

RESEARCH & TRAINING WING



ANNUAL REPORT

Planning & Development Department
Government of Sindh

RESEARCH & TRAINING WING

ANNUAL REPORT 2018 - 19

PLANNING & DEVELOPMENT DEPARTMENT

ACKNOWLEDGEMENTS

We would like to acknowledge the Honorable Chief Minister Mr. Murad Ali Shah of Government of Sindh for his long-term vision of developing a premier research and training institute that feeds into evidence-based strategic planning and robust policy formulation for Sindh.

The process of revitalization and restructuring of the Research and Training Wing of Planning and Development Department would not have been possible without the proactive initiative of the Former Chairman P&D Board (Sindh), Mr. Muhammad Waseem.

We would also like to extend our appreciation to Chairperson P&D Board (Sindh), Ms. Naheed Durrani, for taking a keen interest in development of the Wing to amplify its impact on capacity development of P&DD officials.

We would like to express our sincere gratitude to the Secretary (Planning) of P&DD, Dr. Shereen Mustafa who oversaw the revitalization and restructuring process of R&TW for its due revival from dormancy. Similarly, the expert insights of Chief Economist P&DD, Dr. Naeem-uz-Zafar informed the technical insights to establish R&TW as a conduit between academia and the government along key thematic areas of socio-economic development.

We would like to extend our thanks to all the P&DD officials including Members of P&D Board, Section Chiefs and other relevant personnel who were part of the process to revitalize and strengthen the Wing to serve as a capacity building body for the department.

We would also like to thank European Union's 'Public Financial Management Support Programme for Pakistan' Team for their instrumental role in developing a proposal for the Revitalization and Restructuring of the Wing to serve as an intellectual hub for the Government with partnerships and collaborations with key stakeholders.

Lastly, we would also like to thank and acknowledge the contributions of the Director-General and Social Sector Advisor whose efforts have catalyzed the process of strengthening the Wing with mutually beneficial collaborations for its progression and planning to establish it as a future premier academic and capacity development institution.

MESSAGE FROM THE CHAIRPERSON P&D BOARD



Chairperson Naheed Shah Durrani

It is encouraging to see that the Research and Training Wing has been revitalized and restructured recently. It is my sincere hope that RTW will evolve as a capacity building body of the Planning and Development Department. A series of initiatives have been undertaken to revamp the Wing which includes a state of the art office and technical core staff with sector-specific expertise. Although the revitalization is at a nascent stage, I firmly believe that RTW will transform into a premier Research and Training Institute that will serve all the departments of the Government. Moving forward, I would like to see the Wing as the conduit between academia and the government with sustainable collaborations that are beneficial for the people of Sindh.

MESSAGE FROM THE EX-CHAIRMAN P&D BOARD



Former Chairman
Mr. Muhammad Waseem

I envision the Research and Training Wing (R&TW) as the intellectual hub for the Planning and Development Department at the Government of Sindh. I hope that revitalization of R&TW will lead to undoing the discontinuity of Sindh Regional Planning Organization (SRPO). Planning is contextual so it cannot be seen separately from development issues and opportunities of towns and cities. It should therefore be true that sustainable and effective plans be regionally contextual, should promote polycentricism and thus lay the foundation of sustainable and inclusive development.

This perspective will not only help in promoting Sustainable Development Goals (SDGs) but will also strengthen the institutional linkages between various institutions and department in Government of Sindh, for e.g. line departments responsible for socioeconomic and infrastructure planning, Urban policy and Strategic Planning unit, Sindh Bureau of Statistics, and Sustainable Development Goals Support unit. As R&TW evolves, the analytical output of the Wing will directly feed into the planning and policy formulation of the Planning & Development Department.

MESSAGE FROM THE DIRECTOR GENERAL



Director General

Dr. Rafiq Ahmed Chandio

I am pleased to see that the Research and Training Wing has been revitalized and restructured recently. After years of dormancy, the revitalization process is reflective of the efforts undertaken by Government of Sindh to use credible findings from research for evidence-based policy formulation and strategic planning. It is my sincere hope that RTW will evolve as a capacity development body of the Planning and Development Department, Government of Sindh.

