

Improving the Passengers' Facilitation:

Karachi, Lahore, and Islamabad Airports

 Faisal Ishfaq Baig¹



Copyright © 2024 Author(s)

This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

Suggested Citation:

Baig, F. I., (2024). Improving the Passengers' Facilitation at Karachi, Lahore, and Islamabad Airports. *Journal of Pakistan Administration*. 45(2). 114–129.

Received: August 6, 2024/ Accepted: November 21, 2024/ Published: December 30, 2024.

Abstract

In 2023, out of 19.64 million passengers that travelled from Pakistani airports, 16.64 million passengers traveled from Karachi, Lahore and Islamabad airports. Despite accommodating more than 2/3rd air passengers, the standard of facilitation is deplorable. In 2014, Islamabad airport was declared world's worst airport and in 2022, performance of Pakistani airports was marked 0.3 %. In recent surveys, 62% of passengers showed dissatisfaction with the amenities, 27 % found them satisfactory while only 10% declared them Good. 12.31% of passengers found the handling and treatment of airport functionaries as Good. 39.36 % were satisfied whereas 48.65 % passengers termed them unsatisfactory. Although, Pakistan has adopted legal frameworks in form of Air Navigation Order 2015- Air Passenger Rights and CAA Regulations 2018- Facilitation in line with ICAO (Annex A), however, it is the non-implementation of these that has led to poor passenger experiences. The major reason behind the non-implementation is the dual role of PCAA as service provider and regulator which is against the international practices and is conflict of interest. PCAA has badly neglected its role and task of being the Regulator. To address this important issue, Govt. of Pakistan passed two separate bills in 2023 to bifurcate PCAA as service provider and regulator. However, after a hiatus of one year in 2024, PCAA was merely announced to be split in service provider and regulator. Likewise, there is

¹ Airports Security Force, Government of Pakistan
e-mail: fsbaig@gmail.com

lack of monitoring and supervision of performance of staff of different agencies like Pakistan Customs, ANF, FIA and ASF, resultantly the staff concerned deal the passengers in discourteous and annoying manner.

Keywords: *Lack of facilitation, Major Pakistani Airports, Role of stakeholder, Implementation of legal framework.*

1. Introduction

An international airport of a country is regarded as the face of that nation or country. They are the source of international connectivity, accessibility, and economic development. They play a significant role in developing trade, promoting tourism, and enhancing social exchanges. Hence, millions of passengers avail airport as the fast means of transport across the globe. These passengers are the main stakeholders of the aviation industry and the airport authorities and airlines strive for their convenience, facilitation and best experience.

The declining standard of facilitation at Pakistan's major international airports has been a very deep concern for the passengers who travel from these airports. Annually millions of passengers travel through these airports. However, the poor state of facilitation and services results in inconvenience, delays, annoyance and discomfort for these passengers. The poor standards of facilitation bring embarrassment and disrepute to the country. The passengers, especially the foreigners do not paint a rosy picture of Pakistani airports and the results are reflected in the poor ranking of Pakistani airports at the international level. Islamabad Airport was declared worst airport in 2014 with respect to passenger facilitation. In 2022, the performance of Pakistani airports was marked at 0.3 % in fields of passenger facilitation and lack of services.

Poor standard of basic amenities, services, unpleasant and annoying, discourteous passenger handling officials of different government agencies working at the airports and denial of rights to passengers by airlines during delays and cancellation of flights are major areas of trouble for inbound and outbound passengers traveling from Karachi, Islamabad and Lahore airports.

There are multiple legal frameworks of national and international status that govern the aspect of passenger facilitation at airports. The International Civil Aviation Organization (ICAO) promulgated Facilitation, to the Chicago Convention and Civil Aviation Authority has issued (Facilitation) Regulations, 2018. Likewise, airlines have also their policies on the subject that conform to ICAO and PCAA regulations. There are various implementation and monitoring forums like PCAA and Federal Ombudsman but the real issue lies in the non-delivery of passenger facilitation at airports.



The deteriorating situation of passenger facilitation at these airports that directly affects the passengers is a big question mark on the performance of the departments involved and the reputation of our country. The implementation and monitoring mechanism is there but the lack of intent, casual, non-professional approach and insensitivity are major hurdles that need to be addressed.

