Pakistan Sports Board

Annual Report
2024 - 25

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Message from the President, Pakistan Sports Board



It is my honor to present this Annual Report of the Pakistan Sports Board for the Financial Year 2024–25. As the nation embarks on declaring 2025 the “Year of Sports Revival”, we stand committed to converting sport into a vehicle of national unity, youth empowerment, and inclusive development.

Our youth are our future. By ensuring that students from public schools gain access to quality sports facilities and coached programs, we are forging pathways for healthy living, discipline and competitive excellence. I am pleased to note that, under the guidance of the Prime Minister’s vision, resources are being marshalled for this cause We also recognize the urgent need for institutional reform within our sports ecosystem. Federations must be revitalized, leadership refreshed, and accountability enforced as a country of 250 million people cannot continue with outdated structures and minimal global representation.

I would like to acknowledge and appreciate the dedication and leadership of the Director General, Pakistan Sports Board, whose tireless efforts and commitment have played a pivotal role in steering the organization toward greater efficiency, transparency, and performance.

Looking ahead, I call upon all stakeholders such as provincial associations, departmental teams, coaches, athletes, private sector partners, and the public, to embrace this new era. Together, we will build a vibrant, high-performing, and inclusive sports culture in Pakistan, one that mirrors our highest aspirations on the global stage.

Rana Sana Ullah Khan
President
Pakistan Sports Board

Message from the Director General, Pakistan Sports Board



Sports play a vital role in shaping societies by fostering national pride, unity, and resilience. Globally, they serve as platforms for diplomacy, youth engagement, and economic opportunity. In Pakistan, our athletes have consistently demonstrated exceptional potential, achieving success despite limited resources. Their dedication is a powerful reminder that sports remain one of the nation's strongest avenues for growth, identity, and inspiration.

Pakistan's sports framework is built on National Sports Federations, departmental teams, and provincial associations. While it has historically produced notable successes, it has also faced persistent challenges, including weak governance, inadequate infrastructure, and limited athlete welfare. Recognizing these gaps, the Pakistan Sports Board (PSB) implemented major reforms in 2024–25, including the revival of the Quaid-e-Azam Inter-Provincial Games, the establishment of the High-Performance Academy, and the creation of an independent Anti-Doping Board.

This Annual Report 2024–25, the first in two decades, reflects PSB's renewed commitment to professionalism, athlete-centered development, and transparency in sports governance. I extend my heartfelt appreciation to all Board Members, staff, federations, provincial partners, athletes, and coaches for their dedication. With your continued support, we are building a strong, inclusive, and high-performing sports ecosystem for Pakistan. I extend my special thanks to the President of the Board, Rana Sana Ullah Khan, and the Vice President, Mr. Mohyuddin Ahmad Wani, for their invaluable leadership and guidance throughout this transformative period.

Muhammad Yasir Pirzada
Director General
Pakistan Sports Board

PART-I
INTRODUCTION OF PAKISTAN SPORTS BOARD



Legal Foundation of Pakistan Sports Board

The **Sports (Development and Control) Ordinance, 1962 ("Ordinance")** is the foundational legal instrument governing the development and control of sports in Pakistan. Under Section 3(1) of the Ordinance, the Federal Government is empowered to establish one or more Boards for the promotion, regulation, and control of sports in the country. Section 4 of the ordinance authorizes the Federal Government to determine the name, constitution, powers, and functions of any such Board. Section 5 of the ordinance empowers the Board to frame their own rules and regulations necessary to fulfill their objectives.

In exercise of the powers conferred under Section 4, read with Section 3(1) of the Ordinance, the Federal Government reconstituted the **Pakistan Sports Board ("PSB")** in 2022, repealing the earlier PSB Rules, 1981, and promulgating the **Constitution of PSB 2022 ("Constitution of PSB").** This Constitution governs the structure, powers, functions, and operations of the Board. In terms of rule 3(3) of the Constitution, PSB is designated as an autonomous governing body for regulating sports in Pakistan. The **Ministry of Inter-Provincial Coordination (IPC)** is the administrative Ministry of PSB.

National Sports Policy (NSP) 2005 defines the role of the PSB, federal, provincial & local governments, Pakistan Olympic Association (POA), National Sports Federations (NSFs) and educational institutions in sports governance.

Geographical Presence

PSB Head Office is located at Pakistan Sports Complex, Islamabad. It hosts international standard facilities including stadiums, gymnasiums, swimming pools, basketball, squash, tennis courts, baseball ground, hostels, sports rehabilitation center, library, coaching academies, Weightlifting Hall, Snooker Hall, Media center, Conference Hall, Fitness Gyms, Futsal arenas, High-Performance Center / Biomechanics Lab (under construction), Climbing Wall, Padel tennis courts (under construction) and various indoor and outdoor facilities.

PSB also operates four (04) Coaching Centres located in Lahore, Karachi, Quetta and Peshawar which are equipped with courts, grounds, hostels, cycling velodrome (PSB CC Lahore) etc. Additionally, a proposal is under process to establish a high-altitude training Centre in Skardu, where 191 kanals of land has already been allocated for development.



Installation of synthetic athletics turf inside Jinnah Stadium



Inside view of Liaquat Gymnasium, Pakistan Sports Complex.

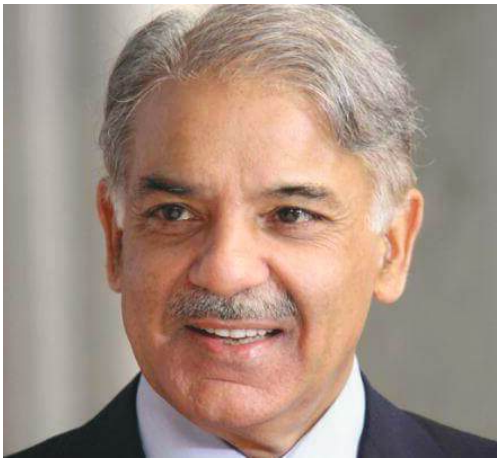
Composition of the Board

As per Rule 4 of the Constitution, the Prime Minister of Pakistan is the Patron of the Board.

Rule 5 defines the composition of the Board, whereby the Minister-in-Charge of the administrative division is the President, and the Secretary of the same division serves as the Vice-President. The Director General, PSB functions as the Member-cum-Secretary of the Board. Ex-Officio Members include the Chairman, Higher Education Commission (HEC); Managing Director, National Engineering Services Pakistan (NESPAK); and President, Pakistan Olympic Association (POA). Additionally, three (03) affiliated National Sports Federations (NSFs) and two (02) dignitaries from the private sector are nominated by the President of the Board for a term of two (02) years.

Patron of the Board

- Mian Muhammad Shahbaz Sharif,
  Prime Minister of Pakistan



Composition of the Board

1. Rana Sana Ullah Khan,
   Minister for Inter-Provincial Coordination/
   President, Pakistan Sports Board



2. Mr. Mohyuddin Ahmad Wani,
   Secretary, Ministry of Inter-Provincial Coordination/
   Vice-President, Pakistan Sports Board



3. Mr. Muhammad Yasir Pirzada,
   Director General/Secretary,
   Pakistan Sports Board



4. Mr. Arif Saeed,
President, Pakistan Olympic Association



5. President, Pakistan Billiard & Snooker Association



6. Mr. Aisam ul Haq,
President, Pakistan Tennis Federation



7. Ms. Andleeb Sandhu,
Vice-President, Pakistan Karate Federation



8. Mr. Karim Akram,
Senior Executive Vice President,
National Bank of Pakistan



9. Ms. Ronaq Lakhani,
Chairperson, Special Olympic
Pakistan

10. Chairman,
Higher Education Commission
Ex-Officio Member

11. Managing Director,
National Engineering Services
Pakistan
Ex-Officio Member



32nd Board Meeting, Pakistan Sports Board.

Powers & Functions of the Board

Rule 7 of the Constitution outlines the powers and functions of the PSB, which include but are not limited to: promoting, developing, supervising, and controlling all forms of sports (excluding cricket). PSB grants affiliation to NSFs assists in the regulation and management of their affairs. The Board itself is empowered to formulate codes on discipline, anti-doping, and anti-corruption, and to regulate its internal operations through the framing of rules and regulations.

The Board holds the authority to acquire, lease, and administer both movable and immovable properties. It is empowered to develop sports infrastructure and is responsible for the welfare of athletes and staff. The Board is further authorized to appoint personnel, arrange domestic and international training programs, and provide scholarships for players and support staff. Additionally, it is mandated to establish and maintain sports related facilities such as museums, libraries, training centers, and may launch media platforms to promote sports initiatives. The Board may also construct facilities and undertake commercial ventures to generate revenue.

Institutional Hierarchy

1. The Director General is the chief executive and administrative head of the Pakistan Sports Board (PSB).

2. The organizational structure of the PSB is comprised of following operational wings with specific functions and responsibilities.

- **2.1 Academics:** This wing organizes the technical coaching courses, workshops, conferences, and seminars to enhance the professional competencies of players, coaches, and officials. This wing is led by a Senior Instructor, serving as the Deputy Director General (Academics).

- **2.2 Facilities:** This wing is responsible for the maintenance and operational management of sports infrastructure at the Pakistan Sports Complex, Islamabad, as well as at various Coaching Centres. Its functions include the booking, allocation, and utilization of sports venues, hostels, and other facilities for training, events, and public use. This wing also supervises the activities of Coaching Centres. It is headed by the Deputy Director General (Facilities), while individual Coaching Centres are managed by their respective Directors.

- **2.3 Rehabilitation & Treatment (R&T):** This wing provides sports rehabilitation, injury management services and medical first aid to athletes. Equipped with modern treatment and recovery equipment, it supports athletes during training camps and international events through preventive care and physiotherapy services. The wing also plans and conducts anti-doping awareness programs. The Pakistan Anti-Doping Board (PADB) operates under this wing to perform dope testing (sampling), manage test distribution plans, and conduct awareness programs to ensure compliance with the WADA Code. This wing is supervised by a Deputy Director General (R&T),

- **2.4 Technical:** This wing oversees the regulation of national sports federations, including matters of affiliation and grants-in-aid. It coordinates with the federations for athlete training, participation in events & high-performance camps. It also manages the selection, training, and performance monitoring of national athletes and teams. This wing is responsible for implementing coaching policies, hiring foreign & local coaches, conducting technical evaluations, and managing Cash Awards, Civil Awards, and the Gold Card program for high achievers. Additionally, it enforces the national sports policy, code of ethics, election procedures, and code of conduct to ensure compliance by federations,

and executes Memorandums of Understanding (MOUs) on sports with other countries. This wing is lead by a Deputy Director General (Technical).

- **2.5 Administration:** This wing is responsible for personnel management, general administration, procurement, information technology, legal affairs, and logistics within the PSB. It ensures effective coordination among all wings, oversees internal office operations, maintains service records, manages official correspondence, and handles human resource matters. Additionally, it is tasked with implementing the decisions of the Board and the Executive Committee. This wing is headed by the Deputy Director General (Administration)

- **2.6 Finance:** This wing is entrusted with financial planning and financial management of the PSB. Its functions include the preparation of annual budgets and release of grants. It ensures adherence to government audit requirements, accounting standards, and financial control mechanisms. The wing also coordinates with auditors, ministries, and other oversight bodies to maintain fiscal discipline and transparency.

- **2.7 Planning & Development (P&D):** This wing is tasked with formulating, processing, and monitoring development projects, including the preparation of PC-I documentation for sports infrastructure and related schemes. It works closely with the Ministry of Planning and other stakeholders to secure project approvals and funding. The wing oversees the implementation and progress of infrastructural upgrades, new construction projects, and the maintenance of existing facilities. It is also responsible for proposing future plans for sports development.

Human Resources

PSB has a total approved strength of 656 positions, encompassing different technical, administrative, and support staff, as well as officers and operational personnel. The human resource is vital to the functioning of PSB, from the management of coaching centres and training facilities, the delivery of athlete services, maintenance of facilities, to the implementation of sports development programs.

Out of the total approved positions, 193 posts are currently vacant, which is impacting the optimal execution of functions of PSB.

Recruitment against vacant posts is essential not only for operational efficiency



33rd Board Meeting, Pakistan Sports Board

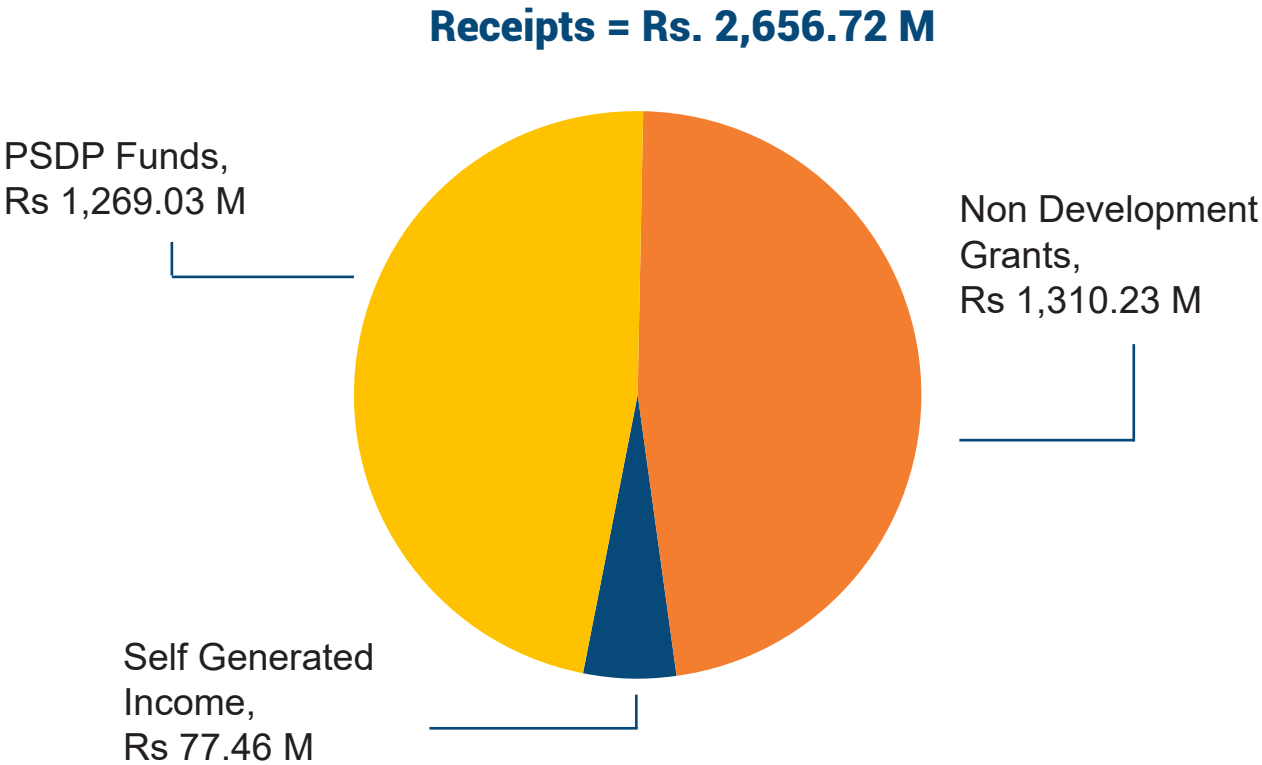
but also for strengthening institutional capacity in line with the PSB Constitution and its expanding mandate. Efforts are underway to address the human resource gap.

