



Pakistan2025

One Nation - One Vision

EXECUTIVE SUMMARY



Planning Commission
**Ministry of Planning,
Development & Reform**
Government of Pakistan
www.pc.gov.pk



Chief Macro

Pakistan Vision 2025 Secretariat
Ministry of Planning, Development & Reform
Government of Pakistan

Room # 451, Block P, Pak Secretariat, Islamabad - Pakistan

Phone: +92 51 9201999 | Fax: +92 51 9201777 | Email: chief_me@pc.gov.pk

www.pakistan2025.org



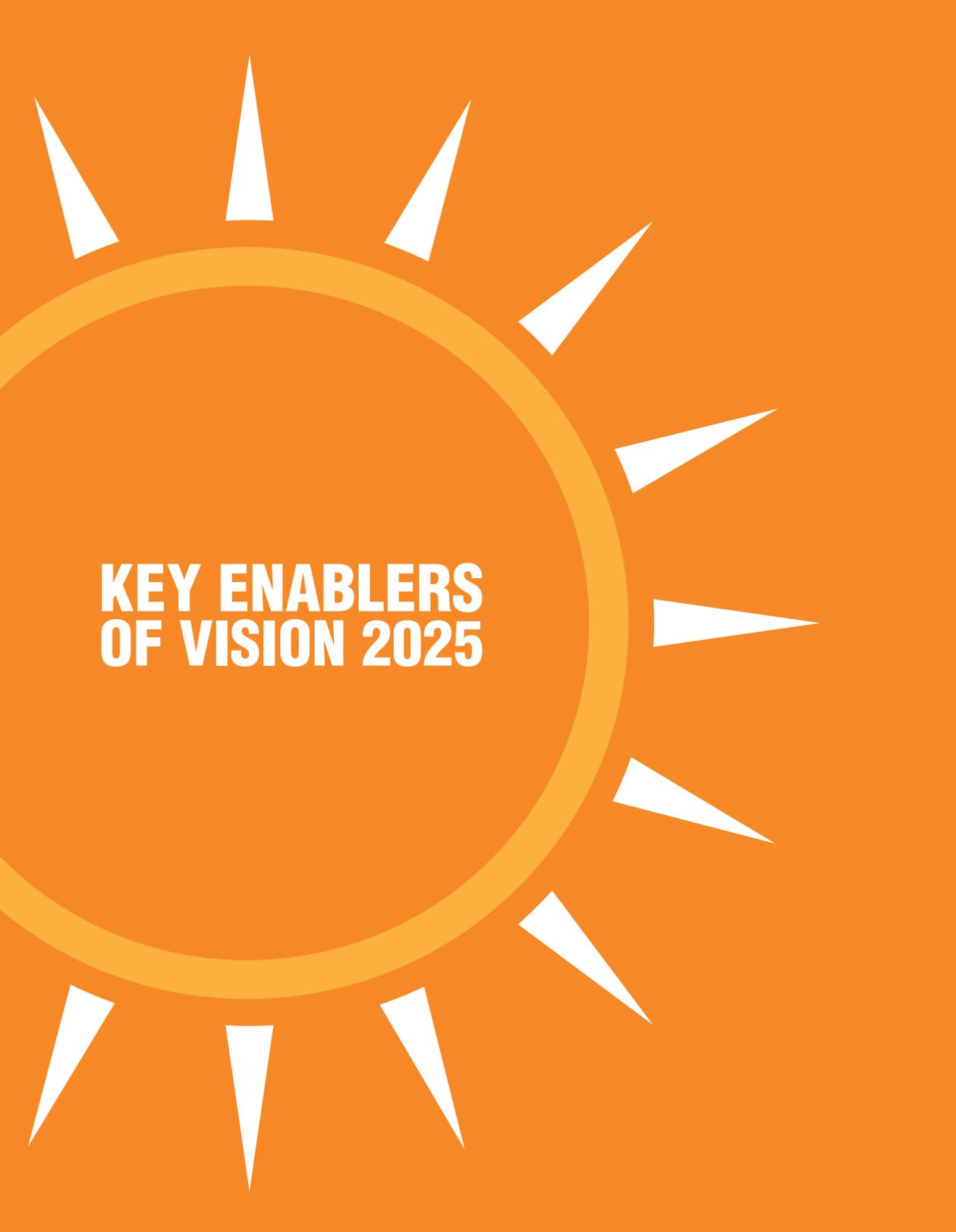
OUR SHARED DESTINATION

- For a nation to progress it must have a clear idea of its destination. Without this it will be unable to prepare a roadmap and to implement the policies that would lead it there. A national vision is meant to provide clarity to our shared and aspirational destination. Pakistan was founded on such a vision. Nevertheless, over the years the clarity of that destination became blurred. We are committed to recreate, and also to re-build upon, the Pakistani Dream at the heart of the independence movement and founded on the vision that our people and leaders had so inspirationally constructed at the inception of our nationhood.
- Pakistan today faces formidable social, economic, security and governance challenges. Many nations have faced similar challenges in history and successfully turned them into opportunities through sound economic planning, good governance and consistency in policy implementation. We believe that, once effectively addressed, our challenges likewise offer unprecedented opportunities for transformational progress. As we pass through an era of unprecedented change and complexity, it is imperative that we refresh our framework for national development to create a robust platform and to place Pakistan in the league of Upper Middle Income countries by 2025. However, our ultimate destination is to see Pakistan among the top ten economies of the world by 2047 – the centennial year of our independence.