My ultimate aim as the Director-General is to empower the Wing to serve as a knowledge hub for P&DD, and other departments of the Government of Sindh. We have initiated series of collaborations with academia for meaningful partnerships with the public sector to improve service delivery for the benefit of Sindh's population through capacity development and research initiatives to inform the relevant government officials.

I firmly believe that RTW will transform into a premier Research and Training Institute that will serve all the departments of the Government. Moving forward, I would like to see the Wing as the conduit of knowledge transmission that informs policymakers with best development practices from across the globe for rational impactful decisions that are grounded in solid evidence.





WHO WE ARE

Our Mission

“To work as a policy advocacy body to the Government of Sindh through adaptive research and trainings for capacity development”

Our Vision

“The Research and Training Wing hopes to create an enabling environment to develop capacity of the public sector in Sindh and to support research advances for improved service delivery through meaningful collaborations and partnerships”

Our Objective

- *Act as an in-house research, policy-advice and capacity development body for P&DD*
- *Evolve as a policy hub within GoS for informed policy-making*
- *Function as a premier training and capacity development organization*
- *Develop meaningful partnerships with leading universities, think-tanks, civil society and business associations*

Our Team

Advisory

Obaid Arshad Khan
Social Sector Advisor

Erum Javaid
Public Sector Governance Advisor

Zulfiqar Ali Keeryo
Economic Growth Advisor

Training

Abdul Ahad Khan
Chief Training Officer / Admin In-charge

Monitoring

Naeem Chandio
Monitoring, Evaluation & Learning Officer

Research

Ahmed Mughni
Research Associate

Pireh Pirzada
Research Associate

Asad Siddiqui
Research Associate

Procurement & Accounts

Hina Awan
Procurement Specialist & Accounts In-charge

ACRONYMS

SRPO	Sindh Regional Planning Organization
P&DD	Planning & Development Department
R&TW	Research & Training Wing
GoS	Government of Sindh
USAID	United States Agency for International Development
PMU	Program Management Unit
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
EU-PFMSPP	European Union - Public Financial Management Support Programme for Pakistan
UCBPRP	Union Council Based Poverty Reduction Strategy Programme
TNA	Training Needs Assessment
SPSS	Statistical Package for Social Sciences
PSLM	Pakistan Social and Living Standards Measurement
HIES	Household Integrated Economic Survey
MEC	Monitoring & Evaluation Cell
SGA&CD	Services General Administration & Coordination Department
BoS	Bureau of Statistics
EPR	Economic Policy & Research
PC-1	Planning Commission 1
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
ICSDIEMS	International Conference on Sustainable Development through innovation in Economics and Management Sciences
OXFAM	Oxford Committee for Famine Relief
NFC	National Finance Commission



EXECUTIVE SUMMARY

Formerly known as the Sindh Regional Planning Organization (SRPO), the Research and Training Wing was formed in 2006 after SRPO was repealed in 2005. The overarching idea of its formation was to act as an in-house capacity development body for the Planning and Development Department (Govt. of Sindh) and ultimately cater to the capacity needs of all the government departments. Unfortunately, the Wing remained dormant till 2017, after which the P&DD initiated its revitalization and restructuring with support from the European Union's Public Financial Management- Support for Pakistan Program team.

Under the leadership of Chairman P&D Board and guidance of the Secretary Planning and Chief Economist, the process of revitalization and restructuring began in 2017. The reorientation towards a technical organizations setup entailed hiring sectoral experts from open market to develop the Wing and facilitate its evolution as an intellectual institute. A state-of-the-art office was also established to cater to the modern needs of the research personnel. With the completion of hiring process in early 2018, the Wing is now equipped with the human capital to progress as a capacity development body for P&DD.

Under the leadership of its Director-General, the Wing has been able to impart trainings, conduct research and develop partnerships with academia. The Wing has quickly been able to develop a work-plan with P&D Board's approval and has already delved into operationalizing the objectives defined in its work-plan. During FY 2018-19, R&TW has been able to impart both in-house and institutional trainings on topics including Orientation for the new Planning Officers, Data Analysis, Communication Skills, Results-Based Monitoring and others. Partner academic institutions like NED University, SZABIST and IBA-Karachi tailored their trainings to the needs of P&DD officials.