It is the need of the hour that PCAA should be divided into service provider and regulator wings following the bills passed by the Parliament to ensure impartial monitoring of provision of facilities. Moreover, enhanced budgetary allocations for provision of amenities, stringent measures to deal with violators, awareness about passenger rights, training of staff for more professional and courteous dealings and effective mechanism for complaint redressal can also be the way to improved facilitation and better passenger experience at Karachi, Lahore and Islamabad airports.

2. Literature Review

Passenger facilitation at major Pakistani airports is a perennial problem and is something that cannot be discussed with pride. In 2014, Islamabad airport was ranked as the world's airport by a poll conducted every year, *Guide to Sleeping at Airports*, based on cleanliness, comfort, and facilities (Hodal, 2014). This led to great embarrassment for the nation, but it also brought to light this really significant issue. It managed to slip out of the worst 10 list in next two years. However, in 2018, the situation was again the same as the Senate Standing Committee on Aviation was told that the performance ratio of Pakistani airports was 0.3 % as compared to the world (NuzhatNazar, 2022). This was based on a lack of efficient services, poor maintenance and upkeep.

Chief Justice of Pakistan, in 2018, took a *Sou Moto* (IshaqTanoli, 2020) notice for passenger facilitation at the airports. In 2020, in the same case, the then CJP also lashed CAA top management for their continuous failure in ensuring facilitation for passengers.

The most affected party in the whole of this scenario are the passengers who travel from Karachi, Lahore and Islamabad airports and have to suffer the consequences of poor facilitation and inefficient services at these airports. It is their experiences at three major Pakistani airports that form their opinion that is then shared and leads to the poor ranking of Pakistani airports as well as negative projection of the country, its institutions and the poor systems. Likewise, Lahore airport is also infamous for congestion, long queues, poor passenger handling and shortage of space. Karachi airport is Pakistan's second most important airport yet passengers complain about the old, outdated

infrastructure, poor services and lack of facilities. According to certified ratings, the airport is weakly maintained and kept, the standard of amenities and facilities is also very poor and passengers have to suffer long queues at immigration, Customs and security checks. (SkyTrax)

2.1. Statement of Problem

Poor standard of basic amenities, unprofessional and annoying dealing of staff and denial or non-provision of rights to passengers during delayed or cancelled flights are major obstacles in passenger facilitation at Karachi, Islamabad and Lahore airports that need immediate address to ensure passenger facilitation and better experiences.

2.2. Research Question

1. What are the problems in facilitating air passengers at Lahore, Karachi and Islamabad airports?
2. How the air passengers can be well facilitated at Lahore, Karachi and Islamabad airports?

2.3. Scope and Significance of the Study

As identified in earlier studies, condition, services and facilitation at three major airports is worse for the air passengers. The current study identified the significant problems faced by passengers at the major three airports of Pakistan. This study would help to plan further policies to improve the conditions of the airports so that national and international passengers can benefit from the available services. In this way customers satisfaction and comfort can be ensured.

3. Research Methodology

This policy paper is a combination of qualitative and quantitative research methods. Direct and Indirect, both research methods were used as primary data was collected through interviews with authorities and surveys from the passengers and visitors. Similarly, available policies and regulations and online material was also be reviewed.

4. Results and Discussion

According to ACI (ACI, 2023) report, global passenger volume reached 8.6 Billion in 2023. It is expected to reach 9.4 billion in 2024. This reflects not only the size of the aviation industry but also signifies the importance of the subject of provision of facilities to the billions of travelers.

Table 1

Annual Passenger Chart-2023

Traffic	Arrival	Departure	Total
Pakistani	7,132,550	8, 123,507	15,256,057
Foreigner	2,164,481	2,224,489	4,388,970
Total	9,297,031	10,347,996	19,645,027

Given above is the flow of passengers for the year 2023 who travelled from Pakistani airports (PakistanToday, 2024). Islamabad topped as it handled 6.1 million passengers which included 4.6 million international and 1.5 million domestic passengers (CAA, 2024). Karachi airport managed a total of 5.2 million passengers in the past year. 3.8 million International and 1.4 million domestic passengers traveled from JIAP Karachi (HQCAA, 2024). 1.01 million Domestic and 4.3 million international passengers, total of 5.38 million, travelled from Lahore airport (HQCAA, 2024).

4.1. Lack of Amenities

Airport amenities comprise a diverse array of facilities and services designed to optimize the traveler's experience. Generally, amenities include the availability of luggage trolleys, availability of toilets, general cleaning of airport, Wi-Fi, availability of banks, ATMs, Money Exchange, shopping facilities, mother feed facility, services for passengers with disabilities or special needs, children's play area, etc.

