes. Cluster focused trainings are encouraged in growth corridors identified under Punjab Spatial Strategy 2047. Human capital investments must precede industrial infrastructure developments across Punjab.

- **Health, Education & WASH:** The tilt towards higher spending in education, health and water & sanitation services shall continue. However, the relevant Departments must carefully assess their role of providing high quality public services and propose regulatory reforms that will also encourage more private sector partnerships in these areas. The Departments should also strongly but carefully assess the rationale and cost benefit of development of new infrastructure for strengthening delivery of services to citizens. The Departments must use research to evaluate investment trade-offs. For example, in education the Department should evaluate the return on spending on schemes such as distribution of new laptops, building new schools, improving mobility towards existing schools, enhancing teacher quality, investing in better content and regulating the quality and learning outcomes. Similarly, under health sector, the Department should consider whether investing in new hospital buildings is better than staffing the existing ones? Evaluation of such trade-offs should be directly linked to overall targets of growth and SDGs. Moreover, in order to achieve equity due consideration should be given to deprived and vulnerable communities of the province as identified by the Punjab Spatial Strategy, 2047.
- **Agriculture, Livestock & Forestry:** Agriculture is the backbone of Punjab. This important sector is increasingly becoming an area of concern due to the decline of productivity and increase in population. Punjab has always been self-sufficient in basic food production. However, the decline in agriculture and livestock sectors coupled with decreasing water availability could soon create food security issues for the province. Moreover, rural income depends on agriculture & livestock and hence poverty indicators cannot improve without considerable gains in these sectors.

The ADP 2023-24 should seek to change the current crop mix for optimal utilization of resources (land, water & capital) and increased efficiency. The traditional cropping pattern currently followed does not generate enough profits and revenues for the farmers as it is based on low profit generating crops. Keeping in view the aforementioned facts, comprehensive strategies are required in three areas. First, to identify the potential areas for each crop, make cluster / zone of each crop and provide all ancillary facilities and specialized support system for each cluster/zone according to its requirement as identified in Punjab Spatial Strategy, 2047. This will increase efficiency in system (efficient use of resources like land, labour, water, inputs) and facilitate government to easily manage the whole value chain of each crop (management of inputs, extension services, technology, R&D and provision of subsidy) on zonal basis. Second, gradually shift crop-mix pattern from low value crops to high value crops by identifying potential high value crops on priority basis in the next five years, developing a complete value and supply chain for them. Crops such as Mango, Citrus, Onion and Potato are some examples of high value products that have good profitability, demand, and high potential for value addition, export and comparative advantage in international markets. This will ultimately result in the overall growth of the agriculture sector in Punjab. Third, the yield of major and other crops (other being horticulture, oilseed and minor crops) should be increased through introduction and

enforcement of better agricultural practices. The aim is to achieve an increase in production in these crops from a limited area thereby optimally utilizing the remaining area the production of high value crops. Another factor to consider is, to avoid import of agriculture items such as sunflower and lentils.

ADP 2023-24 should seek to enhance focus on productivity and high value agriculture. There should be a greater focus on agriculture research making it more result oriented. ADP will continue to support allocations on subsidizing inputs, providing easy credit and smart technology, subsidizing farm mechanization, spending on Prime Minister's National Agriculture Emergency Programme, investing in high value agriculture, supporting establishment of high-tech mechanization service centers and capacitating farmers' cooperatives. Value chain and supply chain of Agriculture and Livestock products also need to be developed on sustainable basis and should be given due consideration. Environmental degradation and smog have reached alarming levels over the past years and must also be given proper attention through comprehensive strategies for their reduction. All the programmes and projects envisaged under ADP need to be target-oriented. All such interventions should be efficient and ensure value for money.

- **Infrastructure (Roads & Irrigation):** High quality and efficient infrastructure is critical to the development of industrial, agricultural and services sector. However, not all infrastructure projects have the same impact. Some generate high social return on investment and contribute to private sector activity, employment and government revenues. Whereas other projects generate an inadequate return and result in a drain on scarce public resources. There is, indeed, some anecdotal and more technical evidence that better quantity and quality of infrastructure can directly raise the productivity of human and physical capital and hence overall growth. For example: high quality roads infrastructure can: **i)** improve access to education and health services; **ii)** improve access to markets for farmers by cutting costs; and **iii)** facilitate private investment, and, ultimately improve jobs and income levels for masses.