Budget and Expenditure

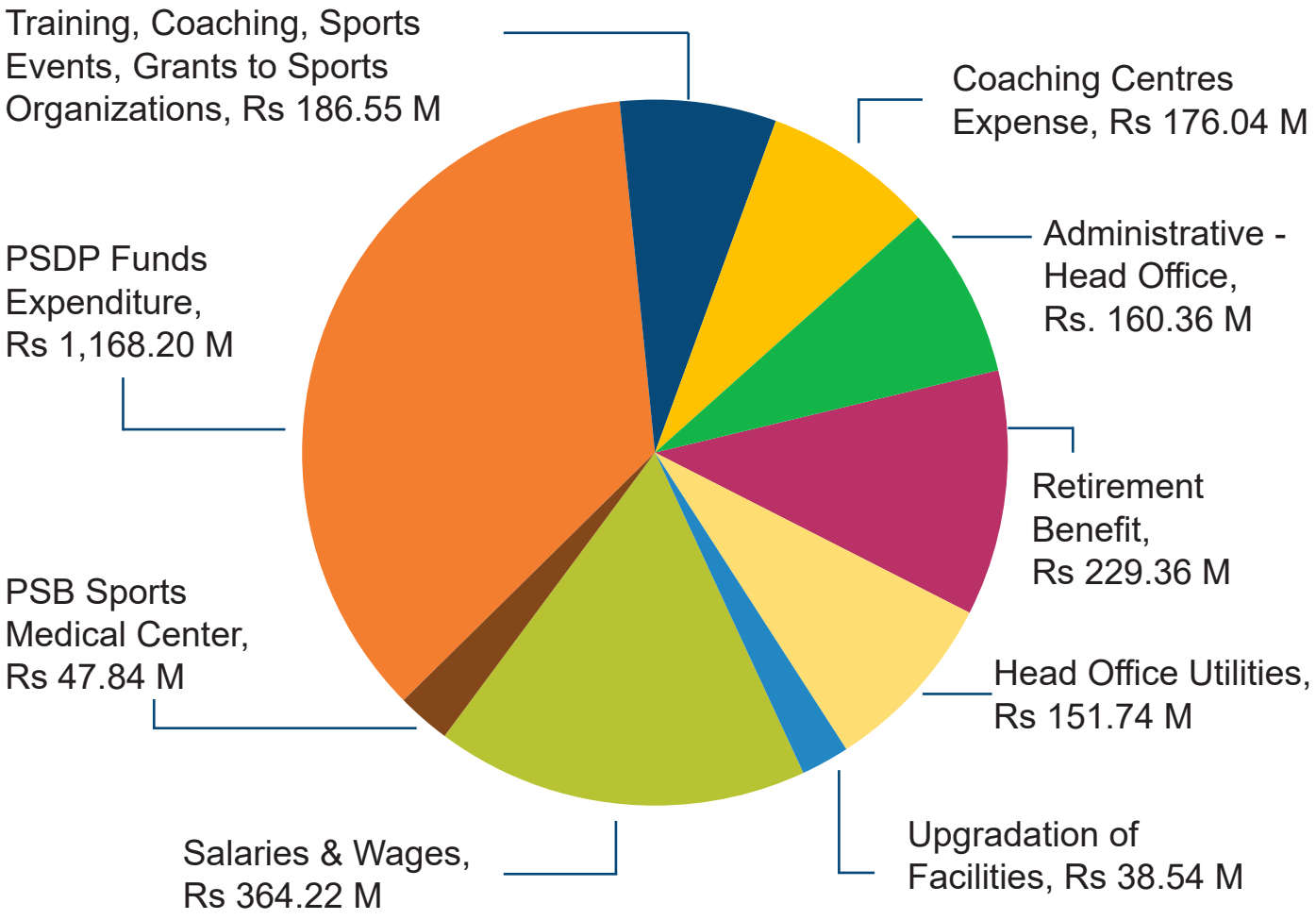
During the financial year ending June 30, 2025, the Pakistan Sports Board's income from various sources was Rs. 1,387.69 million and expenditure was Rs.1,354.64 million. The PSDP Budget allocation was Rs. 1,269.03 million and PSDP Fund expenditure was Rs. 1,168.20 million.



Ongoing construction work in Players Hostel



Expenditure = Rs 2,522.85 M



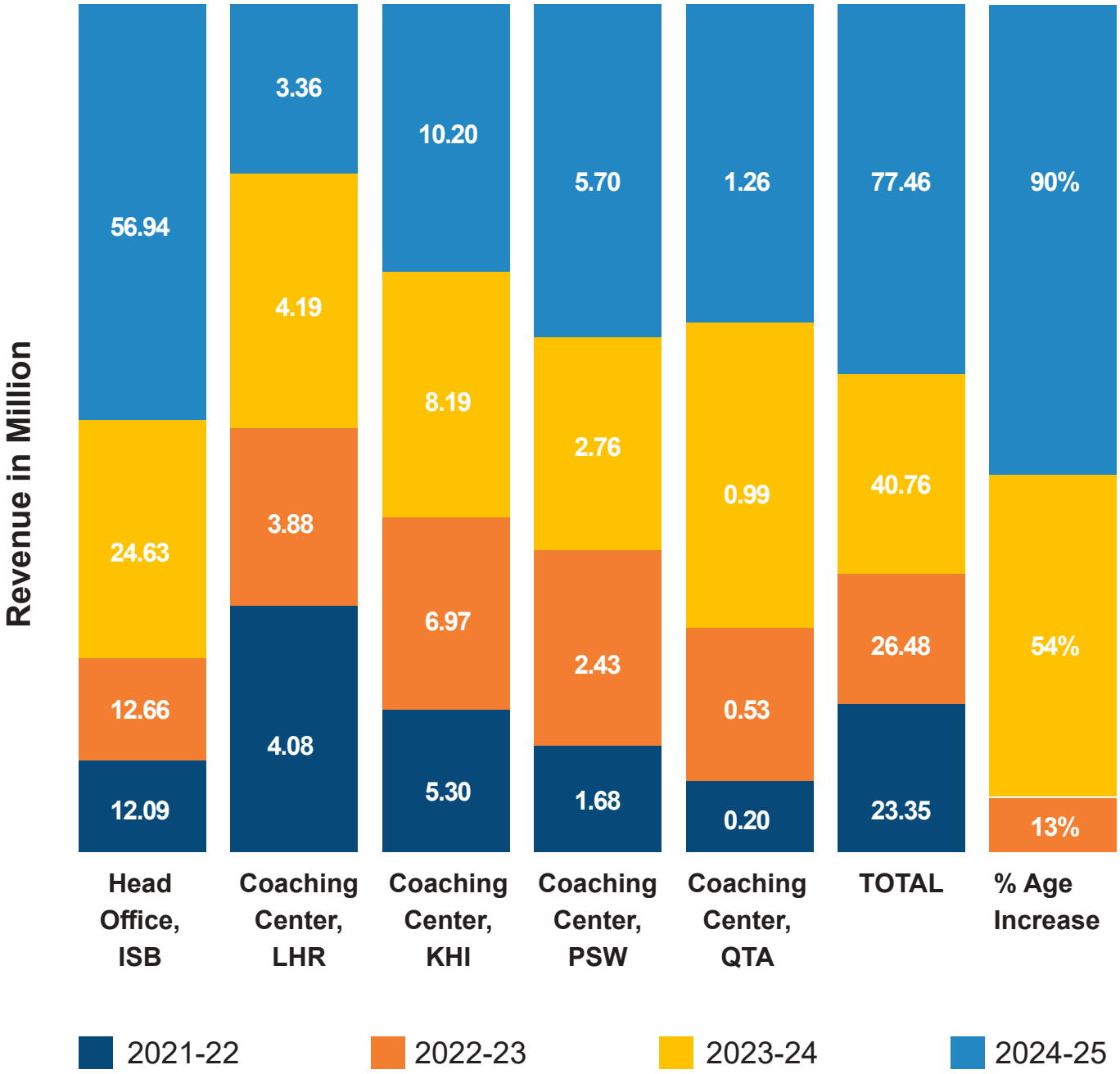
Revenue Generation

During the financial year 2024–25, the Pakistan Sports Board recorded a significant increase of over 90% in its self-generated income compared to the previous year. Self-generated income increased from Rs. 40.76 million in 2023–24 to Rs. 77.46 million in 2024–25, reflecting improved operational efficiency and public interest in PSB facilities.

The most notable increase was seen in swimming pool Income. Similarly, ground, hall, membership income, and rental income also showed an upward trend. PSB Coaching Centres in Karachi, Peshawar, and Quetta also contributed positively to the revenue generation. This year-on-year financial growth demonstrates PSB's enhanced revenue generation strategy and greater public engagement with national sports infrastructure.

This marks a significant increase compared to previous years and reflects PSB's focus on financial discipline and institutional efficiency. A strict zero-tolerance policy was enforced whereby no complimentary memberships were granted, ensuring that

Self-Generated Revenue



all users contributed to the maintenance and continued sustainability of the facilities. This approach was essential, as the usage of PSB's infrastructure entails considerable consumption of utilities and operational resources.

Savings

As a cost-saving measure, PSB opted to repair existing unserviceable equipment through in-house technical staff instead of purchasing new items.



Member availing PSB swimming facility



Sand Volleyball Court at Pakistan Sports Complex, Islamabad



Under-construction Players Hostel, a component of Arshad Nadeem High-Performance Academy.



Inside view of Amir Khan Boxing Hall, Pakistan Sports Complex.

PART-2
A VICTORIOUS START OF THE YEAR 2024-25

The financial year 2024–25 commenced on a highly promising note with Pakistan's participation in the 8th Children of Asia International Sports Games, held from June 25 to July 7, 2024, in Yakutsk, Russia. A 19-member Pakistani contingent represented the country at the event. Mr. Hassan Ali Bhola brought pride to the nation by securing a Gold Medal in Wrestling, marking an encouraging start to the year. His victory not only showcased the emerging talent from Pakistan but also reflected the growing impact of youth development initiatives supported by the PSB.



Mr. Hassan Ali Bhola at Pakistan Sports Board after winning Gold Medal in Wrestling at the 8th Children of Asia International Sports Games 2024, Yakutsk, Russia.

The 33rd Olympic Games

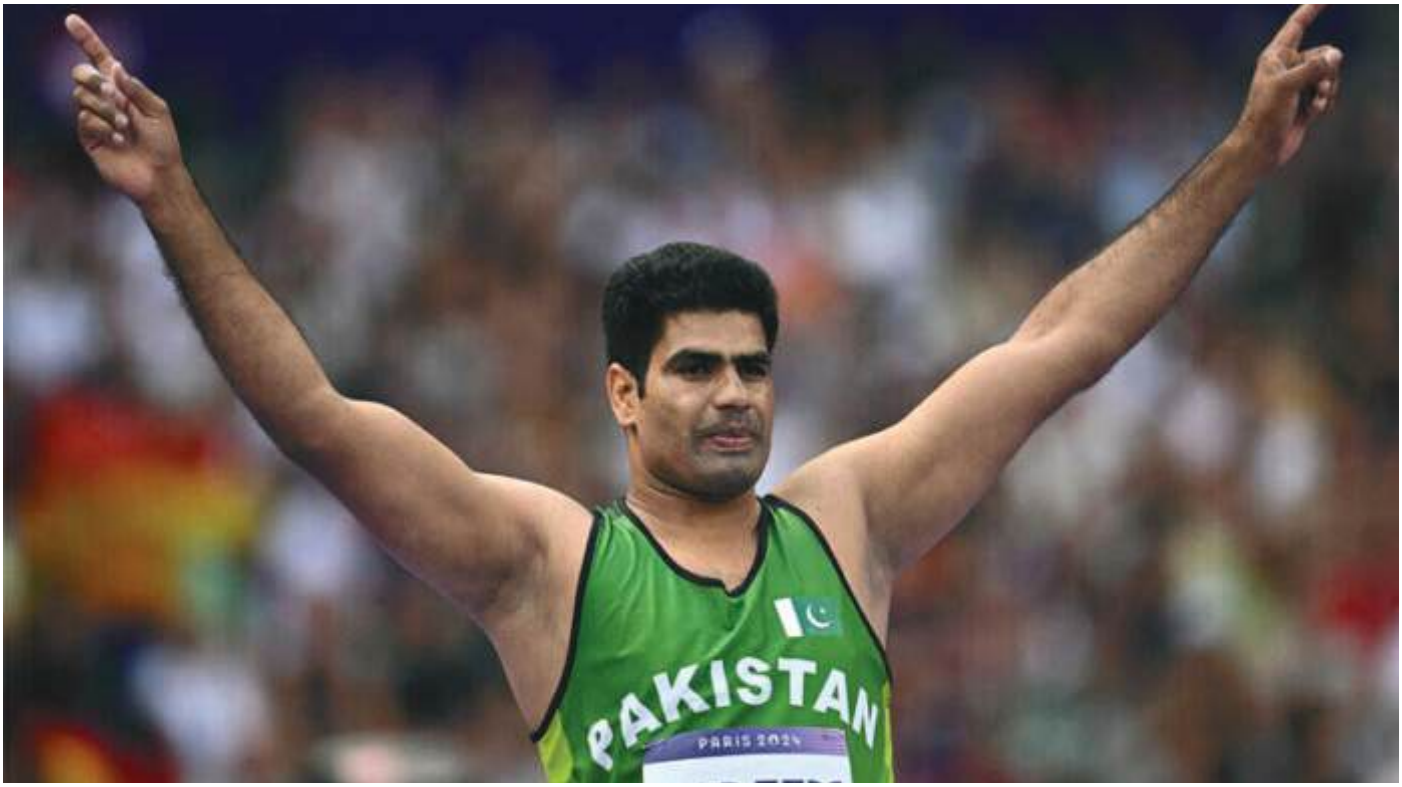


Arshad Nadeem in action during Javelin Throw at Paris Olympics 2024.

The Olympic Games are the most prestigious global sporting event, held every four years, where the world's best athletes represent their nations in pursuit of glory, excellence, and unity. Pakistan made its Olympic debut at the 1948 London Games and has since participated in every Summer Olympic Games, except for the 1980 Moscow Olympics,. Pakistan also began participating in the Winter Olympics starting from Vancouver 2010. The country has historically excelled in men's field hockey, which has remained the cornerstone of Pakistan's Olympic presence for decades. With a tradition of passionate sporting talent and the drive for international success, the Olympics provide an invaluable platform for Pakistani athletes to compete, elevate the nation's image on the global stage, and inspire the youth.

Pakistan has won a total of 11 Olympic medals—including 4 gold, 3 silver, and 4 bronze. The men's field hockey team secured 8 of these medals.

This success in Children of Asia International Sports Games was followed by an extraordinary achievement at the 33rd Olympic Games, held in Paris, France, from July 26 to August 11, 2024.