- Over the last decade, Pakistan’s per capita income has grown at less than 3 per cent per year, while other countries, e.g., Bangladesh, China, India, South Korea, and Sri Lanka, are growing at rates between 6 and 9 per cent per year. If these trends continue, by 2047, the centenary year of the birth of Pakistan, the average incomes of these countries would be between 4 and 8 times higher. In other words, while Pakistan would reach the per capita income level of Indonesia (\$3,500), others would resemble such countries as Russia (\$15,000), Portugal (\$21,000), or Spain (\$30,000). Besides the obvious implications of lagging behind other similar countries, slower growth also tends to be associated with heightened social frustrations and conflict, lower quality of social services, poorer health conditions, enormous gaps in essential resources (especially water, energy and food security), and lack of national autonomy.
- While there are several reasons for the relatively slower growth rate of Pakistan, including a number of geopolitical as well as domestic factors, an important one is the absence of a clear national vision supported by sustained political commitment. China, South Korea, Singapore, and Malaysia were inspired by the great visions of their leaders. In turn, the populace validated the leadership by renewing their mandates repeatedly and ensuring sustained political support.
- Indeed, while Pakistan was founded on the Quaid’s vision of a prosperous country, governed with justice, equity, and responsibility—as spelled out in his address to the Constituent Assembly on August 11, 1947—this vision has yet to be realized in practice. Today, as the country is embarked on a stable democratic pathway, it is imperative that the core elements of the Quaid’s strategy are pursued consciously and actively. The Vision 2025 exercise was started, under the guidance of the Prime Minister, to restore the tradition of perspective planning in Pakistan. It revives the spirit of earlier similar exercises, namely Vision 2010 and Vision 2030, which, unfortunately were derailed because of political disruptions.