When we talk about the upkeep of these airports, it is a sorry picture. General cleaning at the airports is not even satisfactory. Toilets are small, fewer in number, with wet floors and are not cleaned consistently compared to their usage. The situation is even worse in concourse halls as these are used not only by the passengers but also by the visitors. Luggage trays are in the worst conditions with oil, ghee spilled, stains and full of dirt and germs and passengers are supposed to put their personal belongings like cell phones, watches, etc in those. Luggage trolleys are old, rusty and difficult to carry. They are hard to find when passengers have to shift luggage from vehicles at drop-off points.

Wi-Fi is essential at the airports as passengers need to access their documents online, present online visas, and spend time at airports while waiting for their flights. CAA has provided Wi-Fi facilities at the airports and has displayed the passwords as well. However, this Wi-Fi is hardly functional due to poor signals. Passengers need to access ATMs for cash withdrawals for payments.

There are no ATMs in the international briefing area or lounges at Karachi Lahore and Islamabad airport except only one ATM in the Domestic Briefing area at JIAP Karachi. Money change counters are allotted to one company only in briefing area and arrivals at Lahore airport that offer very low rates. The same is the case with Karachi airport and Islamabad has only one money exchange counter.

Islamabad and Lahore airports don't have Duty Free Shops, Karachi airport does have Duty Free Shop but its condition is very poor in terms of quality, variety and prices. Similarly, different kiosks are there in lounges but those charge way too much and the standard of items available is also not satisfactory. Mother feed facility is available at Dom Lounge Lahore airport and not in the International sector. Islamabad does not have this facility at all. Children's Play area is available in the Domestic Lounge at Islamabad airport only whereas Lahore and Karachi don't have one. Passengers with special needs and disabilities especially on wheelchairs are not offered priority services at the airport.

Results of a survey conducted at these airports reflect the passenger dissatisfaction with facilities and amenities at the airport. Collectively of three airports, concerning provision of amenities aimed at passenger facilitation and their improved experience, 62% of passengers showed dissatisfaction, 27 % found the amenities satisfactory while only 10% termed them Good. The survey is attached as Annex- A.