Similarly, research study workshops on provision of clean drinking water in urban Sindh and case study for public-private partnership model in education were also conducted. R&TW also conducted a seminar on Entrepreneurship in Sindh with EU's PFM-SPP and NIC Karachi, and an international conference on sustainable development with NED University.

Research and Training was focal point from P&DD on the impact assessment of Union Council Poverty Reduction Program (now People's Poverty Reduction Program) in 4 pilot districts. Similarly, R&TW was the focal point on the World Bank's 'Health Private Sector Assessment in Sindh'.

R&TW has also developed a series of in-house research reports that focus on the thematic areas of Social Protection Strategy, Poverty Reduction Strategy, Ease of Doing Business, Information and Communications Technology in Health Sector, and Tourism Sector in Sindh.

The ultimate aim of the Wing is to be a source of practical knowledge transmission by imparting research and training through long-term partnerships with academia, development partners and other stakeholders. The Wing will keep evolving and developing with support from the Government leadership that initiated its revitalization.



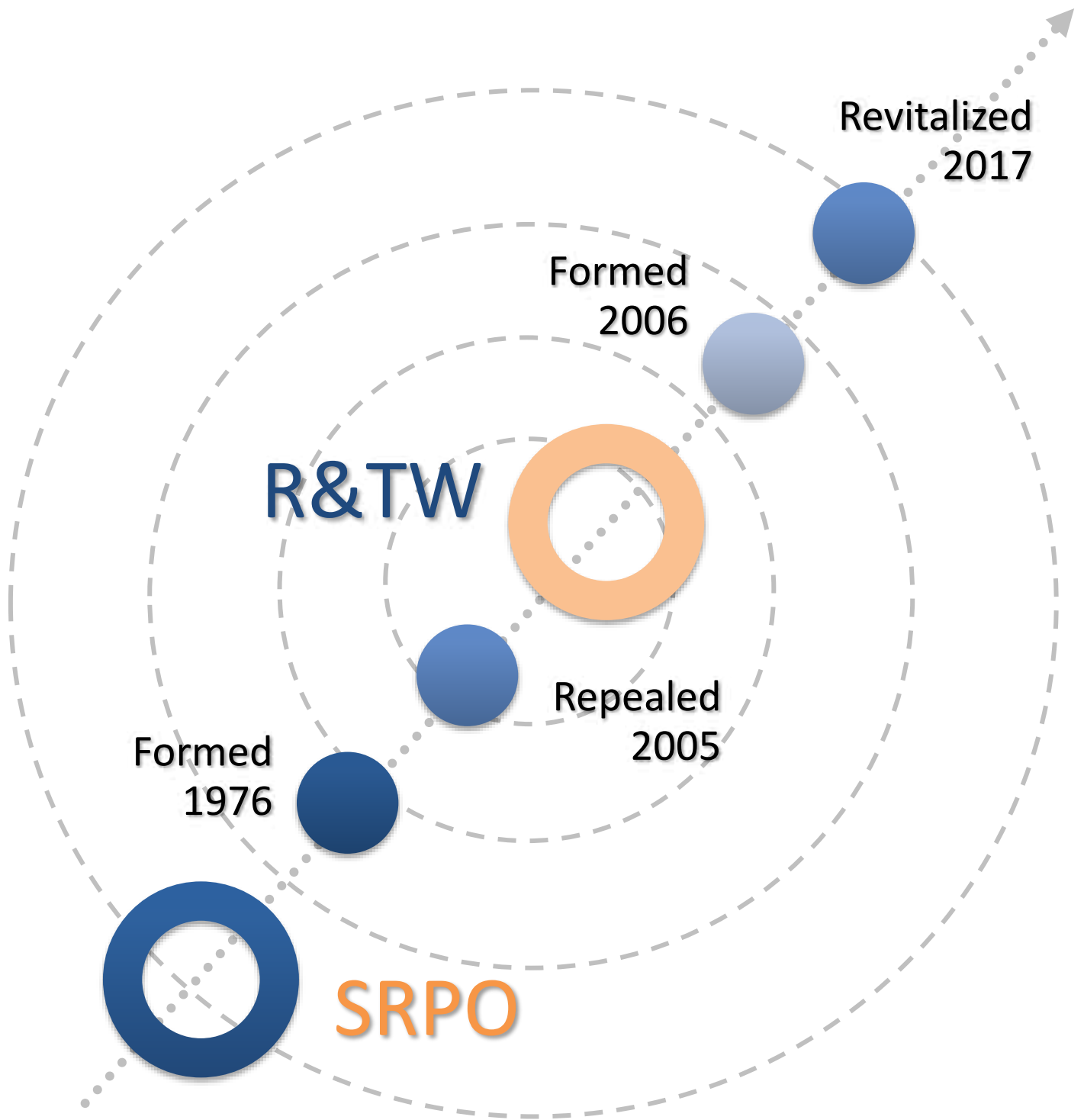
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SECTION I