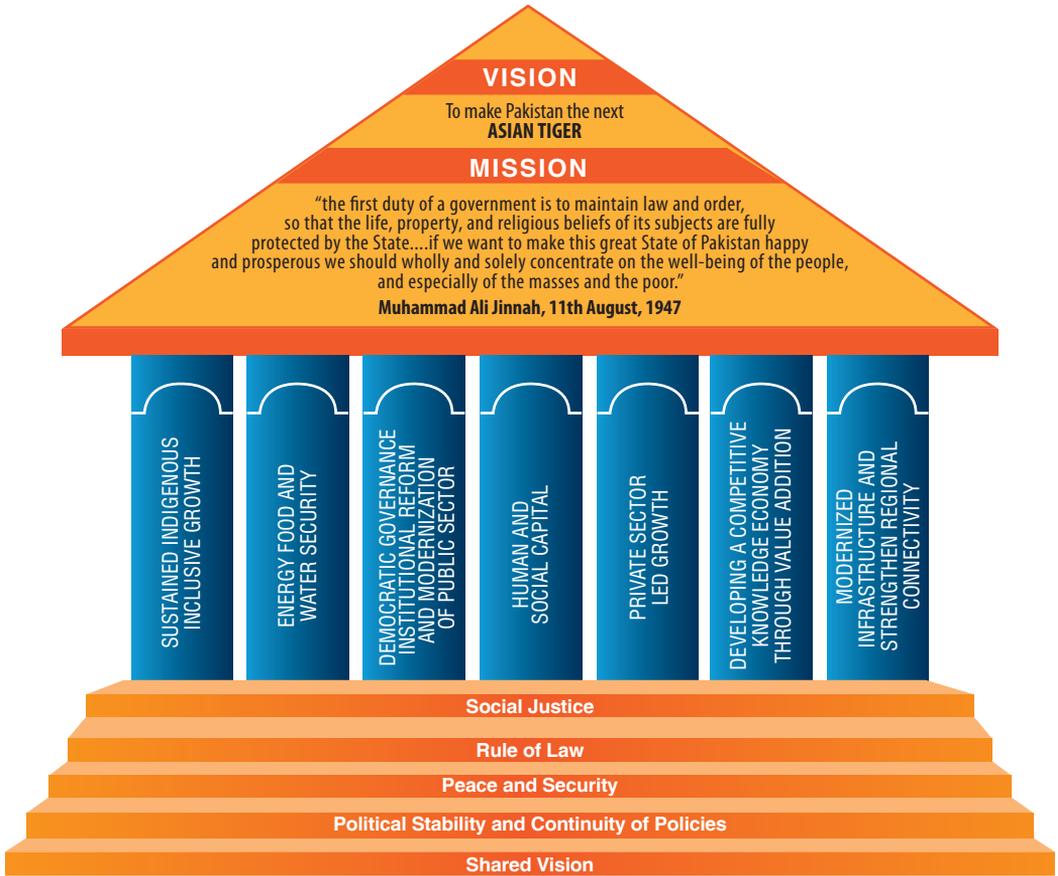
- The Vision 2025 aims to serve four functions. First, it will be a compilation of the consensus views of national and international stakeholders regarding the future direction of the country. Second, it will be an aspirational document setting out future goals and expectations, to be translated into a concrete road map and coherent strategy for balanced human, social, and economic development. Third, it will provide a conceptual platform for the revival of sustainable and inclusive growth, benefiting all citizens of Pakistan, strengthening of the development foundation and enabling the country to achieve international development goals within their respective time frames, and achieving the high level of human development and national autonomy associated with a high-income status before the centennial anniversary of the creation of Pakistan. Finally, it will provide the indigenous conception and approach for meeting all globally agreed targets, including the Millennium Development Goals and any new goals to be endorsed by Pakistan in the international arena.
- Vision 2025 will build upon the urgent measures already undertaken by the government to address short term challenges. As a result of these measures, inflation has begun to decelerate, the fiscal deficit has shrunk, growing foreign exchange reserves have reassured traders as well as the international markets, the stock market has revived, and international capital markets have expressed their confidence by oversubscription of the Eurobond. In the real sector likewise, the urgent measures have contributed to the resumption of healthy growth in large-scale manufacturing (unprecedented for the last 8 years), and respectable agricultural growth. The Vision will also build upon the positive trends in the political domain, including a national consensus on democratic governance, strengthening of the parliament as well as the judiciary, and the emergence of vibrant civil society and print and electronic media.



**KEY ENABLERS
OF VISION 2025**

FRAMEWORK FOR GROWTH AND DEVELOPMENT

Based on the process of national consultation, Vision 2025 has identified 5 key enablers and 7 pillars of development.



KEY ENABLERS

ENABLER I : SHARED VISION

Transformational change begins with a compelling vision. Transformational change is only possible if all Pakistanis take ownership of the Vision, and contribute positively to the process of change. This is the only true guarantee that the Vision will be implemented and our common goals achieved.

ENABLER II : POLITICAL STABILITY & CONTINUITY OF POLICIES

If we look at the recent successes in development by Japan, South Korea, Singapore, Malaysia, China and Turkey, political stability and continuity of policies comes out as a common thread. No country has developed with instability and chaos. Pakistan needs a prolonged period of political and economic stability, which will have an enormous impact on economic growth, income generation, human development and income distribution.

ENABLER III : PEACE AND SECURITY

Without an environment of peace and security, economic development can neither be meaningful nor sustainable. Increased investment, growth and economic revival are impossible without peace and security. Wars, extremism and terrorism have caused enormous loss to our society, economy and national image. Externally Pakistan desires “Peace with dignity”. Internally we seek to create a secure environment where life, property, civil liberty and socio-economic rights of the citizens are protected and they are able to live and prosper in harmony, freedom, respect and dignity as enshrined in the constitution.