Figure 1

Karachi Airport Survey-Amenities

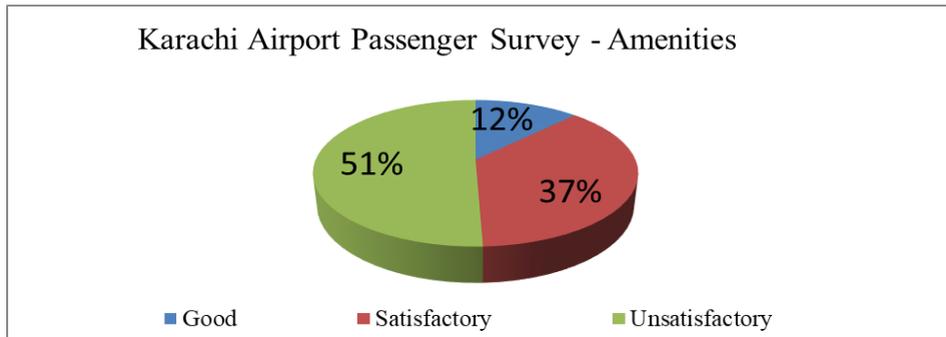


Figure 2

Lahore Airport Survey-Amenities

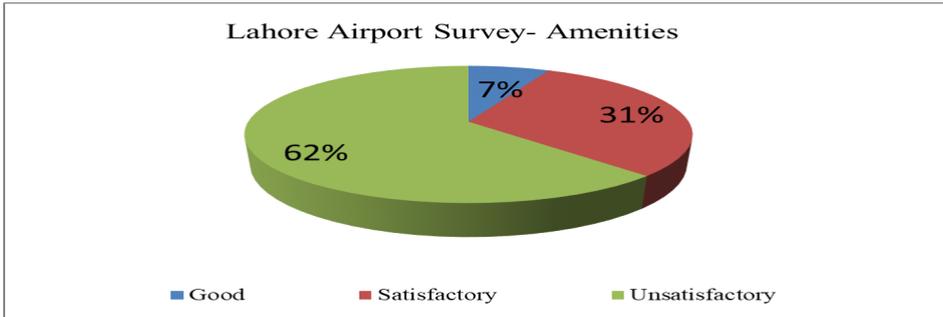
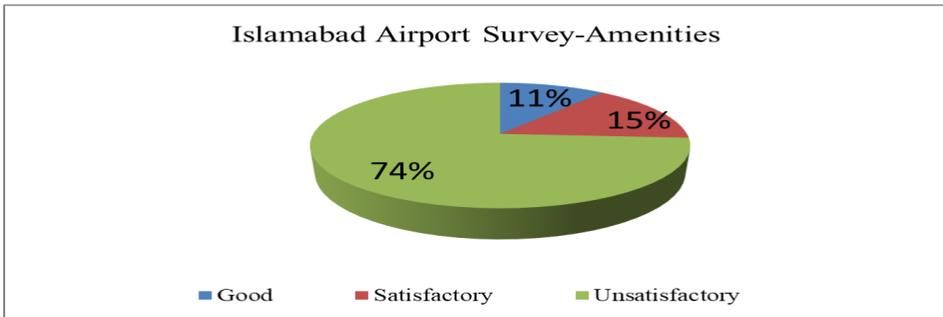


Figure 3

Islamabad Airport Survey-Amenities



4.2. Unprofessional Behavior of Airport Officials

One of the major obstacles to improved passenger experiences and facilitated stay at the airport is the unprofessional, unpleasant and annoying handling of passengers by the officials of different airport agencies working at the airport. Starting from the vehicle inspection at the airport entrance to long queues at entry gates for document checking, then security checking and exasperating handling by Customs and ANF officials that sometimes turn into harassment for extortion of money, followed by long queues at Immigration counters of FIA, this ordeal culminates at the second security checking by ASF.

The most agonizing part of this problem is the unprofessional handling and ill-treatment of passengers. ASF, ANF, Customs and FIA staff display apathy towards passengers. Cold looks, disinterested conversation, unfriendly attitude and non-cooperative behaviors have become hall mark of these agencies. There are countless complaints of unnecessary delays by Customs and ANF staff for monetary gains, stubborn dealing by ASF and long queues

at FIA counters that happen to be under-deployed and few in numbers. There have been instances at Lahore, Karachi and Islamabad airports FIA staff has beaten passengers (SamaNews, 2024).

ASF, ANF and Customs staff do not cooperate with passengers in the manual checking of luggage. Especially female passengers with children have to face extreme difficulty at these counters. Senior Citizens are not given priority and have to follow the same queue. There is a dedicated counter at FIA counters for senior citizens but other passengers are processed from that counter. Customs and ANF, in general routine, would operate with only one queue at their counters which results in long queues at their counters. Given below is the detail of complaints lodged by passengers during the year 2023 about these departments at Karachi (Farhat, 2024), Lahore (Sehrish, 2024) and Islamabad (Ayub, 2024) airports on various platforms.

Table 2

Passengers Complaints Against Govt. Organizations Working at Lahore, Islamabad and Karachi Airports- 2023

Airport / Department		OPF	One Window	CAA	PM Portal	ASF	Total
Lahore	ASF	4		22	04	15	45
	ANF	5	01	28	06	03	43
	Customs	5		37	08	03	53
	FIA	2		20	05		27
	Others	2		08	15	01	26
Islamabad	ASF	03	02	59	09	13	86
	ANF	04	03	118	25		150
	Customs	05	03	110	15		133
	FIA	02		75	09		86
	Others	01		108	21	06	136
Karachi	ASF	02	33	52	03	19	109
	ANF	02	52	67	04		125
	Customs	04	49	74	06		133
	FIA	04	54	68	03		129
	Others	03	47	75	05	12	142



In a recent survey based on feedback from passengers regarding attitude, professional handling, time management, inspection procedures and courteous behavior of ASF, ANF, Customs and FIA at Karachi, Islamabad and Lahore airport, passengers expressed their views (The survey is attached as Annex-B).