Pakistan participated with a 17-member contingent, and for the first time in its Olympic history, the country secured a Gold Medal in an individual sports discipline. The historic medal was won by Mr. Arshad Nadeem in Athletics (Javelin Throw) with a phenomenal throw of 92.97 meters. The Prime Minister (Patron of the Board) awarded him a cash prize of Rs. 150.00 million in recognition of his outstanding achievement.

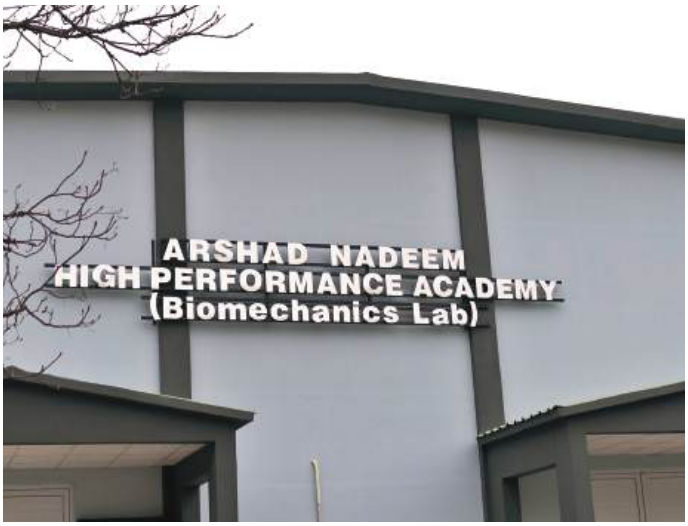
This monumental achievement not only brought immense pride to the nation but also placed Pakistan prominently on the global sports map. Arshad's throw became a symbol of perseverance and national inspiration. The PSB played an important role in enabling this success by establishing training camps for young and promising athletes.

Arshad Nadeem High-Performance Academy

In recognition of the historic achievement of Mr. Arshad Nadeem, the Prime Minister (Patron of the Board) announced the establishment of a High-Performance Academy (HPA), the first of its kind in the nation's history. The High-Performance Academy is being developed as a comprehensive centre of excellence that will feature state-of-the-art training infrastructure, advanced sports science and medicine support, expert coaching (local and foreign), biomechanical testing, sports analytics, and residential facilities. It is intended not only to prepare medal contenders for events such as the Olympic Games, Asian Games, Commonwealth

Games, and World Championships, but also to serve as a national feeder system for identifying and grooming emerging talent from across the country.

The HPA will operate on a structured and merit-based model, wherein athletes will be selected through rigorous technical, physical, psychological, and biomechanical assessments. Once inducted, athletes will undergo long-term training, complemented by medical care, nutrition plans, psychological support and educational assistance. Regular



performance monitoring and data analysis will be used to adapt training methods and optimize athlete progress.

To implement this project, the positions have been created along with job description and TORs of technical human resource. PC-I of the High-Performance Academy was prepared by PSB and submitted to the Planning Commission through the Ministry of Inter-Provincial Coordination. The project received principal approval from the Central Development Working Party (CDWP) on 27-01-2025 and final approval is expected soon.

On the infrastructure front, significant progress has already been made. The establishment of Pakistan's first-ever Biomechanics Laboratory at the Arshad Nadeem High-Performance Academy marks a major milestone in the advancement of sports science infrastructure in the country. Initially approved in 2013, the project remained stalled for years due to administrative and procedural delays. However, under the present leadership, the project has been revived and redesigned.

Despite substantial foreign exchange fluctuations—Rs. 184/USD at PC-I approval to Rs. 293.34/USD at contract award—the contract has been awarded at 22.38% below the engineer's estimate, resulting in savings of over Rs. 27 million.

The laboratory will be equipped with cutting-edge motion capture, EMG, and force plate technology, enabling real-time athlete assessment and performance optimization. This facility is a pivotal addition to PSB's vision of establishing a science-backed, performance-driven sports ecosystem in Pakistan.



Construction work in progress at Arshad Nadeem High-Performance Academy.

The Bio-Mechanics Lab structure has been completed, and the tendering process for the procurement of lab equipment has been concluded, with purchase orders now nearing execution. Construction of the sportspersons' hostel is progressing steadily, and will offer on-campus accommodation for athletes. In addition, the coaches' residential block has achieved gray structure completion, further contributing to the overall operational readiness of the Academy.

This High-Performance Academy will serve as a landmark in Pakistan's sports history, laying the foundation for sustained excellence and producing generations of internationally competitive athletes.



Federal Minister for IPC and Arshad Nadeem visiting the High-Performance Academy.

Excellence in Para Sports – Paris Paralympic Games

In addition to mainstream sports, Pakistan also demonstrated remarkable performance in para sports during the reporting year. Mr. Haider Ali, one of the country's most decorated Paralympians, won a bronze medal in the Men's Discus Throw at the Paris 2024 Paralympic Games, held from 28 August to 8 September 2024, with an impressive throw of 52.54 meters. His consistency, resilience, and world-class talent have made him a symbol of inspiration for athletes with disabilities, and a proud representative of Pakistan on the global stage.

PSB had established a training camp for him and his coach Mr. Akbar Mughal, and also bore all expenses related to training, preparation, and participation in the Paris



Mr. Haider Ali, Bronze Medalist in Men's Discus Throw at the Paris 2024 Paralympic Games.

2024 Paralympic Games. His continued success reflects the growing institutional support for para-athletes in Pakistan and underscores PSB's commitment to inclusive and high-performance sports development. President PSB awarded Mr. Ali a cash prize of Rs.5.00 million to commend his achievement.



President PSB presenting a cash award of Rs.5 million to Paralympian Haider Ali for winning Bronze at the Paris 2024 Games.

PART-3
TRAINING AND COMPETITIONS FOR SPORTSPERSONS



March past of contingents during the Opening Ceremony of Quaid-e-Azam Inter-Provincial Games 2024.

Quaid-e-Azam Inter-Provincial Games

One of the major achievements of the PSB during the reporting year was the revival and successful organization of the Quaid-e-Azam Inter-Provincial Games (QIPG) 2024, held from 13 to 19 December, 2024 at the Pakistan Sports Complex, Islamabad, after a gap of seven years. The Games were organized with the intention of reviving Pakistan's sporting legacy, fostering national unity, and identifying new talent. The event featured participation from Punjab, Sindh, Khyber Pakhtunkhwa, Balochistan, Azad Jammu & Kashmir, Gilgit-Baltistan, and Islamabad, making it a national affair.

A total of 2,725 athletes (1,297 male and 1,428 female) participated in 16 sports disciplines, including Athletics, Hockey, Swimming, Boxing, Volleyball, Taekwondo, Judo, Karate, Kabaddi, Table Tennis, and Badminton, held at dedicated venues, including but not limited to Jinnah Stadium, Liaquat Gymnasium, Rodham Hall, Hamidi Hall, and the Swimming Pool.

S #	Game	Gender	Event
1.	Athletics	Male	100M, 200M, 400M, 1500M, 110M Hurdles, 4x100M Relay, 4x400M Relay, High Jump, Long Jump, Discus & Javelin Throw
		Female	100M, 200M, 800M, 100M Hurdles, 4x100M Relay, High Jump, Long Jump, Discus & Javelin Throw
2.	Badminton	Male	Single, Double, Team Event and Mixed Double Event
		Female	Single, Double, Team Event
3.	Boxing	Male	48Kg Light Flyweight, 51Kg Flyweight, 54Kg Bantam Weight, 57Kg Feather Weight, 60Kg Light Weight, 63.5Kg Light Welter Weight, 67Kg Welter Weight, 71Kg Light Middle Weight
4.	Football	Male/ Female	Team Event
5.	Hockey	Male/ Female	Team Event
6.	Judo	Male	-50Kg, -55 Kg, -60 Kg, -66 Kg, -73 Kg, -81 Kg, -90 Kg, Open & Mixed Team Competitions
		Female	-40 Kg, -48 Kg, -52 Kg, -57 Kg, -63 Kg, -70 Kg, Open
7.	Kabaddi (Asian Style)	Male	Team Event
8.	Karate	Male	Kumite- (Below 50Kg, 55Kg, 60Kg, 67Kg, 75Kg, 84Kg and above 84Kg) Team Kumite, Individual Kata, Team Kata
		Female	Kumite- (Below 45Kg, 50Kg, 55Kg, 61Kg, 68Kg and above 68Kg) Team Kumite, Individual Kata, Team Kata
9.	Squash	Male/ Female	Single, Team

10. Swimming	Male	50M backstroke, 100M backstroke, 200M backstroke, 50M breaststroke, 100M breaststroke, 200M breaststroke, 50M butterfly, 100M butterfly, 200M butterfly, 50M freestyle, 100M freestyle, 200M freestyle, 400M freestyle, 4x100M Medley Relay, 200M Individual Medley
	Female	50M backstroke, 100M backstroke, 200M backstroke, 50M breaststroke, 100M breaststroke, 200M breaststroke, 50M butterfly, 100M butterfly, 200M butterfly, 50M freestyle, 100M freestyle, 200M freestyle, 400M freestyle, 4x100M Medley Relay, 200M Individual Medley
11. Table Tennis	Male	Single, Double, Team Event and Mixed Double Event
	Female	Single, Double, Team Event
12. Taekwondo	Male	-58, -68, -80, +87 (Khyrougi) Individual Male Poomsae, Individual Male Creative
	Female	-49, -57, -67, -73 (Khyrougi) Individual Female Poomsae, Individual Female Creative
13. Volleyball	Male/ Female	Team Event
14. Weightlifting	Male	Up to 55Kg, 61Kg, 67Kg, 73Kg, 81Kg, 89Kg, 96Kg, +96 Kg.
15. Wrestling	Male	57Kg, 65Kg, 74Kg, 86Kg, 97Kg, 125Kg





S#	Events	Venues	13th Dec	14th Dec	15th Dec	16th Dec	17th Dec	18th Dec	19th Dec
1.	Opening Ceremony	Jinnah Stadium	Arrival of teams, registration, distribution of accreditation cards, settlement in accommodations.	✓					
2.	Athletics	Jinnah Stadium			✓	✓	✓		
3.	Swimming	Swimming Pool		✓	✓				
4.	Squash	Roshan Khan Squash Court			✓	✓	✓	✓	
5.	Hockey	Naseer Bunda Hockey Field			✓	✓	✓	✓	✓
6.	Football	Jinnah Stadium		✓	✓	✓	✓	✓	✓
7.	Weightlifting	Weightlifting Hall		✓	✓	✓			
8.	Judo	Liaquat Gymnasium			✓	✓	✓	✓	
9.	Wrestling	Liaquat Gymnasium		✓	✓	✓	✓		
10.	Volleyball	Hamidi Hall		✓	✓	✓	✓		
11.	Taekwondo	Hamidi Hall					✓	✓	✓
12.	Table Tennis	Rodham Hall			✓	✓	✓	✓	

13.	Badminton	Rodham Hall			✓	✓	✓	✓
14.	Boxing	Amir Khan Boxing Hall	✓	✓	✓			
15.	Kabaddi	Amir Khan Boxing Hall			✓	✓	✓	✓
16.	Karate	Mini Hall Liaquat Gymnasium	✓	✓	✓	✓		
17.	Closing Ceremony	Liaquat Gymnasium						✓



Torch bearers leading the Opening Ceremony of QIPG 2024.



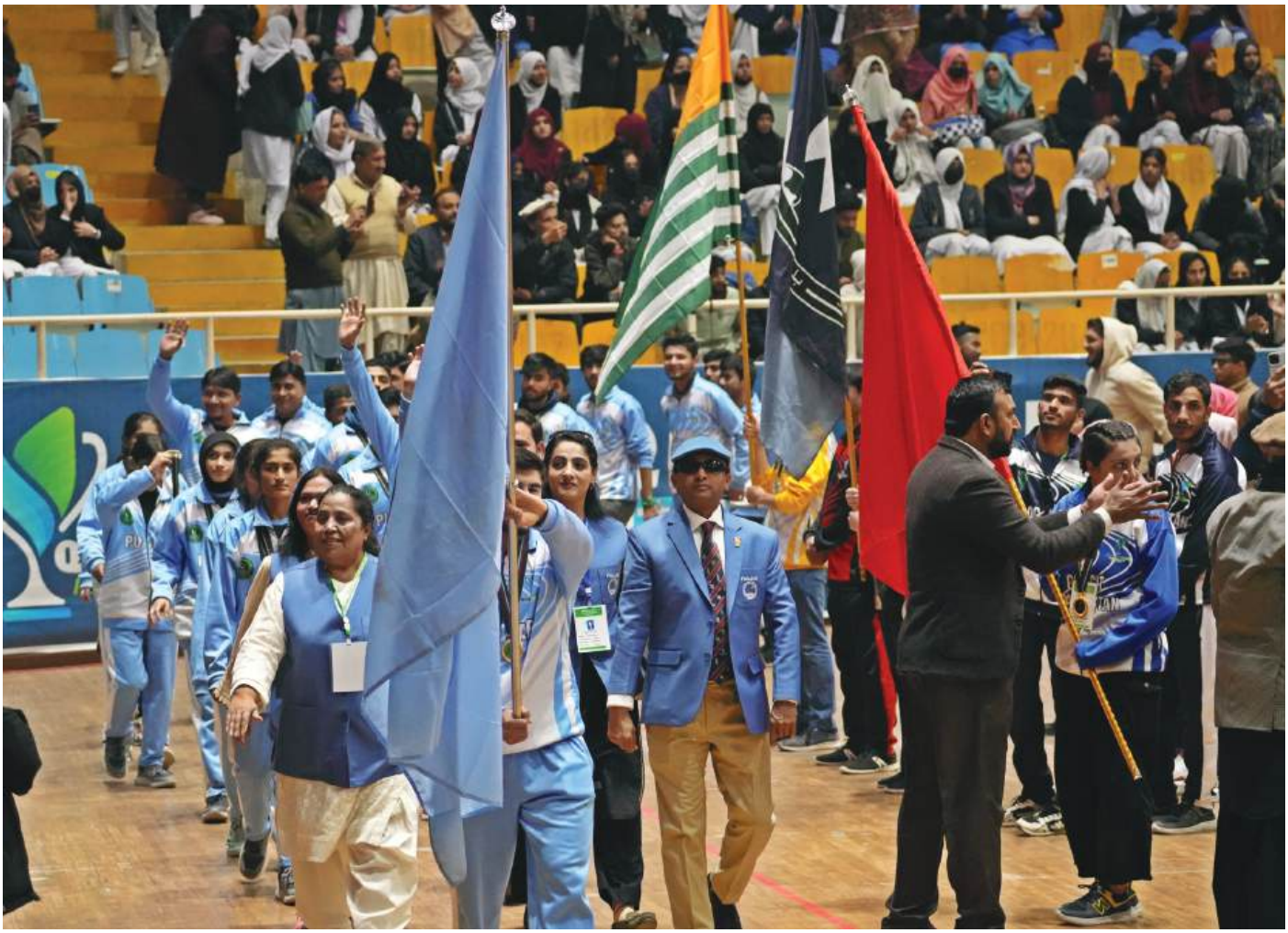

QUAID-E-AZAM
INTER PROVINCIAL
GAMES 2024

S #	Game	Gender	Technical Officials	Punjab	Sindh
1	Athletics	M	34	22	22
		F	-	22	22
2	Badminton	M	22	10	10
		F	-	10	10
3	Boxing	M	12	10	10
4	Football	M	17	22	22
		F	-	22	22
5	Hockey	M	19	18	18
		F	-	18	18
6	Judo	M	16	12	12
		F	-	12	12
7	Kabaddi	M	18	14	14
8	Karate	M	20	15	15
		F	-	15	15
9	Squash	M	15	08	08
		F	-	08	08
10	Swimming	M	28	22	22
		F	-	21	18
11	Table Tennis	M	18	10	10
		F	-	10	10
12	Taekwondo	M	20	10	09
		F	-	10	10
13	Volleyball	M	19	14	14
		F	-	14	14
14	Weightlifting	M	24	10	10
15	Wrestling	M	15	10	09
16	Chef-de- Mission	M/F	-	01	01
17	Dy. Chef-de- Mission	M/F	-	01	01
18	Secretary	M/F	-	01	01
19	Focal Person	M/F	-	01	01
Total		373	297	373	368

KPK	Balochistan	AJK	Gilgit Baltis-tan	Islamabad	Total
22	22	22	22	22	154
22	22	21	22	22	153
10	10	10	10	08	68
10	10	10	10	08	68
10	10	10	10	10	70
22	22	22	22	21	153
22	16	0	22	22	126
17	18	18	18	18	125
18	18	0	18	18	108
12	11	12	12	10	81
12	11	12	12	08	79
14	14	14	14	14	98
15	15	15	15	15	105
15	15	15	15	15	105
08	08	08	08	08	56
08	08	0	08	07	47
22	22	0	22	22	132
21	0	0	0	13	73
10	10	10	10	08	68
10	10	10	10	08	68
10	10	10	10	07	66
10	10	10	10	07	67
14	14	13	14	13	96
14	14	14	14	14	98
10	10	10	10	09	69
10	10	10	10	08	67
01	01	01	01	01	07
01	01	01	01	01	07
01	01	01	01	01	07
01	01	01	01	01	07
372	344	280	352	339	2725



Khyber Pakhtunkhwa contingent receiving the 2nd place trophy at QIPG 2024.