CHRONOLOGY



History

Planning & Development Department (P&DD) of the Government of Sindh, came into existence on July 1, 1970 with a staff of 82 including gazetted and non-gazetted personnel. This number continued to expand with increasing challenges and responsibilities. At present, the Department is managed by about 200 officers and staff working in various technical and administration sections in addition to the personnel associated with different projects.

The Department plays a vital role in the process of socioeconomic development of the Province. In an economy where public and private sectors co-exist, development proceeds along a well charted course with targets of growth emanating from direct investment by both public and private sectors. This requires careful identification and selection of projects for various nation-building departments and providing direction for private sector investment through incentives and appropriate monetary, fiscal and trade policies.

The Research and Training Wing was formerly known as Sindh Regional Planning Organization and was formed under SRPO Act of 1976. SRPO was responsible for developing district level plans for P&DD and inform the overall planning for the province. The structure of organization was different from what it is now, and the overall functions of SRPO were not specific and thus not focused. The SRPO was repealed in 2005 and Research and Training Wing was formed in 2006. The Wing was envisioned as the knowledge hub for P&DD for evidence-based planning and policy formulation.

Revitalization

Despite its formation and organization in 2006, the Wing still lacked focus on the training and research aspect, and thus the department was virtually dormant. Therefore, in 2017, the Planning and Development Department of the Government of Sindh initiated the process of revitalization with technical support from European Union Public Financial Management Support Program for Pakistan (EU PFM-SPP). The primary aim was to enhance public sector delivery, to enhance the capacity of human resource and to meet the modern-day development challenges by adopting modern techniques and tools of planning and development and bring the province of Sindh to the path of sustained economic growth and prosperity. The Wing now acts as in-house research, policy advocacy and capacity development body for P & DD helping it to improve function and quality of Public Investment Management. Eventually the Wing aims to evolve as a policy hub within the government of Sindh for informed policy making. The Wing is also going to cater to the training aspects of not only planning and development department but of other line departments of the government of Sindh. Along with this, the Wing has also started to develop partnerships with leading universities, think-tanks, civil society organizations and business associations in the shape of memorandums of understandings.

Core

There are three core functions of the Research and Training Wing, which include but are not limited to: knowledge management and training, creating partnerships with leading universities and think-tanks and quality filter.

The first and foremost core function of the Wing is knowledge management and training. In knowledge management and training, the Wing is going to organise training on policy cycle, planning process, etc., act as in-house research on the issues relating to socio-economic development, organize monthly seminar by academicians and experts for key thematic areas, impart training programs, conduct strategic planning and policy reviews along with impact evaluations, and document and disseminate best practices in development to competent authorities.

The second core function is to foster partnerships with leading universities & think-tanks. The Wing is going to enter into partnerships with these intuitions to get external advice on key policies and plans. Under the same ambit, the Wing aims to arrange consultations on new policies, regulations and programs for P&DD. To bolster its research, the Wing is going to commission joint research studies on key socio-economic issues. Similarly, the Wing will share existing research and evidence with competent authorities in the form of actionable knowledge.

The third core function of the Wing is to be a policy hub. Under this, Wing envisions itself as a quality-filter for new policies and regulations. The Wing aims to develop templates, best practices and charters for new policies for Government of Sindh.