The next year's ADP should continue to focus on building need-based quality infrastructure. However, all new investments must be guided by Punjab Spatial Strategy, 2047, ensuring East-West connectivity and mobility through high speed road network. The infrastructure should help bring under-developed areas at par with developed ones. This may be achieved through fast connections and city connectivity using the hub-spoke model, which will ultimately create a link among economic centers for maximum value generation.

- **Industrial Competitiveness & CPEC:** The government strongly realizes that it needs to do more to improve the industrial competitiveness in the Punjab. This has become even more important in light of the CPEC. The Industries Department should play a key role in this regard. The development of a long-term engagement strategy with the Chinese, identification of industries for JVs and investments, regulation of the industrial space by creation of Industries Regulation Authority of Punjab (IRAP) and Provincial Special Economic Zones Authority (PSEZA) are also crucial for industrial competitiveness. More specifically a full-scale industrial policy can help inform the decision-making for industrial cooperation not only in the CPEC context but also to take advantage of opportunities on global canvass. Moreover, a stronger emphasis should be placed on utilizing the spatial policy, identifying growth corridors and nodes under Punjab Spatial

Strategy, 2047 as that will guide the development of new industrial parks and special economic zones. Finally, a comprehensive land use policy for industrial development can also go a long way in supporting this sector. Hi-tech industrial clusters and technological acquisitions are also priority considerations for laying foundations of the same.

- **Tourism, Recreation, Archaeology, Youth, Sports, Culture:** Tourism sector has the potential to become a major revenue earner for Punjab. However, this can be achieved only if the tourism potential can be capitalized effectively. Tourism can be a source of poverty reduction, direct job creation and can have far-reaching positive impact on presenting Punjab's softer image to the world, which is essential for FDI. Focus of the development plan should therefore be on restoration, conservation and development of priority heritage and natural sites. ADP 2023-24 should seek to develop and market Provincial Tourism Zones with distinct identities and proximity to tourism potential assets in line with the Punjab Spatial Strategy, 2047. Investments should also be targeted towards enhancement of the local tourism potential by developing / upgrading one-day destinations around Lahore, Rawalpindi and Multan so that the strain on existing tourism infrastructure is reduced.
- **Environment Protection and Conservation:** Environmental protection needs to be recognized as an integral part of social and economic development. Quality of life, health and well-being rely on clean land, water and air, productive soils, available minerals, water resources and fluvial systems and processes. Conservation of natural resources and protection of environment, by mainstreaming it in the decision-making process needs to be considered by all Departments while developing ADP 2023-24. Environmental screenings need to be ensured as per requirements of law. Greening of industries, urban forest, control of effluence and waste, and other key areas spatially identified in Punjab Spatial Strategy, 2047 need to be ensured.
- **Urban Development:** Owing to the deteriorating quality of life around and within city centers, the larger cities of Punjab are rapidly losing density. This is resulting in an urban sprawl and out migration from city centers to the outskirts. The impact of this decline is adversely affecting urban efficiency as it increases the cost of service provision. It is essential that new urban boundaries for cities as well as 20-year growth boundaries are defined and validated yearly. It is also essential to assess urban density and prepare urban design schemes which are aligned with the policy statements under Punjab Spatial Strategy, 2047. Land uses should be rationalized and brought at par with the international standards through strict control of new developments and redevelopment of incompatible land-use areas. Urban Design guidelines which focus on pedestrian oriented design and increase the accessibility of the city to the public should be formulated and enforced. Major public spaces and city centers should be re-designed by prioritizing pedestrianism, designing public spaces and providing direct accessibility to public transport. Transit oriented design should be incorporated in land use rules to allow for maximum vertical mixed-use development within zones. Urban rejuvenation must be adopted as a comprehensive and integrated strategy that would enable the resolution of urban problems, and which will seek to bring about a lasting improvement in the economic, physical, social and environmental conditions of degraded areas. Improved urban governance systems, master planning of major cities under the urban design guidelines highlighted above and schemes which improve urban structure and densities should be incorporated in ADP 2023-24. Punjab Spatial Strategy, 2047 has identified 'System of Cities' that gives out future growth path based on their

functional and economic linkages. This should be used as an aide to policy making for cities and urban development.