DG PSB Mr. Yasir Pirzada trying his hand at hockey during Quaid-e-Azam Games 2024.



Punjab contingent receiving the winner trophy and celebrating

The event was managed smoothly and without interruption by PSB's officers & staff, with 299 technical officials and 103 volunteers working to ensure timely execution and adherence to technical standards.

The opening ceremony, held at Jinnah Stadium featured vibrant cultural performances and displays of national spirit, while the closing ceremony at Liaquat Gymnasium honored the medal winners and celebrated the unity of the nation through sports.

Punjab emerged as the overall winner, securing 78 gold medals and a total of 173 medals, followed by Khyber Pakhtunkhwa with 98 medals and Sindh with 79 medals.

A total of Rs. 20.00 million was spent on cash awards, trophies & certificates to medal-winning athletes, acknowledging their performance and encouraging future participation.





DG PSB presenting medals in athletics events.

The project had a total allocation of Rs. 317.00 million, out of which Rs. 242.00 million were spent, and Rs. 75.00 million were saved, reflecting effective financial management, transparency, and administrative efficiency by the PSB. From planning to execution, the event was conducted in a professional manner, reinforcing the PSB's ability to organize large-scale, multi-sport competitions.



DG PSB presenting medals in athletics events.

Logistics & Staffing Breakdown:

- Daily allowance and travelling allowance for the journey to and from Provincial HQ to Islamabad as and local transport to venues was provided for athletes and officials.
- Tracksuits and joggers were provided to all athletes, coaches/managers, technical officials.
- 299 Technical officials conducted the games, and 103 volunteers offered crucial logistical support.
- For security purposes all the necessary measures were taken in collaboration with the Islamabad Police Force.
- Opening and closing ceremonies were grand celebrations that featured musical performances by renowned singers of Pakistan. These events were open to the general public with free entry, allowing everyone to partake in the festivities and broadcast the significance of national sports events.
- 40 medical officers, nursing staff, and physiotherapists were deputed to different venues and PSB Medical Centre.
- All the necessary sports equipment was procured and distributed to the competition venues.
- All the competition venues were set up and managed efficiently, including installing scoreboards, seats, LEDs, and sound systems.
- 25 dope tests were conducted.
- To manage the event's planning, execution, and overall supervision, a separate Game Secretariat was established to oversee and coordinate all logistical, administrative, and operational activities.

- A dedicated Media Center was established to support the media teams, providing them with the necessary facilities and resources to cover the event.

- Liaison officers and focal persons from the Pakistan Sports Board were appointed with every contingent to coordinate, address and resolve any issues or concerns raised by the contingents, ensuring effective communication and smooth operations throughout the event.

- Focal persons were appointed by the PSB at each venue to manage operations and arrange necessities with approval from the Secretariat In-charge. Additionally, a special inspection team ensured proper checks

A total of 40 medical and paramedical staff (volunteers) were deployed across 13 venues, supported by 26 scouts. Specifically:

- 37 staff members from Maroof International Hospital managed on-site care at various venues.

- 2 staff members were designated from Rescue 1122.

- 2 staff members were from the Pakistan Institute of Medical Sciences (PIMS).

- 2 staff members operated on the PSB ambulance.



Punjab contingent, winners of the Quaid-e-Azam Inter-Provincial Games 2024, receiving the trophy

Awards & Prizes Breakdown:

PSB provided cash prizes and awards to motivate and reward the athletes. An amount of PKR 20,000,000 was allocated for cash prizes, medals, and other recognitions.

Medals, Certificates, and Trophies:

An amount of PKR 4,000,000 was allocated for medals, certificate and trophies to recognize the outstanding performances of the athletes.

Cash Awards for Medal Winners:

An amount of PKR 16,000,000 was distributed as cash award among gold, silver, and bronze medalists.

Individual Events:

- Gold Medalists: PKR 20,000 each
- Silver Medalists: PKR 15,000 each
- Bronze Medalists: PKR 10,000 each

Team Events (Per Team Member):

- Gold Medalists: PKR 15,000 each
- Silver Medalists: PKR 10,000 each
- Bronze Medalists: PKR 7,500 each



Arshad Nadeem unveiling the trophies of QIPG 2024.

S. #	Region	Gold	Silver	Bronze	Total Medals
1.	Punjab	78	53	42	173
2.	Khyber Pakhtunkhwa	29	31	38	98
3.	Sindh	16	28	35	79
4.	Balochistan	14	16	32	62
5.	Islamabad	6	11	39	57
6.	Gilgit Baltistan	2	2	18	22
7.	Azad Jammu & Kashmir	1	5	20	26
	Total	146	146	224	516



Training of Sportspersons

Training plays a vital role in the overall development and performance of sportspersons. It serves as the foundation for developing and enhancing their physical fitness, technical skills, tactical understanding, and psychological preparedness. Through structured and continuous training, athletes are equipped to meet the demands of competitive sports at both national and international levels. Training also focuses on injury prevention, recovery, nutrition, and mental conditioning, ensuring a holistic approach to athletic development. Moreover, it instills discipline, consistency, and resilience—qualities essential for sustained performance. Ultimately, training prepares sportspersons to achieve optimal results, contribute to the nation's sporting success, and promote a culture of excellence in sports.



Volleyball training camp in session.



Basketball training camp



DG PSB Mr. Yasir Pirzada with hockey training camp players at Naseer Bunda Hockey Stadium

Training Camps

To ensure systematic preparation of athletes, the PSB organizes national training camps as a core component of its athlete development strategy. These camps provide comprehensive facilities to athletes and coaches, including boarding, lodging, coaching, training venues, and all essential support services. In addition, daily allowances are paid to both athletes and coaches to support their participation.

Furthermore, a specialized diet tailored to the needs of high-performance athletes is also provided, based on the recommendations of nutritionists and coaches. The rates of specialized diets have been enhanced from Rs.2,000 per head per day to Rs.3,000. To ensure optimal physical and mental preparedness, PSB also offers rehabilitation and treatment services, including physiotherapy, psychological support sessions, and anti-doping awareness programs.

During the reporting year 2024–25, PSB organized training camps for a total of 847 male and female sportspersons, including both male and female coaches, across various disciplines as follows:



Taekwondo training camp in progress

S #	Discipline	Strength					Venue	Duration	
		Players	Coaches						
		M	F	M	F	Foreign Coach		From	To
1	Athletics	02	0	3	0	0	05	Lahore	21-06-24	24-07-24
		0	01	0	01	0	02	Lahore	03-07-24	24-07-24
		11	01	03	01	0	16	Islamabad	28-08-24	05-09-24
		01	0	01	0	0	02	Lahore	09-12-24	31-03-25
		10	0	03	0	0	13	Islamabad	21-01-25	20-02-25
		19	06	03	01	0	29	Islamabad	11-03-25	28-03-25
		01	0	01	0	0	02	Lahore	01-04-25	30-04-25
		01	0	01	0	0	02	Islamabad	24-04-25	13-05-25
		01	0	01	0	0	02	Lahore	24-04-25	13-05-25
		02	0	02	0	0	04	Lahore	14-05-25	30-06-25
		01	0	01	0	0	02	Islamabad	27-05-25	30-06-25
		03	0	02	0	0	05	Lahore	22-06-25	30-06-25
2.	Basketball	16	0	02	0	0	18	Islamabad	22-02-25	28-03-25
3.	Hockey	34	0	06	0	0	40	Islamabad	31-07-24	24-08-24
4.	Hockey Junior	36	0	04	0	0	40	Islamabad	17-04-25	30-06-25
		38	0	04	0	0	42	Islamabad	23-06-25	30-06-25
5.	Kabaddi	18	0	02	0	0	20	Islamabad	01-09-24	24-09-24
6.	Kabaddi Youth U-18	20	0	02	0	0	22	Islamabad	24-05-25	30-06-25

		18	10	02	01	01	32	Islamabad	10-07-24	27-08-24
		18	10	02	01	01	32	Islamabad	28-08-24	25-09-24
		18	10	02	01	01	32	Islamabad	26-09-24	14-10-24
7.	**Taekwondo**	18	10	02	01	01	32	Islamabad	29-10-24	30-11-24
		20	17	02	01	01	41	Islamabad	14-01-25	22-02-25
		10	10	02	01	01	24	Islamabad	05-04-25	22-04-25
		15	10	02	01	01	29	Islamabad	10-05-25	10-06-25
		12	11	02	01	01	27	Islamabad	15-06-25	30-06-25
		25	0	04	0	01	30	Islamabad	10-07-24	19-07-24
8.	**Volleyball Men Senior**	20	0	04	0	01	25	Islamabad	20-07-24	20-09-24
		20	0	04	0	01	25	Islamabad	14-08-24	15-09-24
		18	0	04	0	0	22	Islamabad	15-04-25	20-06-25
		20	0	04	0	0	24	Islamabad	03-07-24	28-07-24
9.	**Volleyball Men Junior/ U-19 & 16**	25	0	01	0	0	26	Islamabad	30-01-25	28-02-25
		25	0	02	0	01	28	Islamabad	13-03-25	31-03-25
		25	0	02	0	01	28	Islamabad	01-04-25	12-06-25
		29	0	03	0	01	33	Islamabad	12-06-25	30-06-25
10.	**Volleyball Women**	0	24	02	0	01	27	Islamabad	17-03-25	31-03-25
11.	**Volleyball Women**	0	24	02	0	01	27	Islamabad	01-04-25	30-06-25
12.	**Weightlifting**	13	0	04	0	0	17	Islamabad	24-01-25	25-02-25
		19	0	01	0	0	20	Islamabad	10-04-25	10-05-25
	Total:	**582**	**144**	**94**	**11**	**16**	**847**			



Female volleyball training camp



Kabaddi training camp



Dutch hockey legend Floris Jan Bovelander sharing coaching tips with players at Naseer Bunda Hockey Stadium

Foreign Coaches

In line with international best practices and to ensure the provision of modern, scientific, and sport-specific training, the PSB, in addition to utilizing the expertise of national coaches, also hired the services of foreign coaches during the reporting year. These foreign experts were engaged to enhance the technical competencies of athletes and coaches alike, in line with global performance benchmarks. Foreign coaches of Taekwondo, Tennis, and Volleyball were engaged.

Their presence also served to build the capacity of local coaches through knowledge sharing and collaborative coaching frameworks, as part of PSB's broader strategy for long-term athlete development and coaching excellence.

Competition and Participation Exposure

International Participation

Participation in sports events is an extension of the training process, providing athletes with real-time exposure to competition, pressure, and international standards. While participation does not always result in medals, it is a critical learning experience and contributes to athlete development by identifying gaps and building competitive confidence.

During the reporting year, the PSB facilitated the participation of sportspersons and officials in multiple national and international events. PSB made efforts to ensure that athletes are selected on merit and gain essential experience and represent Pakistan on global platforms. Besides participation in various international championships over the reporting year, a small contingent also participated in Asian Winter Games held at Harbin, China from 07-14 February 2025.



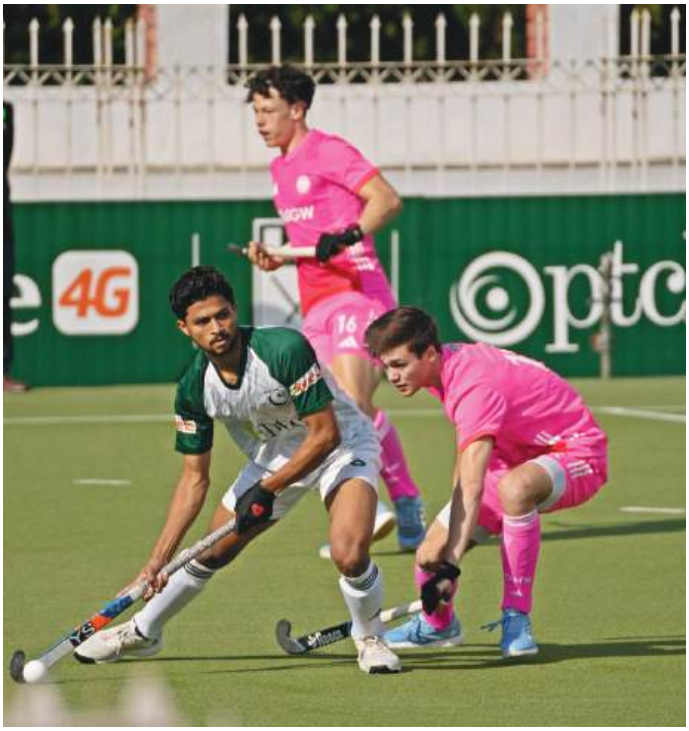
Pakistani players proudly displaying their medals at the 11th SeongNam Open International Taekwondo Championship, Korea, July 2024

International Events in Pakistan

During the reporting year, PSB facilitated the organization of international sports competitions in Pakistan, which includes the hosting of the 7th Asian Taekwondo Open Championships 2025, held from 14-20 February at Liaquat Gymnasium, Pakistan Sports Complex, Islamabad. Additionally, PSB facilitated the Pakistan–Germany Junior Hockey Test Match Series from 04-14 March, 2025. Another major achievement was the successful organization of the WSF Under-23 World Squash Championship for Men & Women, held from 06-10 April, 2025, in Karachi, Pakistan. These events showcased Pakistan's capability to successfully host high-profile international competitions.