Figure 4

Passenger Feedback Survey-Karachi

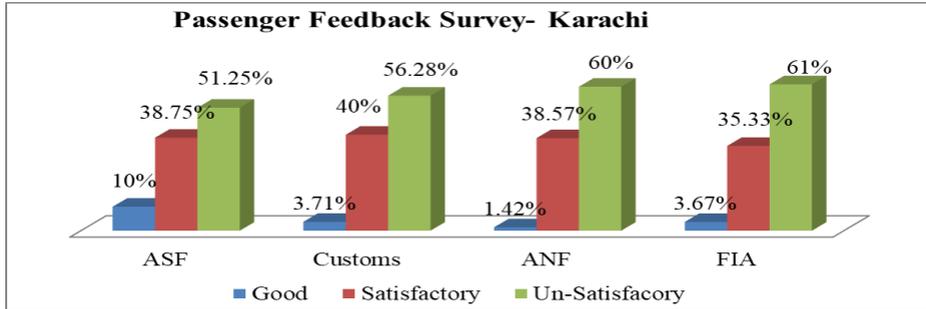


Figure 5

Passenger Feedback Survey- Lahore

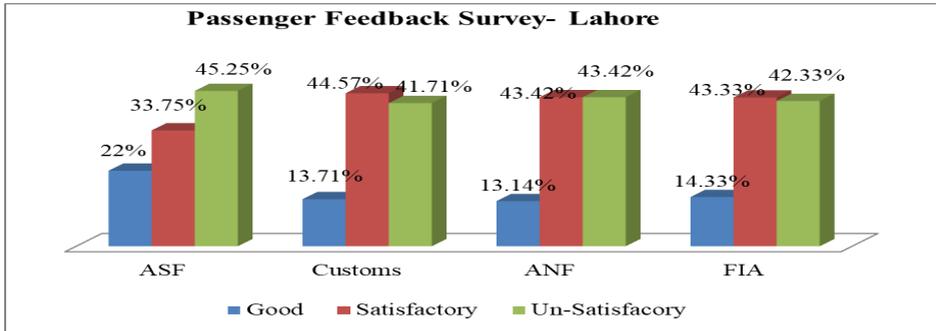


Figure 6

Passenger Feedback Survey- Islamabad

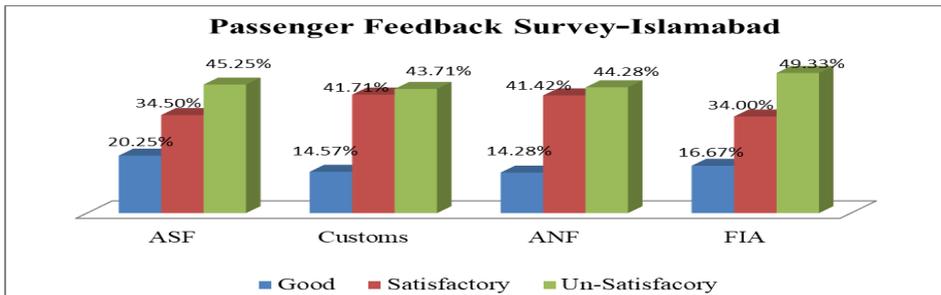
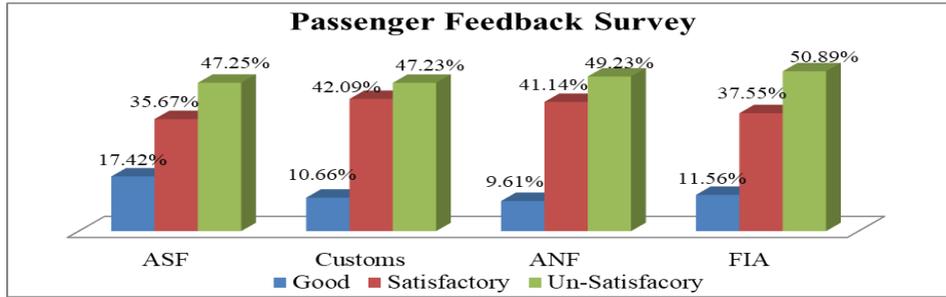


Figure 7

Passenger Feedback Survey



As is evident from the survey at Karachi, Islamabad and Lahore airport, only 12.31% of passengers found the handling and treatment of these agencies as Good. 39.36 % were satisfied whereas 48.65 % passengers declared them unsatisfactory.