ENABLER IV : RULE OF LAW

Sustained growth and development does not take place in an environment which is not characterized by the supremacy of the rule of law. Therefore, establishment and application of the rule of law - which includes but is not limited to: enforcing contracts, regulating the market, breaking barriers to competition and the protection of the fundamental rights of every Pakistani citizen, is a necessary condition for the realization of the Vision.

ENABLER V : SOCIAL JUSTICE

Social justice and economic development are integral and complement each other to establish a moral and just society. In Islam, Social Justice as a concept refers to equality in giving rights and in abiding by obligations without discrimination for any reason, either for religion, race, color and creed. Our focus will be on creating a caring society, where dividends of prosperity and development are shared by all.

A stylized sun graphic with a thick blue circular border and several white triangular rays of varying lengths extending outwards. The sun is positioned on the left side of the page, with its rays extending towards the right. The background is a solid blue color.

**PILLARS OF
PAKISTAN
VISION 2025**

PILLAR I

PUTTING PEOPLE FIRST - DEVELOPING HUMAN AND SOCIAL CAPITAL

The first priority is to provide every citizen the ability to improve his/her choices and quality of life. This requires capitalizing upon and strengthening existing social capital, improving the human skill base of the population, and providing access to opportunities for advancement. It involves a rapid scaling-up of investments in education, health and social development, generating jobs and prospects for the youth bulge, harnessing the rising power of a socially aware population, gender equality and women's development, inclusion of vulnerable segments, interfaith harmony and religious diversity, promotion of art, culture and heritage, raising sporting standards, and moving towards a knowledge-based, ethical and values driven society.

PILLAR II

ACHIEVING SUSTAINED, INDIGENOUS AND INCLUSIVE GROWTH

Pakistan Vision 2025 seek to revive and sustain the growth momentum consistent with environmental limits and equity considerations. The objective is to provide better living standards to every Pakistani irrespective of caste, creed, or domicile, or religious or political affiliation. Every effort will be made to overcome the manifold inequalities—horizontal and vertical, intra and inter-provincial, or rural and urban inequalities. The Vision envisages a strategy for developing a united and equitable society through a balanced development approach, social uplift and rapid broad based growth. This includes resource mobilization through improved tax collection, export orientation, mobilizing the diaspora and attracting private sector investment, radical improvements in productivity, provision of opportunities to all segments of society, formalizing the parallel economy, urban development and smart cities and social protection frameworks.

PILLAR III

GOVERNANCE, INSTITUTIONAL REFORM AND MODERNIZATION OF THE PUBLIC SECTOR

The third pillar aims to ensure good governance; strengthen institutions such as parliament, judiciary, police, and the civil service; and deliver the benefits of devolution of powers to provincial governments as prescribed in the 18th

Amendment. The Vision seeks an efficient and transparent government, which operates under the rule of law and provides security of life and property to its people. Good governance encompasses excellence in the management of political, economic, and administrative infrastructure, the development of a skilled, motivated, results focused, “high performance” civil service, elimination of corruption, Flat, Agile, Streamlined and Tech-enabled public sector, transparency on government performance, and the building of an effective regulatory framework that leverages supporting technology and global best practices.

PILLAR IV **ENERGY, WATER AND FOOD SECURITY**

Pakistan Vision 2025 recognizes that sufficient, reliable, clean and cost-effective availability of energy, water and food – for now and the future – is indispensable to ensure sustainable economic growth and development. There is a need to fill the enormous gaps in these areas, while simultaneously making efforts to respond to the looming threat of climate change. There is a renewed national consensus—as articulated in the manifestoes of all leading political parties—to commit major new resources through public and private sector collaboration in these areas and ensure required production and storage capacities. At the same time, efforts will be made towards conservation, efficient distribution and usage of resources, and preventing contamination and environmental degradation.