17th Korean Ambassador Cadet and Senior National Taekwondo Championship



Pakistan-Germany Friendship Hockey Series 2025



Competitors at the Combaxx 7th Asian Taekwondo Open Championships 2025, held at Pakistan Sports Complex, Islamabad

PART-4
INCENTIVIZATION OF SPORTS



Player receiving award at the Cash Award Ceremony, May 2025

Revision of Cash Award Policy

A well-structured cash award policy plays an important role in motivating athletes to pursue excellence and commit to long term performance in competitive sports. Not only it provides financial recognition for their hard work and international success but also enhances the prestige of representing the country. The assurance of tangible rewards encourages more young talent to take up sports as a serious career path and fosters a results driven culture among both athletes and coaches.

The previous Cash Award Policy was introduced in 2007, but its scope was limited to only a few selected international events. Many prestigious global competitions and deserving athletes remained outside its coverage, and coaches were not included despite their crucial contribution to athlete success. National events were also not included in the 2007 policy.

To address these gaps and align the policy with international best practices, a comprehensive revision was undertaken during the reporting year 2024–25. As a result, a revised and expanded policy was approved, significantly broadening the list of eligible competitions and beneficiaries.

Under the new policy, the majority of internationally recognized events & national events have been brought within the reward framework.

A major milestone achieved through this revision is the inclusion of coaches for the first time in the history of Pakistan Sports Board. Coaches whose athletes win medals will now also be eligible for cash awards, acknowledging their offstage contributions.



Noor Zaman after winning the WSF World U-23 Squash Championship

Cash Awards

Cash Awards to the medal winners and coaches were disbursed as per following detail (amounts in PKR):

1. Athletics				
XXXIII Olympics from 26 July to 11 August 2024 at Paris, France				
i.	Mr. Arshad Nadeem, Player	Gold	Javelin Throw	150,000,000
ii.	Mr. Salman Iqbal Butt, Coach			10,000,000
2024 Paris Paralympic Games from 28 August to 8 September 2024 at Paris, France				
i.	Mr. Haider Ali, Player	Bronze	Discus Throw	5,000,000
26th Asian Athletics Championship from 27th to 31st May, 2025 at Gumi, Korea.				
i.	Mr. Arshad Nadeem, Player	Gold	Javelin Throw	2,000,000
ii.	Mr. Salman Iqbal Butt, Coach			600,000

2. Billiards & Snooker				
Asian Women, Men & Men U21 Snooker Championship from 15th to 21st February, 2025 at Doha, Qatar				
i.	Mr. Ahsan Ramzan, Player	Bronze	U21 Snooker Championship	500,000
3rd SAARC Snooker Championship to be held from 6th to 10th January, 2025 at Colombo, Sri Lanka				
i.	Mr. Muhammad Asif, Player	Gold		500,000
ii.	Mr. Muhammad Naseem Akhtar, Player	Bronze		100,000
3. Table Tennis				
South Asian Regional Youth Table Tennis Championship from 24th to 27th April, 2025 at Kathmandu, Nepal				
i.	Mr. Abdal Muhammad Khan, Player	Silver	U-15 Boy's Single	250,000
ii.	Mr. Abdal Muhammad Khan, Player	Silver	U-15 Mixed Double	187,500
iii.	Ms. Zunaira Khan, Player			187,500
iv.	Mr. Abdal Muhammad Khan, Player	Bronze	U-15 Boy's Doubles	75,000
v.	Mr. Noor Khan, Player			75,000
vi.	Mr. Taha Bilal, Player	Bronze	U-19 Mixed Doubles	75,000
vii.	Ms. Zunaira Khan, Player			75,000
viii.	Mr. Abdal Muhammad Khan, Player	Bronze	U-19 Boys' Team	75,000
ix.	Mr. Taha Bilal, Player			75,000
x.	Mr. Attaul Manan Ahmad Malhi, Player			75,000
xi.	Mr. Moosa Asif, Player			75,000
xii.	Mr. Abdal Muhammad Khan, Player	Bronze	U-15 Boys' Team	75,000
xiii.	Mr. Noor Khan, Player			75,000
xiv.	Mr. Abu Huraira, Player			75,000

4. Squash				
22nd Asian Junior Squash Team Championship from 12-16 February, 2025 at Hong Kong, China.				
i.	Mr. Anas Ali Shah, Player	Bronze	Junior Team Event	375,000
ii.	Mr. Abdullah Nawaz, Player			375,000
iii.	Mr. Sakhiullah Tareen, Player			375,000
iv.	Mr. Nouman Khan, Player			375,000
v.	Mr. Faheem Gul Khan, Coach			125,000
vi.	Mr. Faraz Muhammad, Assistant Coach			125,000
WSF World U-23 Individual Squash Championship 06 - 10 April, 2025 at Karachi.				
i.	Mr. Noor Zaman, Player	Gold		5,000,000
ii.	Mr. Faheem Gul Khan, Coach			833,334
iii.	Mr. Faraz Muhammad, Assistant Coach			833,333
iv.	Mr. Waseem Umar, Physical Trainer			833,333
5. Taekwondo				
7th Asian Open International Taekwondo Championship (G-2) from 14th to 20th February, 2025 at PSC, Islamabad				
i.	Mr. Shahzaib Khan, Player	Silver	Men -54kg	1,000,000
ii.	Mr. Ghulam Muhammad, Player	Bronze	Men -54kg	500,000
iii.	Mr. Haroon Khan, Player	Gold	Men -58kg	2,000,000
iv.	Mr. Abubakar Siddique, Player	Silver	Men -58kg	1,000,000

v.	Mr. Muhammad Tayyab, Player	Bronze	Men -58kg	500,000
vi.	Mr. Noman Khan, Player	Silver	Men -63kg	1,000,000
vii.	Mr. Hussain Anjum, Player	Bronze	Men -68kg	500,000
viii.	Mr. Mazhar Abbas, Player	Silver	Men -80kg	1,000,000
ix.	Mr. Muhammad Iqbal, Player	Bronze	Men -80kg	500,000
x.	Mr. Hamzah Omar Saeed, Player	Silver	Men +87kg	1,000,000
xi.	Mr. Faizan Junaid, Player	Bronze	Men +87kg	500,000
xii.	Ms. Fateemaah Tuz Zahraa Khawar, Player	Silver	Women -49kg	1,000,000
xiii.	Mr. Yousaf Karami, Head Coach			250,000
xiv.	Syed Sadaqat Hussain, Coach			250,000
xv.	Mr. Ghazanfar Ali, Asstt. Coach			250,000
xvi.	Ms. Najia Rasool, Coach			250,000

6. Special Olympics Pakistan

Special Olympics World Winter Games held on 8th to 16th March, 2025

1.	Mr. Abdul Saboor Ahmad	Gold	Snowshoeing-400M	250,000
2.	Mr. Abdul Saboor Ahmad	Bronze	Snowshoeing-200M	100,000
3.	Mr. Ali Raza	Bronze	Snowshoeing-200M	100,000
4.	Mr. Muhammad Afaq Khan	Gold	Snowshoeing-100M	250,000
5.	Mr. Muhammad Moazzam Iqbal	Gold	Snowshoeing-800M	250,000
6.	Mr. Muneeb Ur Rahman	Gold	Cross Country Skiing 50 M	250,000
7.	Mr. Muneeb Ur Rahman	Gold	Cross Country Skiing 100 M	250,000

8.	Mr. Abdul Saboor Ahmad	Silver	Snowshoeing 4X100-M Relay	150,000
9.	Mr. Ali Raza			150,000
10.	Mr. Muhammad Afaq Khan			150,000
11.	Mr. Muhammad Moazzam Iqbal			150,000
12.	Ms. Minahil (Female)	Gold	Snowshoeing 400 M	250,000
13.	Ms. Raveena Qurban (Female)	Silver	Cross Country Skiing 50 M	150,000
14.	Ms. Iqra Akram (Female)	Silver	Snowshoeing 4X100-M Relay	150,000
15.	Ms. Minahil (Female)			150,000
16.	Shah Galoon Hayat (Female)			150,000
17.	Ms. Tabassum (Female)			150,000



Cash Awards distribution ceremony in the honor of medal winning athletes



Pakistan U18 volleyball team welcomed home after winning bronze at the 15th Asian Men's Championship





ZTBL President/CEO Mr. Tahir Yaqoob Bhatti welcoming national hockey players Ahtisham Aslam and Muneeb-ur-Rehman under the initiative to revive departmental sports.

Revival of Departmental Sports - Employment

Departmental sports have historically played a pivotal role in Pakistan's sports structure by offering employment, training and competitive opportunities to athletes across a wide range of disciplines. These departments not only provided secure jobs to athletes but also facilitated training, coaching, participation in national and international events, and career progression based on performance. However, this crucial support system was discontinued in 2021, resulting in a major setback to the development of sports in the country. Recognizing the adverse impact, the Prime Minister being the Patron of the Board, issued directives in 2022 to revive departmental sports. The purpose of this initiative was to restore the lost structure and allow thousands of athletes to pursue sports as a full time profession with dignity and financial stability.

Under the Prime Minister's directive, the PSB has made sustained efforts to operationalize the revival of departmental sports. Multiple meetings have been held with departments that managed active sports structures before 2021—such as WAPDA, Railways, Sui Gas companies, Police, Armed Forces, and others—to persuade them to reinstate their sports teams and resume hiring of athletes. Simultaneously, discussions were conducted with new departments to encourage them to establish sports teams for the first time.

To develop a concrete and consensus driven roadmap, PSB initiated consultations at the highest levels. Several meetings were held at the Ministerial levels to emphasize the national importance of departmental sports and to seek institutional commitment.

A major step forward was the organization of a workshop on 6th September 2024 by the PSB, which brought together senior officials from key departments. The workshop served as a platform to exchange ideas, understand institutional challenges, and finalize key components of the revival strategy. Based on extensive deliberations, a comprehensive policy was drafted for the revival of departmental sports, covering recruitment procedures, quotas, funding models, performance based incentives etc. The draft policy has since been submitted to the Federal Government for formal approval and implementation, signaling a renewed commitment to institutionalize sports development through the public sector.

During the reporting year, jobs were arranged for two national hockey team players in Zarai Taraqiati Bank Limited (ZTBL), while the National Bank of



Pakistan (NBP) has offered to hire sportspersons, coaches, and officials.

Foreign Daily Allowance (DA)

As a significant step toward athlete welfare and international representation, the Board revised and enhanced the Daily Allowance (DA) rates for Pakistani contingent members participating in international sports events. This revision was approved by the Board in its 30th meeting held on 10th September, 2024 in recognition of rising global costs and the need to align with international standards. The revised rates are now 50$ per head per day for Olympic, Asian, and Commonwealth Games, and 40$ per head per day for other international events such as the Islamic Solidarity Games, South Asian Games, Asian Indoor & Martial Arts Games etc.

This revision, coming after about seven years, reflects the Board's commitment to the promotion of sports and the financial strengthening of sportspersons. It is a practical initiative aiming to support athletes' well-being and ensure dignified representation of Pakistan in the international sports arena.

Establishment of Sports Endowment Fund

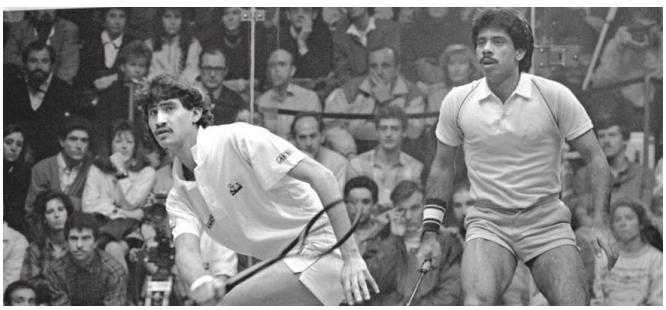
In a landmark initiative to ensure long term financial sustainability and support for the sports sector, the establishment of Sports Endowment Fund has been announced for the first time in the history of Pakistan. This strategic step reflects the Government's commitment to institutionalize financial support mechanisms for athletes, coaches, and



other stakeholders associated with sports development. The Fund is designed to serve as a permanent resource that will generate income to support deserving individuals and organizations engaged in promoting sports at all levels.

To operationalize this initiative effectively, comprehensive rules for the management and utilization of the Sports Endowment Fund have been framed. These rules provide the legal and administrative framework necessary to govern the Fund transparently and efficiently. They cover aspects such as eligibility criteria, disbursement procedures, investment strategies, oversight mechanisms, and audit requirements, ensuring that the Fund serves its intended purpose without misuse or delay.

The establishment of the Sports Endowment Fund is expected to bring long term benefits to sports related persons, particularly retired athletes, talented youth lacking financial resources, coaches, and grassroots sports programs. It will also enable the support of special initiatives, scholarships, injury rehabilitation, and training programs. The purpose of this forward looking measure is to create a safety net and a consistent support system for the sporting community.



Jahangir Khan and Jan Sher Khan, Squash legends

Gold Card for Medal Winners

To honor and facilitate the national sports heroes of Pakistan, the PSB introduced the Gold Card for medal winners under the revised Cash Award Policy 2024. This card is also extended to past medal winners, Olympians, and world champions of Pakistan, recognizing their contributions and achievements in the field of sports.

The Gold Card entitles holders to complimentary access to sports facilities and accommodation at the Pakistan Sports Complex, Islamabad, and all PSB Coaching Centres nationwide. Each cardholder is eligible for 20 days of free accommodation and use of facilities per calendar year. Beyond this limit, facilities can be availed at the approved PSB rates. This initiative aims to provide continued support and dignity to athletes, encouraging sustained involvement in sports.

Welfare of National Sports Heroes

In continuation of its commitment to the welfare and dignity of national sports icons, the Pakistan Sports Board undertook the medical facilitation of Mr. Jan Sher Khan, a legendary squash player whose remarkable achievements brought international acclaim to Pakistan. Upon his request for medical support for knee replacement surgery, PSB facilitated the required treatment in Islamabad.

PART-5
CLEAN SPORTS

The PSB is firmly committed to promote clean, fair, and drug free sports in line with national laws and international obligations under the UNESCO Convention Against Doping in Sport and the World Anti-Doping Code. Recognizing the growing need for structured anti-doping enforcement and education, PSB has taken significant steps during the reporting year to establish an effective national anti-doping system. The overarching goal is to safeguard the integrity of sports, protect the health of athletes, and uphold the values of fairness and equal opportunity.

Establishment of the Pakistan Anti-Doping Board (PADB)

The National Anti-Doping Organization (NADO) is the body responsible for implementing and enforcing anti-doping regulations within a country, in line with the World Anti-Doping Code. It plays a vital role in promoting fair play, protecting clean athletes, conducting doping control tests, managing results, and fostering awareness and education on doping related issues. The establishment of a fully functional and independent NADO is a requirement under the UNESCO Convention Against Doping in Sports, which Pakistan ratified in 2007.