4.3. Non Provision/Denial of Rights

Another very serious issue concerning the facilitation of passengers is the non-provision or denial of passenger rights during delayed or canceled flights. Passengers are not informed well in time about delays, most of the time passengers are checked in and then airline staff announces the delay. As per the policy laid down, in case of a delay of 2-4 hours, passengers shall be served with refreshments. In case of delay longer than 5 hours, airlines shall provide meals or hotel accommodation. In case of 5 hours or more delay, if the passenger opts to discontinue his journey, the airline shall offer a full refund of the utilized ticket (CAA, AIR NAVIGATION ORDER, 2015). All airlines also circulate these rights however, they rarely follow them. During the fog season, passengers at Lahore airport suffer a lot due to airlines' unprofessional and casual dealing. Given below is a summary of flight delayed for different reasons from Oct-2023 to Mar, 2024, at Lahore airport (Bajwa, 2024) and how passengers were denied their rights and not facilitated.

Table 3

Delayed/ Cancelled Flights from Oct 2023 to March 2024

Sr No	Date	Flight No	STD	ATD	Delay Period	Facilities given	Remarks
1	06-10-23	PK-795 Jeddah	1600hrs	0300hrs	11 hrs	No	Operational reason
2	06-10-23	PK-203 Dubai	0550hrs	1130hrs	5 hrs 40 min	N0	Operational reason
3	13-11-23	ER-821 Jeddah	0815hrs	2130hrs	13 hrs 15 min	Refreshment	Operational reason



Improving the Passengers' Facilitation

Sr No	Date	Flight No	STD	ATD	Delay Period	Facilities given	Remarks
4	21-11-23	PK-939 Jeddah	0430hrs	1715hrs	12 hrs 45 Min	Refreshment	Technical
5	28-11-23	Pk-859 Jeddah	1700hrs	2150hrs	4 hrs 50 Min	No	Operational reason
6	24-12-23	PK-959 Jeddah	1700hrs	1435hrs	21 hrs 35 Min	Refreshment	Fog
7	24-12-23	PK-747 Madina	1810hrs	0900hrs	14 hrs 50 Min	Refreshment	Fog
8	24-12-23	PA-470 Jeddah	2300hrs	0800hrs	9 hrs	Refreshment	Fog
9	24-12-23	PA-412 Sharjah	2300hrs	1930hrs	20 hrs 30 min	Refreshment	Fog
10	25-12-23	PA-470 Jeddah	2300hrs	1800hrs	19 hrs	Refreshment	Technical
11	25-12-23	PA-401 Karachi	0900hrs	0005hrs	15 hrs 5 min	Refreshment	Fog
12	26-12-23	EY-242 Abu Dhabi	0140hrs	1430hrs	12 hrs 50 min	Refreshment	Fog
13	26-12-23	J9-502 Kuwait	0300hrs	1050hrs	7 hrs 50 min	Refreshment	Fog
14	26-12-23	ER-821 Jeddah	0850hrs	1740hrs	8 hrs 50 min	Refreshment	Fog
15	13-01-24	PF-736 Jeddah	2310hrs	0915hrs	10 hrs 5 min	No	Operational reason
16	25-01-24	ER-723 Dubai	1100hrs	2320hrs	12 hrs 20 min	No	Technical
17	01-02-24	PA-474 Riyadh	0335hrs	1745hrs	14 hrs 10 min	No	Bad Weather
18	13-02-24	PK-725 Riyadh	0600hrs	1210hrs	6 hrs 10 min	No	Technical
19	23-02-24	PF-716 Jeddah	2320hrs	0700hrs	7 hrs 40 min	No	Technical
20	23-02-24	WY-342 Muscat	0940hrs	1210hrs	2 hrs 30 min	No	Technical
21	19-03-24	PK-859 Jeddah	1845hrs	0045hrs	6 hrs	No	Technical

Refreshments are served only on severe protest. When passengers demand for refund, they are offered lame excuses when they insist, they are asked to get the refund from the travel agent. CAA, being the regulator and custodian of the passengers' rights, is also found reluctant to step in. In CAA E-Kutchery (DAWN, 2024) arranged by DG CAA in Feb, 2024, 92 citizens lodged complaints and most of them were regarding the refund issue.

5. Passenger Facilitation: Legal Framework

5.1. ICAO Standards and Recommended Practices

Standards and Recommended Practices on Facilitation were first adopted by the International Civil Aviation Organization (ICAO) in 1949 in the form of Annex- 9 to the Chicago Convention. These recommended practices by ICAO ask contracting states to adopt all workable measures to ensure the facilitation of passengers, crew and aircraft and prevent any undue delays (ICAO).