- **Transport:** Inadequacies in public transport provision create barriers and limits to individual participation in economic activities. In Punjab, impromptu growth and rapid increase in population has resulted in more private vehicle trips across the province and in particularly within the cities. Currently, more than 1,600 busses are providing intra- city public transport service in 7 cities of Punjab. The required number to meet the demand is however above 3,800 buses. Clearly, there is a huge gap in supply and demand of intra-city public transport services. Absence of affordable, reliable, safe and efficient multi-modal public transport in many major cities of Punjab has resulted in high dependency on private modes of travel with two wheelers being the main mode. Motor Vehicle registration statistics of last ten years shows more than 300% increase in two-wheeler numbers. Likewise, there is an increase of more than 90% in motor cars within last decade. Provision of efficient public transport in alliance with transit-oriented development is one of the key areas of intervention identified in Punjab Spatial Strategy, 2047 that needs to be incorporated in ADP. This will help sustain high urbanization and consequential mobility demand, ensure enabling environment for inclusive growth.
- **Energy:** Punjab Spatial Strategy, 2047 identifies key areas for intervention that include energy conservation, energy efficiency, clean energy development, disaggregated systems development for supply of electricity and other key interventions.

Quality of PC-Is / PC-IIs

The Planning & Development Board has introduced a mechanism for development and submission of online PC-Is through Smart Monitoring of Development Projects (SMDP) / Planning portal. Since, 1st January 2019 only online submitted PC-Is are being entertained for process and consideration by PDWP. SMDP / Planning portal has a checklist of key variables that provide a first check on the quality of PC-Is being submitted by the Departments. The Departments have been informed that any PC document that is submitted with missing elements of the checklist will not be accepted by the P&D Board for further processing. The Departments should also place more emphasis on areas such as; **(i)** Procurement Plan; **(ii)** HR Management Plan; **(iii)** Implementation Plan; **(iv)** M&E Plan; **(v)** Risk Management Plan; **(vi)** Year-wise Financial Phasing; **(vii)** Year-wise Physical Phasing; **(viii)** Environmental Impact Analysis and; **(ix)** Economic Analysis / Financial Analysis.

In order to assist the Departments with Economic Appraisal the Planning & Development Board has held a series of training sessions in the past years. These sessions that are managed by the Economic Wing and PERI shall continue. Departments are requested to contact PERI and the Economic Wing if their staff needs training on these aspects. **A cell has been established in P&D Board to facilitate the Departments / executing agencies regarding preparation of PC-Is / IIs. For further information and assistance in this regard, the Departments may contact Chief (Coordination), Planning & Development Board.**

Assessment against Punjab Growth Strategy (PGS) 2023

1. Portfolio Alignment

Sr. No.	Punjab Growth Strategy (PGS) 2023 Objectives / Key Challenges	% of Department's Portfolio Aligned
1.	Achieve economic growth rate of 7% by 2023	
2.	Create over 1.2 million gainful employment	
3.	Address the water shortage issue (Conservation, efficiency, distribution and storage)	
4.	Modernize agriculture to improve yields, productivity and reduce volatility	
5.	Sustain the performance of Power Sector investments for continued delivery	
6.	Benefits from the China Pakistan Economic Corridor (CPEC)	
7.	Focus on the Sustainable Development Goals (SDGs)	
8.	Augment the Human Resource (Education, Health, gender equality, Public Health & Skills)	
9.	Urbanization – a unique opportunity for cluster development	
10.	Shelter provision annually to 550,000 units	

2. New Schemes

Provide a list of new schemes for next year ADP and state which areas mentioned in part-3 above are complied with.

Note: Please send completed template to Economic Wing, P&D Board.