In Pakistan, anti-doping efforts were initially carried out through an internal setup known as the Anti-Doping Organization of Pakistan (ADOP), which operated informally under the administrative framework of the Pakistan Sports Board (PSB). While this arrangement enabled basic doping



Athletes highlighting the message of fair play and anti-doping at QIPG 2024

control activities and allowed Pakistan to comply with some minimum obligations, the lack of structural and operational autonomy limited the scope and effectiveness of anti-doping operations, especially in areas such as independent result management, testing planning, and disciplinary proceedings.

Recognizing the need for greater transparency, compliance with the World Anti-Doping Code, and operational independence, the Pakistan Sports Board took the initiative to establish a separate and autonomous entity to function as the country's official National Anti-Doping Organization. This led to the creation of the Pakistan Anti-Doping Board (PADB) as an independent body with its own structure, staff, budget, and legal authority to fulfill anti-doping responsibilities across all sports disciplines in Pakistan.

This initiative reflects PSB's commitment to ensure full compliance with international anti-doping standards and developing a dedicated, autonomous body responsible for doping control, education, intelligence, and result management. The foundational Constitution of PADB was approved by the Federal Government and structural groundwork is underway for full operationalization.



Anti-Doping Awareness and Education

PSB organized targeted awareness and education workshops to engage athletes and federations on the importance of clean sport. A key session was held on 16th February 2025 with the weightlifters, where athletes were educated about prohibited substances, therapeutic use exemptions (TUEs), and testing procedures.

One-Day Sports Seminar on Anti-Doping Awareness at PSC, Islamabad was organized on 16th April, 2025 wherein athletes and athlete support personnel participated.

In addition, PSB celebrated Play True Day on 11th April 2025, conducting awareness activities to highlight the global movement for clean sport and reinforce anti-doping values among athletes, coaches, and sports administrators.



DG PSB Mr. Yasir Pirzada joining athletes in promoting anti-doping awareness at QIPG



Anti-Doping Awareness Seminar held in April 2025

Doping Control and Testing Activities

A three-day Doping Control Officer (DCO) Training Course was successfully conducted from 23 to 25 March 2025, enhancing the capacity of national testers in line with international procedures. These efforts contributed to better implementation of doping controls during national and international competitions held in Pakistan.

Dope Tests

In total, 140 dope tests were conducted during 2024 by certified personnel under the supervision of PSB, ensuring compliance with WADA protocols as part of the Test Distribution Plan.

PART-6
EDUCATION AND CONFERENCES

Education & Training of Coaches & Trainers

As part of its commitment to continuous learning and professional development in sports, the PSB organized multiple educational and skill enhancement initiatives for coaches, technical officials, and athletes during the reporting year. These activities were conducted with the purpose of strengthening technical capacity, upgrading coaching standards, and integrating modern methodologies in sports disciplines.



PSB Refresher Coaches Course-I in progress

Key Educational Initiatives Conducted:

- **Refresher Coaching Course** conducted from 5th to 7th November 2024 at PSC Islamabad. This course provided updated training techniques, fitness protocols, and sport-specific content for national-level coaches.

- **Refresher Courses for Technical Officials** – Quaid-e-Azam Inter Provincial Games 2024 from 13th to 19th December 2024, were organized to facilitate sport specific refresher sessions for technical officials in Judo, Badminton, Karate, Kabaddi, Athletics, and Volleyball during the Games at Pakistan Sports Complex, Islamabad.

- In March 2025, PSB launched a series of



visual training sessions on Football, Squash, and Hockey techniques via its official Facebook page, expanding access to learning for remote and grassroots-level coaches and athletes.

- A comprehensive **coaching course** was held from 9th to 11th May 2025 at the PSB Coaching Centre, Peshawar, to update skills of coaches in line with current international standards.

- **Sports Sciences & health care workshop** with the students of sports sciences Haripur University was held on 24th February 2025.

- **First Aid Training** of medical staff of PSB by Medical Officer of PSB was organized with basic techniques for treating injuries, burns, fractures, bleeding, dog/snake bites, & CPR at Rehabilitation & Treatment Wing, PSB.

- The Rehabilitation &Training Wing provided **medical support** to 11 training camps/events and Around 2100 trainees, coaches, and support staff during the year 2024-25

Interactive Sessions

As part of its broader effort to promote dialogue, policy reform, and stakeholder collaboration, the PSB organized several interactive sessions during the reporting year. These events provided platforms for open discussion, mutual learning, and solution focused engagement with key figures from the sports sector, government institutions, federations, academia, and the private sector.



Training seminar on PPRA rules conducted for PSB employees

Workshop on Revival of Departmental Sports

Held on 6th September 2024 at the Margalla Hotel, Islamabad, this workshop focused on reviving departmental sports structures, which historically served as a vital source of employment, athlete development, and national team representation. Participants included senior officials from government departments, armed forces, public sector bodies, and former athletes.

Core discussions revolved around the dicontinuation of departmental teams over the past decade, its impact on athletes' careers, and policy gaps that hinder sports employment. Several proposals were shared regarding the restoration of departmental quotas, creation of inter-departmental leagues, and inclusion of sports in human resource planning. Ultimately, the session concluded with consensus that departmental sports must be revived as a pillar of national sports sustainability.

Conference on National Sports Policy

On 11th October 2024, PSB hosted a multi stakeholder National Conference on Sports Policy for evaluating the current status and effectiveness of the National Sports Policy 2005. The event brought together representatives from National Sports Federations, provincial sports boards, policymakers, legal experts, and members of civil society. Discussions focused on the need for policy modernization, improved coordination between federal and provincial tiers, and better enforcement mechanisms. Issues such as governance, funding criteria,



Workshop on the Revival of Departmental Sports (September, 2024)

athlete rights, gender equality, and anti-doping compliance were also debated in detail. The conference also served as a forum to gather feedback for the upcoming revision of the national sports policy, ensuring that reforms are inclusive, performance-based, and aligned with international standards.

Workshop on Sports Economy

Organized on 1st November 2024, this workshop centered on expanding the role of sports in Pakistan's economic development. Participants included National Sports Federations, investors, tourism experts, sports entrepreneurs, and officials from chambers of commerce. Topics covered included sports tourism, infrastructure development, public-private partnerships, branding and sponsorships, and the potential for job creation through the sports sector. The session emphasized the need to recognize sports as a legitimate industry and integrate it into broader economic planning. Suggestions included tax incentives for sports investors, investment in rural sports hubs, and institutional support for sports startups. The workshop reinforced to develop a sustainable sports economy that benefits athletes, sports related personnel, communities, and the national GDP.



Workshop on Sports Economy, focusing on the role of sports in Pakistan's economic development

PART-7
SPORTS GOVERNANCE REFORMS

During the reporting year, the PSB implemented far reaching reforms to build a strong and accountable governance framework for sports in Pakistan, aligned with the PSB Constitution 2022, the Olympic Charter, and the National Sports Policy 2005.

A significant achievement in 2025 was the successful conduct of long-awaited elections of national sports federations: the Alpine Club of Pakistan, the Pakistan Bodybuilding Federation, and the Pakistan Tenpin Bowling Federation. These elections, held on 20th June 2025, were conducted through an independent Election Commission established by the Pakistan Sports Board (PSB), ensuring impartiality, fairness, and transparency. The elections were a critical step in addressing years of stagnation and internal disputes within these federations, restoring governance in line with democratic principles and PSB's constitutional framework.

Most notably, the elections were acknowledged and endorsed by their respective international federations. The International Federation of Sport Climbing (IFSC), the Olympic-recognized global body by International Olympic Committee (IOC) governing the sport of climbing, also recognized the elections of the Alpine Club of Pakistan and extended congratulations to the newly elected office bearers. This recognition is particularly important as Sport Climbing is an Olympic discipline, and such validation strengthens the credibility of elections conducted by the Election Commission of the Board.

This achievement represents a model for future election reforms and is a key milestone in the ongoing efforts to revitalize the institutional integrity of national sports governance.

Recognizing that governance lies at the heart of sustainable sports development, PSB undertook an institutional restructuring of rules, regulations, election processes, legal systems, and digital services to ensure that all affiliated stakeholders operate with transparency, merit, fairness, and professionalism. The following major governance interventions were undertaken:

Code of Ethics and Sports Governance Framework

For the first time in Pakistan's sports history, PSB developed and issued a comprehensive Pakistan Code of Ethics and Governance in Sports to establish the values, principles, and conduct expected from all actors in the sports sector. The code applies to athletes, coaches, officials, federation office bearers, event organizers etc., ensuring that all stakeholders act with honesty, impartiality, dignity, and responsibility.

Key principles enshrined in the code include conflict of interest avoidance, integrity in decision making, prevention of abuse of authority, anti-discrimination practices, and zero tolerance for doping, harassment or corruption. This code forms the basis for disciplinary proceedings and

has become a critical instrument for ethical governance and conduct regulation.

Sports Election Regulations Pakistan (SERP)

To restore trust in the electoral processes of National Sports Federations (NSFs), PSB introduced the Sports Election Regulations Pakistan (SERP), a detailed legal framework governing elections from the grassroots level (clubs) to the national level. These regulations provide advance publication of schedules, transparent nomination procedures, third-party scrutiny, and public display of results, under the supervision of the independent Election Commission.

The aim of SERP is to ensure democratic governance, end the culture of self nomination and internal manipulation, and bring all federations under a unified electoral model. SERP is now the mandatory regulatory tool for all NSFs seeking affiliation, renewal, or grant assistance from PSB.

Model Constitution for Federation

In order to bring uniformity in the governance structure of NSFs and to align them with international expectations, PSB issued a Model Constitution, applicable to all federations. The Model Constitution is based on good governance principles of the IOC, the National Sports Policy 2005, and provisions of the relevant international sports federation statutes.

Election Commission and Its Rules

To ensure free, fair, and independent elections of NSFs, PSB notified a fully functional Election Commission, supported by a regulatory framework defining its composition, powers, responsibilities, and operating procedures. The Election Commission has been tasked with issuing election schedules, monitoring the process, resolving disputes, and certifying results.

The Commission includes legal experts and all the elections monitored and endorsed by the Commission are legally recognized by PSB. This institutional step has removed previous ambiguities and restored credibility to the leadership of federations.

Panel of Adjudicators and Its Rules

To address the lack of an internal dispute resolution mechanism in Pakistan's sports system, PSB constituted an independent Panel of Adjudicators. This panel hears appeals covered under Pakistan Code of Ethics and Governance in Sports as well as appellate tribunal of Election Commission.

The adjudication process is transparent, time-bound, and guided by natural justice principles. Decisions of the Panel provide a lawful mechanism for accountability and dispute resolution, promoting a fair and just environment in sports governance.

Guidelines for Trials, NOC Processing, and Foreign Participation

PSB issued structured Guidelines for Conducting Trials, Issuing NOCs, and Managing Foreign Visits, covering:

- Constitution of Selection Committees
- Public notification of trial schedules
- Transparent result recording
- Measures before, during, and after foreign visits
- Anti-doping obligations

These guidelines ensure that athletes are selected on merit and international travel is undertaken with proper approvals and accountability.

Introduction of QR-Coded NOCs

To prevent misuse, fraud, and forgery in documentation, PSB launched QR-Coded NOCs for all federations and athletes traveling abroad. These digitally secured documents:

- Carry traceable verification codes
- Cannot be duplicated or altered

SOPs for National Training Camps

To ensure standardization and accountability in athlete training, PSB developed and enforced Standard Operating Procedures (SOPs) for national training camps. These SOPs define:

- Camp proposal submission and approval
- Camp duration, size, and location
- Roles of coaches, nutritionists, and medical staff
- Provision of accommodation, meals, allowances, and rehab services
- Monitoring and reporting mechanism

These procedures eliminate arbitrary practices, ensure equal treatment and optimal services to all athletes and coaches.

Criteria for National Colour Holders

In a landmark policy development, the Board approved, for the first time, a formal criterion for declaring sportspersons as National Colour Holders. Previously, no such policy or standardized criteria were in place, which had led to instances where individuals or teams represented themselves as official national athletes in international events without prior permission or a No Objection Certificate (NOC) from PSB or the Government.

Under the newly approved policy, only those athletes who have competed in at least one recognized national level event and subsequently represented Pakistan in a recognized international event with prior approval/NOC from PSB will be eligible to be declared as National Colour Holders.

This significant initiative, introduced to uphold the integrity, authenticity, and honour of officially representing Pakistan.

It establishes a clear and fair standard for recognition, ensuring that only duly verified and legitimately endorsed athletes are granted the prestigious status of National Colour Holders.

Policy for Dual Nationals Representation

During the reporting year, the PSB took a significant policy step by formally allowing Pakistani origin athletes holding foreign passports to represent Pakistan in international sports events, along with their coaches.

Previously, PSB lacked any clear policy or guidelines to regulate the participation of Pakistani-origin athletes holding foreign passports or foreign coaches hired to train national athletes. In several cases, talented dual nationals possessing National Identity Cards for Overseas Pakistanis (NICOP) were nominated by National Sports Federations (NSFs) but could not be officially cleared due to absence of any framework. Similarly, expert foreign coaches, despite being officially engaged by PSB, faced procedural uncertainty regarding their inclusion in national delegations. To address these gaps, the Board approved the following key provisions:

- Dual nationals of Pakistani origin who apply through their respective NSFs and hold valid NICOPs may now be granted NOCs to represent Pakistan in national and international sports events.
- Foreign coaches hired by PSB will also be eligible to receive NOCs to accompany Pakistani sports contingents at both national and international events during their tenure.

This policy reform strengthens Pakistan's ability to utilize global talent, tap into its overseas athlete pool and ensures smooth representation and competitive advantage in major international sports competitions.

Biometric Attendance for National Training Camps

The Biometric Attendance System has been implemented for National Camp Trainees to ensure accurate and transparent monitoring of athlete participation during training sessions. This system records daily attendance through fingerprint verification, minimizing chances of proxy marking and promoting discipline among trainees. It serves as an essential tool for evaluating athlete commitment, linking attendance with performance assessments, stipend disbursement, and overall camp accountability



Measures for Merit Based Selection

As a major step toward ensuring transparency and merit in team selection, the PSB introduced formal Guidelines for Trials and Team Selection during the reporting year. For the first time, all National Sports Federations have been directed to appoint independent selection committees annually and conduct trials well in advance of competitions. The new system requires advance publication of trial schedules, submission of results through a standardized proforma, and timely dissemination of outcomes via PSB's official website.



Refresher Coaching Course, PSB



Transparency in Grants to National Sports Federations

National Sports Federations (NSFs) are the national governing bodies responsible for the regulation, promotion, and development of their respective sports disciplines across Pakistan. Each NSF is affiliated with its respective International Federation (IF) and operates under its own approved constitution.

Their organizational structure typically includes clubs at the grassroots level, progressing through Tehsil, District, and Provincial Sports Associations, along with representation from government departments that have formal sports



setups, such as the Pakistan Army, Navy, Air Force, WAPDA, HEC, Railways, and Police.

They are responsible for organizing annual national championships, and their athletes represent Pakistan in international competitions.



NSFs are also affiliated with the PSB and the PSB provides financial assistance to these federations, subject to availability of funds.

Financial support to National Sports Federations plays a vital role in the promotion, development, and professionalization of sports across the country. Recognizing this need, the Pakistan Sports Board disbursed a total of Rs. 101.996 million in financial grants during the year to various National Sports Federations. These grants included Rs. 35.900 million in annual grants and Rs. 66.096 million in special grants for the developmental needs and international commitments of federations.