PILLAR V **PRIVATE SECTOR & ENTREPRENEURSHIP LED GROWTH**

Vision 2025 aims to make Pakistan a highly attractive destination for private sector investment, with conditions that allow private investors to successfully participate in its development. This will require a concerted focus on the areas that inhibit the private sector, including the energy deficit, lack of security,



labour skills, slow and costly judicial procedures (contract enforcement), macroeconomic instability and ad hoc regulations. Public sector enterprises will be made profitable and efficient through a combination of restructuring, partial and outright privatization. Public private partnerships will be promoted through a comprehensive policy regime. Attracting private sector investment will be a key priority and driver of growth. SME sector will be aggressively developed and entrepreneurship enabled.

PILLAR VI

DEVELOPING A COMPETITIVE KNOWLEDGE ECONOMY THROUGH VALUE ADDITION

National competitiveness refers to the ability to produce and deliver products and services effectively and profitably relative to competing countries. Improving national competitiveness is critical to ensure we utilize our resources in a productive manner – based on merit, quality and innovation instead of unproductive rent seeking. Vision 2025 envisages investment in the determinants of national competitiveness, especially skill development, information and communication technologies, and engagement in international markets. The foundations of a knowledge economy will be laid and Industry-Academia linkage strengthened. Cluster based development approach will be used and value chain improvements incentivised. Innovation, technology adoption and value addition will be encouraged. Natural endowments will be tapped, and productivity enhanced across all factors.

PILLAR VII

MODERNIZING TRANSPORTATION INFRASTRUCTURE AND GREATER REGIONAL CONNECTIVITY

Successful countries have invariably built upon the dynamism of their regional contexts. Pakistan is situated at the nexus of the four most dynamic regions of the world—China, South Asia, the Middle East, and Central Asia. Vision 2025 aims at the establishment of an efficient and integrated system of communications and transport, in order to both benefit from and contribute to the regional dynamism. Key related targets are reduction in transportation costs, safety in mobility, effective connectivity between rural areas and markets/urban centres, inter-provincial high-speed connectivity, integrated road/rail networks between economic hubs (including air, sea and dry ports), high-capacity transportation corridors connecting major regional partners and exponential growth in exports.

IMPLEMENTATION

- In order to realize Vision 2025 effectively, well defined coordination mechanism among federating units including four provinces, and special areas such as FATA, Gilgit-Baltistan (GB) and Azad Jammu & Kashmir (AJ&K) is needed. The federation will be strengthened by promoting inter-provincial and federal-provincial communication and coordination so that national and provincial priorities are aligned, and the federal and provincial governments work together to reach common goals.
- Implementation plan of this Vision – to be delivered over a rigorously defined road-map and time-line – primary performance indicator will be prepared. Key aspects that will enable the successful execution of this strategic undertaking include; sustained executive commitment & support, improved resource mobilization and macroeconomic capacity, private sector engagement, and radical improvement in productivity, engagement of Government-Private Sector, Academia and Citizens, creating and network of Vision champions, bridging the Knowing-Doing gap, performance management and evaluation framework, and employing change management tools.

BRANDING

- Pakistan’s potential to achieve world-class growth is hampered by an adverse image within the country and overseas. The resultant negative brand has a direct impact on the nature and scalability of available development channels. Accordingly, it is important to ensure that the country’s strengths and potential are appropriately conveyed to all stakeholders – including potential national and international investors in its development.
- Planned key initiatives will include Defining and building upon a positive brand, identifying and promoting Pakistan’s top products and services, organizing projection of these products and services to relevant audiences through concerted, consistent and focused campaigns, building development and people welfare-focused programs that attract positive national and global attention for all the right reasons, and encourage national media to include effective coverage and projection of public and private sector successes that reinforce and strengthen the national brand.
- Pakistani’s are passionate people. Upon this reality we will build a strong value proposition linked with strongholds within the national portfolio of products, services, personalities, locations, and heritage, creating multiple sub-brands under them, all feeding into a national overarching umbrella country brand: **‘PASSIONATE PAKISTAN’**.