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Each new PC document should contain the following table duly filled:

Particulars of the scheme	Broader Domains of SDGs	Which of 17 Main Goals the scheme will Impact?	Which of the 169 targets the scheme will Impact?	How will the impact / change be measured and what will be the scale?	Provide Means of Verification for Compliance with Targets
<p><i>Name:</i> <i>Area of Focus: Cost:</i> <i>Duration:</i> <i>Geographical Position:</i> <i>Nature and Number of Beneficiaries during implementation</i></p>	<p>List which of the 4 Broad SDGs Domains which the scheme is targeting <i>Environment Social Economic Governance</i></p>	<p>List which of the 17 Goals the scheme will contribute towards</p>	<p>List which of the 169 targets the scheme will contribute towards</p>	<p>List the indicators and their baseline values against number of beneficiaries (disaggregated by gender) – in case no standard indicator data exist in MICS / PSLM or other public sources. Also provide a note on how this data will be collected, its frequency and accuracy</p>	<p>List the means which can be official data sets, project evaluation reports, project data etc. that can be used to verify the change contributing towards the SDGs compliance</p>

The following are the 17 Goals under the SDGs:

- Goal 1** End poverty in all its forms everywhere
- Goal 2** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3** Ensure healthy lives and promote well-being for all at all ages
- Goal 4** Ensure inclusive and equitable quality education and promote lifelong learning for all
- Goal 5** Achieve gender equality and empower all women and girls
- Goal 6** Ensure availability and sustainable management of water and sanitation for all
- Goal 7** Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10** Reduce inequality within and among countries
- Goal 11** Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12** Ensure sustainable consumption and production patterns
- Goal 13** Take urgent action to combat climate change and its impacts
- Goal 14** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17** Strengthen the means of implementation and revitalize the global partnership for sustainable development

PUNJAB SPATIAL STRATEGY ALIGNMENT CHECKLIST

PROJECT PROFILE		
Project Title		
Sector		
Major Component of the Project		
Project Location(s)	Coordinates:	
	District:	Tehsil:
Project Coordinates		
Estimated Cost (Rs.in million)	Total Cost:	
	Local Funding:	Foreign Funding:
PSS ALIGNMENT		
Project alignment with PSS		
List relevant Strategic Objectives		
List relevant Policy Statements		
List relevant Policy Targets		
Horizontal Alignment with Departments		
List key projects / schemes / programs		
List key sectoral strategies and plans		
Vertical Alignment with of Federal and Local Governments		
List key projects / schemes / programs		
List key strategies and plans		
Alignment with SDGs		
List key goals aligned		
Lists key targets to be achieved		
List key actions to achieve goals and related targets		
Spatial Impact Assessment		
Spatial development impact		
Add map(s) of all intervention areas		
Scoring at scale of 1 to 10 on relevant with PSS, with 10 being the highest score		

PROFORMA FOR DEVELOPMENT PROGRAMME, 2023-24

All figures must be given in million rupees only

(Rs. In Million)

Sr. No.	Project Code (LO No.)		Old GS No. 2021-22	Name of Scheme	District	Tehsil	Constituency No. (NA / PP)	Approval / Revision Date	Estimated Cost		Major Components	Major Targets	Exp. upto June, 2023	(ADP 2023-24 Proposed)						Grand Total	Projection for 2023-24	Projection for 2024-25	Throw Forward beyond June, 2025	
	Cap.	Rev.							F.Aid	Total				Local		Foreign Aid		Total						
														Cap.	Rev.	Cap.	Rev.	Cap.	Rev.					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	



Project Concept Note for New Projects / Initiatives

1. Preliminary Information

Name of Department / Agency	
Details of Focal Person:	
Name:	
Designation:	
Address:	
Telephone No.:	
E-mail:	
Fax No.:	

2. Project Description

21) Project Title

Name / Title of the proposed project

22) Explain the Proposed Project Idea

It should cover the following headings

a. Problem Statement (Maximum 100 words)

Include specific challenges for women, special persons and other relevant marginalized groups in the problem statement

b. Justification with evidence (Maximum 100 words)

c. Is the Project a Pilot to test an idea or Scale Up – If full scale then provide evidence that the concept works (this should be a hard and credible evidence) (Maximum 200 words)

d. How was the idea conceived? (Is it a result of some feasibility study, survey, expert opinion or stakeholder consultation – please state the source and provide evidence as Annexure.)

e. Define the project design / scope in simple words (What will it do and how?) (Maximum 300 words)

f. List down the targeted beneficiary groups (What percentage are likely to be women, children and marginalized?) (Simply list)

g. What is the Geographical Coverage? (State the districts etc.)