These grants were aimed at supporting athlete development programs, participation in national and international competitions, organization of domestic championships, etc. The funding will also enable federations to revitalize their development structures, ensuring greater outreach. The financial support directly contributes to preparation and

participation in international competitions and professionalization of sports across the country.

PSB introduced performance-linked Grants Criteria to ensure that taxpayer funds are allocated to federations that demonstrate:

- Proven competitive performance
- Compliance with PSB regulations and Constitution
- Clean audits and financial transparency
- Regular domestic events and grassroots development
- Gender inclusion and anti-doping compliance

Grants are now disbursed based on objective assessment and documentation, and failure to meet standards results in funding suspension. This policy promotes fiscal discipline and merit based support. Grants to National Sports Federations were disbursed as per following details (amount in PKR):



S.No.	Name of Federations	(Amount in Rupees) Annual	Special	Total
1	Athletics Federation of Pakistan	-	14,175,000	14,175,000
2	Alpine Club of Pakistan.	4,100,000	-	4,100,000
3	National Rifle Association of Pakistan	2,000,000	5,000,000	7,000,000
4	Pakistan Bodybuilding Federation	2,500,000	-	2,500,000
5	Pakistan Badminton Federation	1,100,000	-	1,100,000
6	Pakistan Billiards & Snooker Association	1,000,000	-	1,000,000
7	Pakistan Hockey Federation	-	30,921,500	30,921,500
8	Pakistan Handball Federation	-	5,000,000	5,000,000
9	Pakistan Judo Federation	-	1,000,000	1,000,000
10	Pakistan Ju-Jitsu Federation	-	2,000,000	2,000,000
11	Pakistan Karate Federation	-	3,000,000	3,000,000
12	Pakistan Kabaddi Federation	3,000,000	-	3,000,000
13	Pakistan Rugby Union.	1,100,000	-	1,100,000
14	Pakistan Squash Federation	-	5,000,000	5,000,000
15	Pakistan Sailing Federation	1,000,000	-	1,000,000
16	Pakistan Tennis Federation	3,250,000	-	3,250,000
17	Pakistan Table Tennis Federation	2,250,000	-	2,250,000
18	Pakistan Taekwondo Federation.	1,100,000	-	1,100,000
19	Pakistan Tenpin Bowling Federation.	2,500,000	-	2,500,000
20	Pakistan Volleyball Federation	5,000,000	-	5,000,000
21	Pakistan Wrestling Federation	3,000,000	-	3,000,000
22	Pakistan Wushu Federation.	1,000,000	-	1,000,000
23	Winter Sports Federation of Pakistan	2,000,000	-	2,000,000
Total		35,900,000	66,096,500	101,996,500



Tracksuits distributed to students under the initiative to revive sports in educational institutions

Revival of Sports in Educational Institutions

Educational institutions, especially schools, have historically served as nurseries of sporting talent in Pakistan. For decades, school playgrounds and inter-school competitions played a central role in introducing children to organized sports and identifying potential athletes at a young age.



However, over the years, this critical foundation has weakened. Many schools today lack proper sports infrastructure, including playgrounds. The decline in physical education and competitive sports at the school level has resulted in fewer young athletes entering the sports system, creating a gap in the talent pipeline.

Recognizing the urgent need to restore sports in educational institutions, the revival of sports in educational institutions initiative was taken to reintegrate structured sports activities into the school environment.

To lead this initiative, a dedicated committee has been notified, comprising key stakeholders and chaired by the Director General, PSB. The goal is to

ensure that every school once again becomes a hub of physical activity and talent development. The revival of sports in educational institutions is seen as a long term investment in the country's sporting future.

PSB has distributed sports gadgets, kits, and uniforms to the students of Federal Government educational institutions. Additionally, the PSB is also organizing summer training camps for these students.



Summer Sports Training Camp for FDE students



Distribution of sports kits to students to support school-level sports

Promotion of Para Sports, Special Sports, and Other Emerging Disciplines

In line with its commitment to inclusivity and excellence in sports, the PSB has initiated concrete steps to promote para sports (physically disabled athletes), special sports (athletes with intellectual disabilities), and other emerging sports disciplines that hold international potential. Pakistani athletes have consistently demonstrated outstanding performances in events such as the Paralympic Games, Special Olympics, World Nomad Games.

A prominent example in the history of national suceess is Mr. Haider Ali, a Paralympic athlete who secured a Bronze Medal at the Paris 2024 Paralympic Games, with PSB sponsoring his training camp and international participation.

Although the national organizations responsible for these sports—such as the National Paralympic Committee of Pakistan and Special Olympics Pakistan—are not formally affiliated with PSB, the Board has approved an arrangement to sponsor athletes and process NOCs on a case to case basis as deemed appropriate by the PSB. This decision ensures that



Minister IPC and DG PSB with Special Olympics athletes of Pakistan

talented athletes in these categories are not excluded due to procedural limitations. Collectively, these initiatives represent a significant step toward mainstreaming para and special athletes in Pakistan's sports framework and acknowledging the value of all athletes, regardless of ability, in shaping the country's international sporting identity.

Establishing Sports Academies

There existed no formal mechanism or regulatory framework for the establishment and operation of sports academies within the premises of the Pakistan Sports Board (PSB) Headquarters and its Coaching Centres. This regulatory gap led to underutilization of valuable sports infrastructure and a lack of structured pathways for professional coaching and athlete development. Recognizing this, the PSB, during the reporting year, formulated comprehensive Regulations for Establishing Sports Academies to promote organized, transparent, and performance driven use of its facilities.

These regulations provide a structured framework to ensure transparent, accountable, and performance-based utilization of PSB's infrastructure by certified coaches and academies. Key features include a competitive evaluation process led by a committee, clear operational terms including rent, duration, and usage timings, safety standards and annual performance reviews.

Engagement of Certified Coaches for Running PSB Sports Academies

In the reporting year, regulations for the engagement of certified coaches to run sports academies at PSB facilities were framed. The purpose is to ensure that the PSB's sports facilities are optimally utilized to promote sports and provide quality coaching to the members of the academies. With the aim of enhancing sports performance, these regulations facilitate the hiring of certified and experienced coaches under a revenue-sharing model, rather than through direct remuneration. The regulations stipulate that coaches must hold a coaching certification and have relevant experience in their respective sports.

Coaches are to be engaged, with their compensation derived from a share of the coaching fees paid by members. The PSB will retain 40% of the fees, with the remaining 60% going to the coach. Furthermore, these regulations also establish mechanisms for monitoring coach performance athletes, ensuring continuous improvement in coaching standards.

Policy for Hiring of Local and Foreign Coaches

Recognizing the importance of technical development, PSB has promulgated a Policy for Hiring Local and Foreign Coaches to regulate and professionalize the coaching system. The policy sets standards for:

- Minimum qualifications and certifications
- CV and credential verification
- Remuneration based on performance milestones
- Duration and extension of contracts
- Capacity-building of local coaches by foreign experts

This is the first time a merit based, performance linked hiring policy for coaches has been institutionalized in Pakistan.

Facilitation for National & International Events:

As a progressive step toward the promotion and facilitation of sports, the PSB decided to waive off facility usage charges for international events and national championships organized by its affiliated National Sports Federations (NSFs), provided such events fall within the scope of PSB's policy and Constitution.

Previously, NSFs were required to pay charges for the use of PSB facilities, which often posed financial constraints, especially for resource limited federations. Under the revised arrangement, no facility charges will be levied, thereby easing the burden on federations and encouraging them to host more events at PSB venues.

This initiative reflects PSB's commitment to attract participation and organization, and foster a more enabling environment for the development of competitive sports in Pakistan.

National Days Celebrations

As part of its broader initiative to promote national identity and social cohesion through sports, the Board has approved the provision of its sports venues free of cost for the organization of matches, tournaments, and sports related events on national days. These include key occasions such as Independence Day (14th August), Kashmir Solidarity Day (5th February), Pakistan Day (23rd March) and other nationally significant days as notified.

The purpose of this initiative is to create a sense of unity, promote healthy activities, and foster patriotic spirit through organized sports.



Kashmir Solidarity Cycling Race held at Pakistan Sports Complex, Islamabad



Athletes participating in the Kashmir Solidarity Day march





DG PSB in action on the hockey field during Independence Day Games



Kashmir Solidarity Day, 2025



Archers ready to aim at the Independence Day Games 2024

Public Facilitation

PSB has taken meaningful steps to enhance public access and affordability to its facilities. Recognizing that sports and physical activity must be accessible to all segments of society, the PSB introduced several initiatives for fostering a culture of community engagement through sports. These facilitation measures are intended not only to increase participation but also to promote healthy lifestyles, especially among youth, families, and marginalized groups.

Launch of E-Portal



To streamline public access and improve service delivery, PSB launched an e-portal enabling digital registration of members and advance booking of sports facilities at the Pakistan Sports Complex, Islamabad and its Coaching Centres. The portal allows citizens to easily apply for

membership, view schedules, reserve facilities and make payments without the need for in-person visits.



Bringing Families to the Field

To foster a culture of fitness and bring families closer to sports, the PSB introduced a family membership policy by making access to its facilities more inclusive and affordable. Under this policy, the head of the family (father or mother) is required to register and pay the membership fee, while other family members only pay the monthly fee, easing the financial burden on households.

This initiative is designed to encourage families to participate together in physical activity, promote intergenerational engagement in sports, and enhance community well-being by making PSB facilities more accessible to the general public.





Free Access for Orphans

PSB has introduced a special facilitation policy for orphans registered with the Government of Pakistan, Pakistan Sweet Home as well as individual orphans up to 16 years of age, will be exempted from membership charges and provided access to sports facilities free of cost.

This initiative is a step towards promoting equal opportunities in sports and ensuring that underprivileged children are not deprived of physical development and recreational engagement.

PART-8
ADMINISTRATIVE REFORMS

Administrative Reforms

To strengthen institutional efficiency, legal compliance, and good governance, the PSB undertook a comprehensive set of administrative reforms during the financial year 2024–25. These measures focused on digitization, legal structuring, human resource development, financial oversight, and accountability mechanisms. Collectively, these reforms represent a shift from conventional officialdom to rule based, transparent, and performance oriented governance.

Record Number of Board Meetings Convened

In a significant governance breakthrough, PSB convened four formal Board meetings during the financial year 2024–25, far surpassing previous years. These meetings were held on 10th September, 4th December 2024, 8th January, and 26th March. Compared to only two meetings in FY 2023–24, this surge reflects PSB's renewed focus on collective decision-making and constitutional compliance. Important policies, regulations, and reforms were approved through these meetings.



33rd Board Meeting, Pakistan Sports Board

Appointment of Chief Financial Officer (CFO)

PSB appointed a Chief Financial Officer (CFO) for the first time to professionalize financial management and align with public sector financial governance norms. The CFO is responsible for supervising budgeting, financial reporting and internal controls. This appointment strengthens PSB's ability to manage funds transparently and improve accountability to the oversight bodies. The CFO also coordinates with external auditors and ensures compliance with audit requirements. This reform closes a longstanding institutional gap in financial leadership and control.

Hiring of Chartered Accountant Firm

To ensure financial transparency and compliance with public sector standards, the PSB has hired a Chartered Accountant firm for the external audit of accounts and allied operations. The firm is tasked with conducting comprehensive audits, verifying utilization of government funds, and highlighting any irregularities or inefficiencies. This initiative is part of PSB's ongoing efforts to strengthen accountability and good governance within the national sports system.

Implementation of Pre-Audit System

To strengthen financial discipline and ensure proper utilization of public funds, the Pakistan Sports Board (PSB) has implemented a pre-audit system for all expenditures related to its operations. Under this system, all financial claims, bills, and payments are subject to verification and scrutiny by the internal auditor before approval. This pre-audit mechanism serves as a preventive control to detect errors, irregularities, or unauthorized expenses at the initial stage, thereby enhancing transparency, fiscal responsibility, and compliance with government financial rules.

Regulations for Internal Auditors

To ensure financial integrity and risk management, PSB developed and notified Regulations for Internal Auditors. These rules define the scope, responsibilities, and independence of the audit function in PSB.

E-Office Implementation – Toward Paperless Administration

PSB fully transitioned to the E-Office platform: a digital workflow and document management system introduced by the federal government. All official correspondence, file movement, approvals, and summaries are now managed electronically. This step has reduced paperwork, eliminated file loss and delays, and improved institutional efficiency. It also enables senior management to track progress, monitor staff response time, and maintain digital

archives. e-Office has empowered PSB to adopt transparent, faster, and more traceable administration, in line with federal e-Governance targets.

Institutional Restructuring of PSB

A functional review of PSB's existing structure was carried out to identify duplications, outdated roles, and operational inefficiencies. As a result, steps were initiated to restructure the organization to match modern governance needs. Proposals were made to merge overlapping units, reallocate roles, and introduce KPIs for performance monitoring.

Regulations for HR Committee

Recognizing the need for a structured HR process, the PSB notified Regulations for its Human Resource Committee to define its role.

Integration with PPRA's E-PADS – Online Procurement System

To bring transparency and real-time tracking to procurement, PSB implemented the E-Procurement & Documentation System (E-PADS) developed by PPRA. Through this system, all tenders, bid evaluations, purchase orders, and contract awards are processed online. The system automatically logs timelines, vendor

Pursuance of Cases

During the year, PSB made deliberate efforts to resolve long-standing court cases that had drained institutional time and resources. Several cases decided in PSB's favour. Legal teams actively pursued hearings, filed timely replies, and followed up with authorities. The disposal of these cases not only saved costs but also reduced institutional exposure to prolonged litigation. Legal risk management has now become a core priority in PSB's governance agenda.

Procedure for Hiring Legal Advisors

To ensure that all legal matters are addressed with professional expertise and procedural fairness, PSB introduced a clear Procedure for Hiring Legal Advisors. The process now involves merit based shortlisting, qualification verification, and contract transparency.

Internship Program for Youth Engagement

To involve young professionals in public sports management, PSB launched a structured internship program for fresh graduates and university students. Interns were engaged in technical, administrative, finance, and event management tasks. They were trained in file handling, event

participation, and evaluation criteria, ensuring compliance with PPRA Rules. This integration helps minimize human error, avoids manipulation, and ensures that all procurements are competitive, transparent, and publicly visible. It is a major step toward digital accountability in public procurement.

coordination, database management, and digital systems. This program gave students real world experience while allowing PSB to tap into youthful innovation and ideas. Feedback from interns and supervisors will help refine and expand the program. It reflects PSB's commitment to youth engagement and capacity building.



DG PSB Mr. Yasir Pirzada with interns of the PSB Internship Program for Youth Engagement

PART-9
SPORTS FACILITIES

Expansion of Facilities and New Initiatives

To meet the growing demands of modern sports, promote inclusivity, and diversify sports opportunities for the public, the PSB continued to invest in the development of new facilities and programs during the financial year 2024–25. These initiatives are aligned with PSB's strategic objectives of broadening access, fostering innovation, and enabling the financial sustainability of the Board's operations.