5.2. CAA Legal Framework

Following the SARPS contained in Annex- 9 to the Chicago Convention, being a contracting state, the Pakistan Civil Aviation Authority (PCAA) has also issued CAA (Facilitation) Regulations-2018 (CAA(Facilitation), 2018). These Regulations pertain to smooth entry and departure of passengers, special category passengers, quarantine, customs and immigration clearance without delays, etc. CAA has also issued Air Navigation Order 2015 (CAA, AIR NAVIGATION ORDER, 2015) Air Passengers Rights, to safeguard the rights of passengers and ensure their facilitation. It also stipulates enforcement actions for violations.

Similarly, all airlines registered in Pakistan are also bound to promulgate "Passengers Rights" or "Terms of Carriage" clearly explaining all the rights of passengers which help them in better travel experiences and ensure their facilitation.

5.3. The Underlying Causes

Pakistan Civil Aviation Authority serves as the main body of the aviation industry in Pakistan and its purview stretches from services to licensing, airport infrastructure to regulating airlines, air traffic control to contract awarding and so on. However, the underlying problem in our scenario is that PCAA has been working on dual mode. It performs the functions of the service provider as well as the regulator (PCAA). In other words, PCAA is the regulator of activities, and functions performed by PCAA.

PCAA is responsible for providing all services at the airports working in Pakistan. Provision of all facilities, including all the amenities discussed earlier, at the airports is the prime responsibility of PCAA. Likewise, the Airport Manager or the Chief Operating Officer CAA is the functional head of the airport. He is responsible for providing facilitation and amenities to passengers and ensuring that airlines do not exploit passengers, and provide them with their rights.



However, the dual role of PCAA as a service provider and as a regulator, which is against the international models prevalent as both these roles are performed by two different bodies worldwide, has led to poor performance of Pakistan's aviation industry. PCAA is mainly focused on enhancing business and generating revenue and it has been quite successful in this regard. National Assembly Standing Committee on Aviation was informed in 2023 that the Authority has 41 billion (National-Assembly, 2023) in surplus for the year 2022 which is highest in history of Pakistan. However, it is the role as a regulator that CAA has badly ignored and neglected to pursue profits and has resulted in poor standards of facilitation and services as manifested in ranking, lack of monitoring of the implementation of policies and best practices resulting in ill-treatment and exploitation of passengers.

At the departmental level, there is a lack of checks and balance and accountability on the part of agencies working at the airports. Passenger complaints are not taken seriously, the performance of officials is not monitored and there is serious want of professionalism.

5.4. Government Response

Taking cognizance of the situation, the Government decided to bifurcate the roles and responsibilities of the Civil Aviation Authority in two different bodies. For this purpose, in August 2023, Pakistan Airport Authority Act, 2023 was introduced to establish Pakistan Airport Authority to be responsible for the provision of services at airports in Pakistan. Likewise, the Pakistan Civil Aviation Authority Act, 2023 was also introduced, under which, PCAA shall perform the role of Regulator, responsible for regulating all aspects, fields and spheres of the aviation industry in Pakistan. However, it took PCAA authorities another one year to merely announce, in 2024, the split of PCAA into Pakistan Airport Authority and Pakistan Civil Aviation Authority. Both these entities are yet to effectuate their stipulated mandates.

6. Conclusion

It is evident that it is the non-implementation of the relevant legal framework, willful negligence towards monitoring, absence of an active regulatory approach and discourteous and non-professional dealing that cause major obstacles in better passenger facilitation and better experiences at Karachi, Islamabad and Lahore airports.

7. Recommendations

There is a dire need for immediate implementation and enactment of PCAA Act, 2023 and Pakistan Airports Authority Act, 2023 as they were adopted in

order to bi-furcate existing CAA set up into service provider and regulator. Strict regulatory monitoring and oversight of service provision would help in improving facilitation at airports in Pakistan according to laid down criteria at par with international standards.

It is also imperative that budgetary allocations may be enhanced for the provision of quality and standard amenities at the airports. CAA is a profit-making organization with surplus budget and availability of resources is not the issue. This would improve and enhance the facilitation level at the airports.

CAA ANO 2018 on Facilitation does not fully cover the subject of facilitation with regard to provision of amenities to passengers. Different amenities, as discussed earlier, should be made part of this legal document. This would make it difficult and cognizable to ignore the passenger facilitation and rights.