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**GOALS OF
PAKISTAN
VISION 2025**

PILLAR I

PUTTING PEOPLE FIRST - DEVELOPING HUMAN AND SOCIAL CAPITAL

1. Increase Primary school enrolment and completion rate to 100% & literacy rate to 90%
2. Increase Higher Education coverage from 7% to 12 %, and increase no. of PhD's from 7,000 to 15,000
3. Improve Primary and Secondary Gender Parity Index to 1, and increase female workforce participation rate from 24% to 45%
4. Increase proportion of population with access to improved sanitation from 48% to 90%
5. Reduce infant mortality rate from 74 to less than 40 (per 1000 births) and reduce maternal mortality rate from 276 to less than 140 (per 1000 births).
6. Reduce the incidence/prevalence of Hepatitis, Diarrhoea, Diabetes and Heart Disease by 50%
7. Pakistan will be World Champions in 2 sports and win at least 25 medals in the Asian games

PILLAR II

ACHIEVING SUSTAINED, INDIGENOUS AND INCLUSIVE GROWTH

8. Become one of the largest 25 economies in the World, leading to Upper Middle Income country status
9. Reduce poverty level by half
10. Increase annual Foreign Direct Investment from USD 600 million to over USD 15 billion.
11. Increase tax to GDP ratio from 9.8% to 18%

PILLAR III

GOVERNANCE, INSTITUTIONAL REFORM AND MODERNIZATION OF THE PUBLIC SECTOR

12. Place in the top 50th percentile for Political Stability (from bottom 1 percentile), No Violence/Terrorism (from bottom 1 percentile), and Control of Corruption (from bottom 13th percentile) as measured by the World Bank's Worldwide Governance Indicators

PILLAR IV

ENERGY, WATER AND FOOD SECURITY

13. Energy: double power generation to 42,000 MW to provide uninterrupted and affordable electricity, and increase electricity access from 67% to over 90% of the population by 2025
14. Energy:
 - (a) reduce average cost per unit by over 25% by improving generation mix (15%) and reducing distribution losses (10%);
 - (b) increase percentage of indigenous sources of power generation to over 50%; and
 - (c) Address demand management by increasing usage of energy efficient appliances/products to 80%
15. Water: increase storage capacity to 90 days, improve efficiency of usage in agriculture by 20%, and ensure access to clean drinking water for all Pakistanis
16. Food: Reduce food insecure population from 60% to 30%

PILLAR V

PRIVATE SECTOR-LED GROWTH

17. Rank in the top 50 countries on the World Bank's Ease of Doing Business Rankings
18. Increase Diaspora investment (via remittances) in private sector from USD 14 billion to USD 40 billion

19. Create at least 5 global Pakistani brands (having more than 50% sales coming from consumers outside Pakistan), and make 'Made in Pakistan' a symbol of quality

PILLAR VI

DEVELOPING A COMPETITIVE KNOWLEDGE ECONOMY THROUGH VALUE ADDITION

20. Join the ranks of the top 75 countries as measured by the World Economic Forum's Global Competitiveness Report
21. Triple labour and capital productivity
22. Improve Pakistan's score on the World Bank Institute's Knowledge Economy Index from 2.2 to 4.0, and increase internet penetration to over 50%
23. Increase the number of tourist arrivals to 2 million

PILLAR VII

MODERNIZING TRANSPORTATION INFRASTRUCTURE AND GREATER REGIONAL CONNECTIVITY

24. Increase road density from 32 km/100 km² to 64 km/ 100 km², and share of rail in transport from 4% to 20%
25. Increase annual exports from US\$ 25 billion to US\$ 150 billion





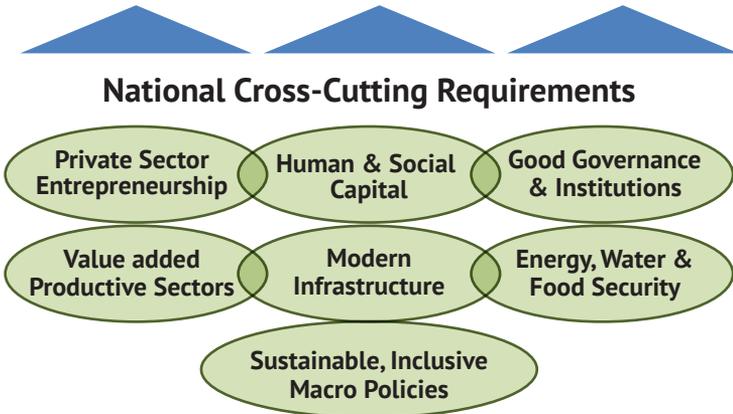
**Agents & Tools
for Change**



Leadership

Alignment, Collaboration, Synergy, Change & Results

**Seven Pillars -
Foundation for
Change**



Five Enablers