Liaquat Gymnasium

Establishment of Ladies Fitness Gym

PSB has signed an agreement with Yahya Sports for the establishment of the Ladies Fitness Gym at the Pakistan Sports Complex (PSC), Islamabad. PSB will provide the space/hall, whereas, Yahya Sports will install equipment at their cost. This modern, fully equipped gym will provide women a secure, private, and supportive environment to pursue fitness and wellness goals. The facility is designed to encourage women from all walks of life to engage in regular physical activity and overcome cultural and logistical barriers to access.



Construction of Squash Courts at PSB Coaching Centre Lahore

PSB has signed an MOU with Bilqees and Razaq Daud (BARD) Foundation for construction of Squash Courts at Lahore. The BARD Foundation will upgrade the facility so that it could meet the international standards and host events, training camp, and athlete development programs.

Development Projects

During the reporting year 2024–25, the Pakistan Sports Board completed several important development projects to improve existing sports facilities. Details about a number of major projects have been outlined as follows:

Hamidi Hall

Two vital infrastructure projects aimed at enhancing the functionality and aesthetics of Hamidi Hall — a premier indoor multipurpose sports facility at the Pakistan Sports Complex, Islamabad, were successfully completed. The first project, titled “Rehabilitation and Revamping of Hamidi Hall,” was completed at a cost of Rs. 11.107 million, while the second project, titled “Extension of Hamidi Hall,” was completed during the reporting year at a cost of Rs. 7.741 million. The scope of work included structural repairs and facility upgrades to meet international standards. The extension added valuable space and significantly improved the infrastructure, thereby enhancing the hall’s capacity to host national and international sports events.







Interior of Amir Khan Boxing Hall



Interior of Rodham Hall

Grassy Futsal Ground (Synthetic Futsal Ground)

The construction of a Grassy Futsal Ground at the Pakistan Sports Complex, Islamabad was also completed on 30th June 2025 at a cost of Rs. 19.486 million, aimed to provide quality infrastructure for the growing popularity of futsal in Pakistan.

Boxing Gymnasium

The Rehabilitation & Revamping of the Boxing Gymnasium at the Pakistan Sports Complex, Islamabad was also managed and executed under the Pakistan Sports Board's directives. The project was completed at a cost of Rs. 22.474 million. This initiative was aimed at modernizing the existing facility to meet international training and competition standards. The scope of work included structural rehabilitation, and upgrading of utilities. The revamped gymnasium now offers a significantly improved training environment for boxers, contributing to athlete development and preparation for national and international competitions.

Cafeteria

Pakistan Sports Board successfully completed the remaining works of the Players & Staff Cafeteria at the Pakistan Sports Complex, Islamabad. This initiative was undertaken to ensure the provision of hygienic, comfortable, and modern dining facilities for athletes and staff.

CCTV Cameras

As part of its ongoing commitment to ensuring safety and modernization of infrastructure, Pakistan Sports Board successfully completed the project titled





Synthetic Hockey Turf at Muzaffarabad

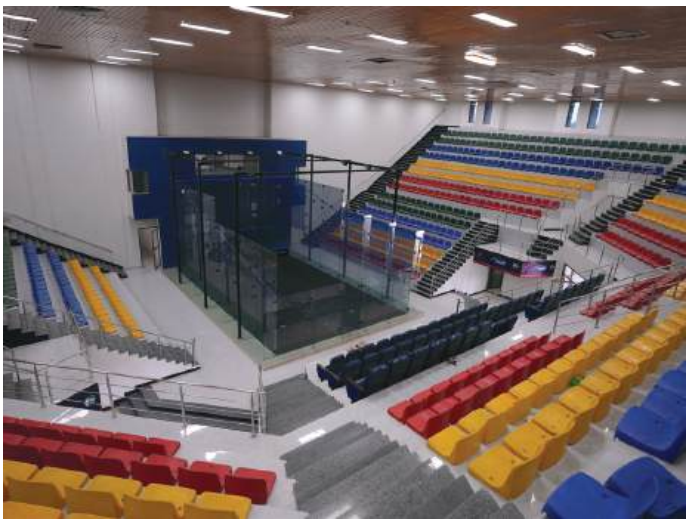
"Providing & Installation of Security System including CCTV Cameras" at the Pakistan Sports Complex, Islamabad. It involved installation of a comprehensive and modern surveillance system, including CCTV cameras, monitoring units, and supporting equipment at key points across the complex. The upgraded system significantly enhances real-time monitoring, safety of athletes, staff, and visitors.

Beautification of Sports Complex (Afforestation)

Successfully executed a comprehensive civil infrastructure project titled "Providing & Fixing of Kerb Stones, Paving Stones, Grills of Flower Beds/Fence, Main Gate including Check Posts and Toilets" at the Pakistan Sports Complex, Islamabad. The project was completed at a cost of Rs. 31.432 million, focused on beautification, access control, and functional enhancement of public areas.

Managed a major infrastructure development project titled "Construction / Rehabilitation / Revamping of Roads, Kerb Stones, Manholes & Allied Works" at the Pakistan Sports Complex, Islamabad. The project was completed at a total cost of Rs. 206.143 million. This large-scale initiative addressed critical aspects of internal mobility and drainage by revamping existing roads, constructing new pavements, repairing and installing manholes, and upgrading related utilities.





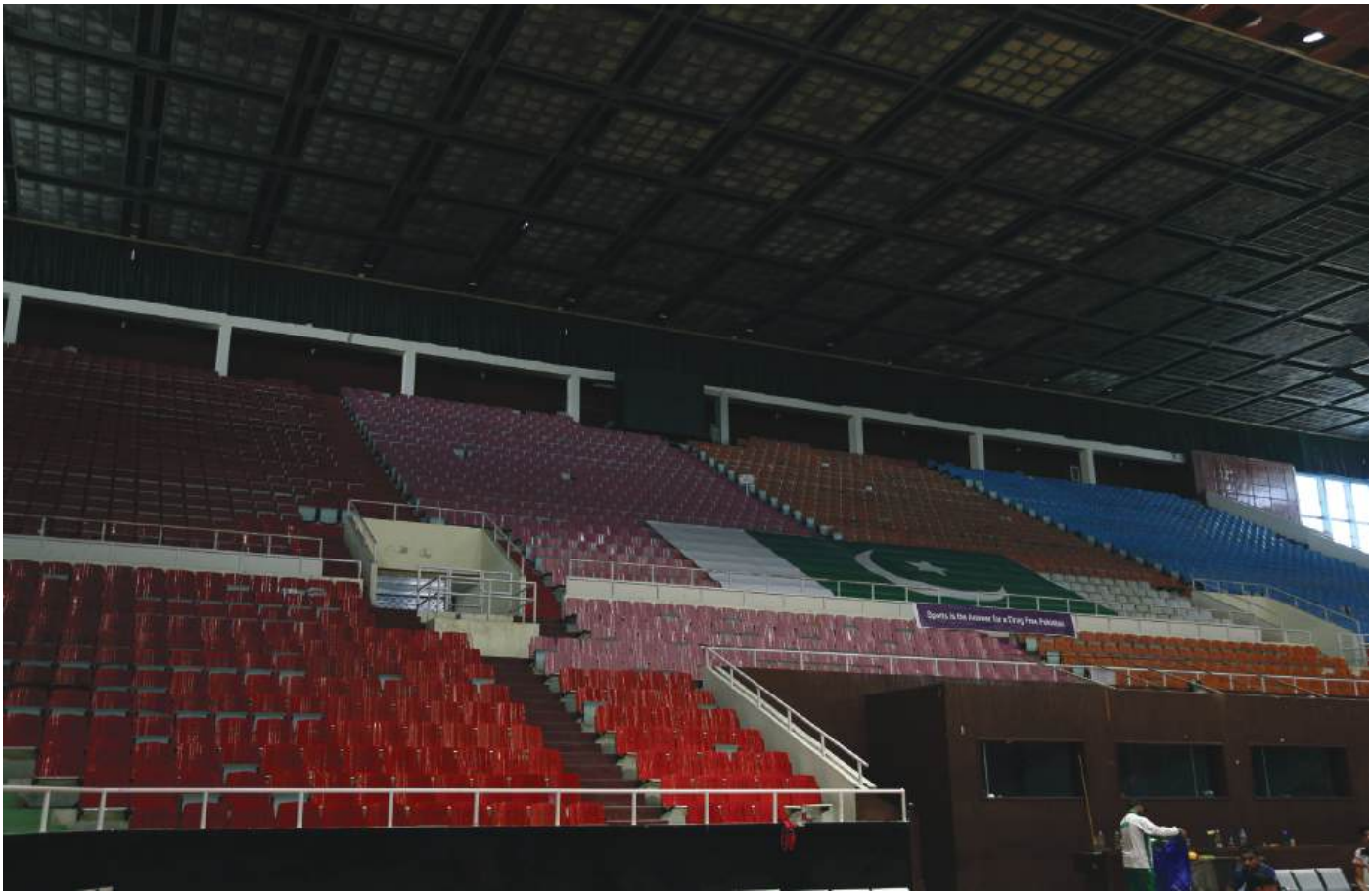
Inside view of Roshan Khan Squash Complex

Synthetic Hockey Turf at Muzaffarabad

The Pakistan Sports Board successfully completed the project titled “Laying of Synthetic Hockey Turf at Muzaffarabad” to promote hockey and enhance sports infrastructure in Azad Jammu & Kashmir. The project was completed at a total cost of Rs. 131.918 million. The initiative included installation of an international standard synthetic turf. This modern facility will not only support regional hockey development but also provide opportunities for national level competitions and talent grooming in AJK. It marks a significant step in the government’s efforts to decentralize sports infrastructure and foster inclusive growth across all regions.

Synthetic Hockey Turf at Wah Cantt.

The Pakistan Sports Board undertook the vital project titled “Replacement of Synthetic Hockey Turf at Wah Cantt” to revive and modernize the hockey infrastructure in the region. The project was completed at a cost of Rs. 94.094 million. The facility will now serve as a platform for both training and competitions, contributing to the promotion and development of field hockey at the grassroots and national levels.



Interior of Liaquat Gymnasium

Roshan Khan Squash Complex

Pakistan Sports Board has successfully completed the Rehabilitation and Revamping of the Roshan Khan Squash Complex, a landmark facility named after Pakistan's squash legend. The project was completed at a cost of Rs. 129.969 million. The initiative focused on upgrading the complex to international standards, with refurbishment of squash courts, and provision of athletes' amenities. The upgraded facility is now better equipped to host national and international squash events, and to serve as a state of the art training center for emerging and elite players.

HVAC System at Liaquat Gymnasium

One of the landmark achievements of the year was the revival and launch of the long-delayed Upgradation and Rehabilitation of the HVAC System at Liaquat Gymnasium, Pakistan Sports Complex, Islamabad. This gymnasium is the only national facility capable of hosting international-standard indoor events, and its air-conditioning system, installed in 1984, had long outlived its useful life. Under the current management, the project was redesigned with technical support from a leading public-sector consultancy, and a revised PC-I worth Rs. 750 million was submitted. Through a transparent procurement process conducted under PPRA Rules via the EPADS platform, a contract worth Rs. 562.852 million was awarded after open competitive bidding, securing over Rs. 141 million in savings even amidst



currency depreciation and rising import costs. The contractor mobilized quickly, and the project is now well underway with a completion target of December 2025. This initiative demonstrates the Board's commitment to revitalizing national sports infrastructure through transparent, efficient, and financially prudent project execution.

Other Projects

Moreover, a tender for synthetic athletic and football tracks with pavilion construction at PSB Coaching Centre, Karachi is also underway.

These initiatives are expected to support better operational readiness and improve the standard of facilities across PSB locations.

Future Plans and Priorities

Looking ahead, the Pakistan Sports Board remains committed to advancing the national sports landscape through strategic initiatives and sustainable development. In the coming years, PSB will focus on strengthening sports infrastructure, facilitating training opportunities for athletes both within the country and abroad, and completing two landmark projects: the High-Altitude Training Center in Skardu and the Arshad Nadeem High-Performance Academy, state of the art Biomechanics Lab. PSB will arrange specialized training through foreign coaches to help our athletes achieve excellence and reach the Olympic podium. Furthermore, the establishment of a Sports Endowment Fund will ensure long-term investment in the future of sports development. At the national level, capacity building programs will be introduced for coaches, judges, referees, and emerging e-Gaming professionals. Finally, the revamping of the Sports Directorate will remain a priority to transform PSB into a modern, efficient, and forward-looking organization dedicated to the holistic growth of sports in Pakistan.



PART-10
CHALLENGES AHEAD & THE WAY FORWARD

Challenges Ahead & the Way Forward

While the year 2024–25 marked significant progress for the Pakistan Sports Board (PSB), several persistent challenges continue to constrain the full realization of its mandate.

1. Human Resource Shortfall

PSB has shortage of nearly 30% of its approved workforce. This shortage has adversely affected the operational capacity of multiple wings, including Technical, Planning & Development, and Rehabilitation & Treatment. Recruitment remains restricted due to government austerity measures, limiting the induction of skilled officers, coaches, physiotherapists, and technical staff essential for modern sports administration.

2. Financial Constraints

During the reporting year, PSB's total receipts stood at Rs. 2,656.72 million, of which Rs. 1,310.23 million came from non-development grants. However, more than 60% of this allocation was consumed by salaries, pensions, and utilities, leaving limited fiscal space for athlete development, infrastructure modernization, or international-standard facilities. The total utilization of PSDP funds also reflected bottlenecks due to procedural delays in approvals and releases beyond the operation control of the PSB resulting in payments of only Rs. 726.95 million against the actual expenditure of Rs. 1,168.20 million.

3. Limited Revenue Generation

Although PSB achieved a commendable 90% increase in self-generated income (from Rs. 40.76 million in 2023–24 to Rs. 77.46 million in 2024–25), the scale of internally generated resources remains modest compared to the operational requirements of a national sports governing body. Dependence on government grants restricts long-term financial sustainability and the ability to initiate independent high-performance programs.

4. Societal Perceptions and Cultural Barriers

Deep-rooted societal myths remain a barrier to sports promotion. In many households, sports are still considered a diversion from academics rather than a career pathway. This perception discourages youth participation at the grassroots level, particularly in rural areas and among female athletes.

5. Systemic and Governance Challenges

Despite the introduction of reforms such as biometric attendance for camps, QR-coded NOCs, and revised cash award policies, compliance by some National Sports Federations remains inconsistent. Issues of financial reporting, merit-based selection, and doping control require continued vigilance. Furthermore, overlapping jurisdictions between federations and educational institutions continue to impede the institutionalization of sports at school and university levels.

The Way Forward

Despite these challenges, the Pakistan Sports Board under the leadership of its Director General is determined to address these bottlenecks through innovative revenue generation, strengthening of institutional capacity by pursuing recruitment against critical posts and continued reforms to enforce transparency and accountability across National Sports Federations.

Equally, the PSB recognizes the need for a national awareness campaign to counter cultural myths surrounding sports by positioning athletics not only as a recreational activity but also as a viable professional pursuit.

By overcoming these constraints, we can anticipate to achieve sustainable sporting excellence and restore Pakistan's rightful place on the global sports stage.

than a career pathway. This perception discourages youth participation at the grassroots level, particularly in rural areas and among female athletes.





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