Moreover, CAA also needs to make sure that stringent measures are taken against the defaulters/ violators in case of denial or non-provision of passenger rights, especially the airlines. Presently fines of Rs.20000 to Rs.100000 are imposed for different violations of passenger rights. These should be revised so that the airlines take the violations seriously.

Passenger Rights should be prominently displayed at various vital locations of the airports for passenger's awareness of them and concerned departments are also vigilant.

Joint Search Counters at the airports should be operated in true letter and spirit so that the ultimate objective of passenger facilitation is achieved.

Training of staff of different agencies, in particular government departments, should be ensured and they should be realized the importance of courteous, professional and cooperative handling of passengers. The focus should be on the grooming and behavior improvement towards passengers. Passenger should not be taken as a burden, rather they should be considered as valuable customers.

Strict monitoring of behaviors and passenger handling by the government agencies staff should be ensured and this should be part of their performance evaluation.

Complaint redressal mechanism at all departments' level should be made more effective and purposeful. In this regard, the Aviation Division should perform oversight of the complaints of passengers on periodical basis.



8. References

- Airport Council International. (2023). *Global passenger traffic expected to recover by 2024 and reach 9.4 billion passengers*. Airport Council International. <https://aci.aero/2023/09/27/global-passenger-traffic-expected-to-recover-by-2024-and-reach-9-4-billion-passengers/>
- Ayub, C. I. (2024). *Passengers complaints*. (F. I. Baig, Interviewer).
- Bajwa, D. O. (2024). (F. I. Baig, Interviewer).
- Civil Aviation Authority (CAA). (2015). *Air navigation order*. Retrieved May 30, 2024, from <https://caapakistan.com.pk/upload/AT/ANO%20Air%20Passenger%20Rights.pdf>
- Civil Aviation Authority (CAA). (2024). *Annual passenger flow*. Islamabad.
- Civil Aviation Authority (Facilitation). (2018). *Regulations, 2018*. Retrieved May 29, 2024, from [https://caapakistan.com.pk/upload/AT/National%20Regulations%20Civil%20Aviation%20Authority%20\(Facilitation\)%20Regulations%202018%20Annex%2009%20June%202019.pdf](https://caapakistan.com.pk/upload/AT/National%20Regulations%20Civil%20Aviation%20Authority%20(Facilitation)%20Regulations%202018%20Annex%2009%20June%202019.pdf)
- Dawn. (2024, March 31). *Travellers lodge complaints with CAA's 42nd e-Kutchery*. <https://www.dawn.com/news/1815579>
- Farhat, C. I. (2024). *Passengers complaints*. (F. I. Baig, Interviewer).
- Hodal, K. (2014, October 17). *Islamabad replaces Manila at top of list of world's worst airports*. The Guardian. <https://www.theguardian.com/world/2014/oct/17/islamabad-manila-worst-airports-list>
- Headquarters Civil Aviation Authority (HQCAA). (2024). *Annual passenger flow*. Karachi.
- International Civil Aviation Organization (ICAO). (n.d.). *Annex 9*. Retrieved May 28, 2024, from <https://www.icao.int/Security/FAL/Pages/Annex9.aspx>
- National Assembly of Pakistan. (2023). *Standing committee on aviation meets*. Retrieved May 27, 2024, from https://na.gov.pk/en/pressrelease_detail.php?id=5376
- Nuzhat, N. (2022). *Civil aviation's rating dogged by poor performance*. Business Recorder. <https://www.brecorder.com/news/40148700>

- Pakistan Today. (2024, February 21). *More than 8 million Pakistanis left abroad during 2023: Report*.
<https://www.pakistantoday.com.pk/2024/02/21/more-than-8-million-pakistanis-left-abroad-during-2023-report/>
- Pakistan Civil Aviation Authority (PCAA). (n.d.). *About organization*. Retrieved May 30, 2024, from <https://caapakistan.com.pk/aboutus.aspx>
- Sama News. (2024). *FIA official suspended after assaulting British-Pakistani at Lahore airport*. Lahore, Punjab, Pakistan.
- Sehrish, S. D. (2024). *Passengers complaints*. (F. I. Baig, Interviewer).
- Skytrax. (n.d.). *Karachi Jinnah International Airport*. Retrieved May 26, 2024, from <https://skytraxratings.com/airports/karachi-jinnah-international-airport-rating>
- Tanoli, I. (2020, January 11). *CJP berates CAA officials for lack of facilities at airports*. Dawn. <https://www.dawn.com/news/1527533>