23) Project Duration

State the expected time period of the project in Months (Please distinguish between the design time and implementation time)

24) Project Cost

Provide a rough Cost estimate of total project. How much of this will be fixed investment / asset creation and what is the operational cost? If it is not a fixed time project then provide variable / operational cost of sustaining the project beyond the PC-I life.

3. Strategic Context

3.1) Briefly explain the Linkage with the Provincial Growth Strategy, 2023

Which pillars of the Growth Strategy will the project contribute towards and how? (200 words maximum)

3.2) Briefly explain the alignment with the sectoral strategy / work plan

Briefly provide the objective of the sectoral strategy / work-plan and demonstrate how this project fits in (200 words)

3.3) Briefly explain how the project will contribute to Province’s compliance with the SDGs

State the indicators you expect to improve as a result of this project and how (200 words)

4. Impact, Outcome & Outputs

Impact: (Provide a clear statement on what will be the eventual impact)

Outcome: (Provide clear statement on Outcomes (Please note there could be more than one Outcomes)

Outputs: List down all the outputs you expect to produce Fill

the table below fully:

Design	Performance Targets / Indicators with baseline Values <small>(data disaggregated by gender where relevant)</small>	Data Sources and Reporting	Risks / Assumptions
Impact: (As Above)			
Outcome: (As Above)			
Outputs: (As Above)			

5. Issues to Consider

Briefly provide if the project is likely to face any of the following issues:

- a. Technical issues that project may face
- b. Legal, regulatory issues that the project may face
- c. Commercial, financial and economic issues
- d. Institutional and governance issues
- e. Any other safeguards such as environment protection, displacement of people etc.

Annual Progress Report of the Departments

All information to be provided should be for work undertaken in financial year

1. Message by Secretary to the Department
2. Organizational Chart of Department / Pictures of Key Officers

Executive Summary

Based on information provided in sections below

Part One: Role of “name of the Department”

1. Vision & Mission Statement (these should be crisp and short statements)
2. Agreed rules of Business (the formal ROBs)
3. Objectives (Statement of key objectives and some assessment of how these are linked to the ROBs)
4. Policy Statement (what is the policy of the Department, sectoral context, role of Department in the sector, key target areas, milestones, indicators, future aspirations)
5. Annual Work Programme 2022-23

Part Two: Key Achievements 2022-23

1. Development portfolio (Size, structure, new schemes, utilization, completion of schemes, monitoring and evaluation of schemes, completion of schemes, PC documents, submitted, approved & referred, number of DDSCs held, PDWP meetings attended etc.)
2. Service Delivery (State key service delivery achievement, count of beneficiaries, categorizations of beneficiaries, operational expenditures incurred to serve beneficiaries, any case studies to report on life changing experiences)
3. Policy & Regulatory (any policy work done during the year, regulatory interventions, policy framing, private sector development)
4. Public-Private Partnerships: (Any PPP activity to report on)
5. Donor Engagements: (report on activities, technical and financial support and

achievements)

6. Community engagement: How and when were community members (including women) engaged?
7. Key / Mega Projects: (Highlight ODP projects, high ticket and politically driven interventions)
8. SDGs & Growth Strategy: What and how were activities undertaken that supported compliance towards SDGs and Growth Strategy Pillars.
9. Capacity Building, Institutional Strengthening & HR Development (provide list any activities carried out during the year)

Part Three: Communications & Next Year Work Plan

Provide details about any engagement of Department with press, international media and events at provincial, national & international level. Also provide what the Department intends to do over the next year against which the next year report will be published.