Reforms

The reforms undertaken for revitalization, restructuring and strengthening the Wing were initiated by the senior leadership of GoS and P&DD, especially Hon. Chief Minister, Chairman P&D Board, Secretary Planning and Chief Economist (P&DD). Since the revitalization of the department in 2017, there has been a change in organizational structure and now the Wing works in a technical setup. Since the re-revised project proposal has been approved, there were almost 800 applications processed and finally a team of 10 members of the core staff has been made. Initially, through an open market competitive process, the Director General and Social Sector Advisor were hired. Recently, additional hiring of professional staff has been made, which includes Chief Training Officer, Economic Growth Advisor, Governance Advisor, Monitoring & Evaluation Learning Officer, Procurement Specialist and Research Associates. The Wing has recently been shifted to Fayyaz Centre where state-of-the-art office facility for the Research and Training Wing has been established. The work-plan for training & research activities with budget provision for 2018-20 has been supported and approved by Planning Board.



SECTION II

TRAININGS

Training Approach

Research & Training Wing – Planning & Development Department, Government of Sindh works closely with all departments and projects of Sindh Government vis-à-vis capacity development and capability building of government employees. The Wing is cognizant of the fact that P&DD and GoS are custodians of a considerably large ADP portfolio. The responsibility warrants capacity development for rigorous and robust planning, appraisal, monitoring and evaluation of development projects. Our vision is to provide dynamic, modern and most suited learning and knowledge enhancement solutions to our stakeholders through various mediums including in-house training, institutional training and short courses, diplomas, certificates and degree programs.

Training Summary	Trainings	Trainees
External		
Procurement Management	1	1
Survey Data Analysis	2	22
Discovering Leadership through Self Analysis	1	5
Result Based Monitoring & Evaluation Management	1	11
Orientation Training of Planning Officers	1	12
In-House		
Communication Skills	2	18
PC I-V Prep & Appraisal	1	17
Data Analysis using Statistical Packages (SPSS and STATA)	3	37

Trainings were successfully achieved through an initial TNA (**Training Needs Assessment**) that was conducted to ascertain and propose specific trainings to cater to the needs of officials. TNA focused on P&D sections' training needs that formed the basis for subsequent customized trainings and courses. The R&TW under took a 3 tiered approach for trainings, management leadership, professional/technical staff and support staff. Research and Training Wing has developed a comprehensive TNA to identify skill gap and propose trainings for P&DD officials. The findings from the second iteration of a more comprehensive TNA will inform subsequent trainings to developing customized programs adapted to the needs of officials. Moving forward R&T will focus on both In-House Trainings and Institutional Trainings.

Data Analysis using Statistical Packages (SPSS and STATA)

Evidence-based planning and decision-making should be the cornerstone of public sector service delivery. To undertake evidence-based decisions, the Officers need to be equipped with modern tools and methodology. It is necessary to incorporate data analytical techniques within the P&DD employees who are at the forefront of project appraisal and planning processes.

R&TW conducted 2 In-House trainings of Statistical Officers, Planning Officers, Officers from Monitoring & Evaluation Cell and Urban Policy & Strategic Planning. The sessions were conducted by Social Sector Advisor (R&TW) with a special session from Chief Economist of P&DD on analyzing PSLM/HIES data using STATA for posing and answering interesting research questions.

The proposed learning outcomes of the training were centered on giving the relevant personnel an overview of the data analysis through statistical packages of SPSS and STATA to improve their analytical skills. Trainees will be able to add to their analytical depth to make evidence-based decisions that ultimately translates into improved service delivery.



Orientation Training of Newly Appointed Planning Officers

R&TW realized the crucial need of providing orientation training to the newly appointed Planning Officers about the overall functions of the Federal and Provincial Governments, and the Planning and Development Department. With that in mind, 3-day training was organized and conducted to provide a holistic understanding of the functions of the government and description of the role of Officers in the overall context.

The expert speakers included P&DD Section Chiefs and Assistant Chiefs from EPR, Foreign Aid, Health and Environment & Climate Change. Other speakers included Chief Economist (P&D), DG MEC (P&D), DG(R&TW), Member Development (P&D Board), Chief Investment Specialist (Finance Department), Additional Secretary (SGA&CD), Social Sector Advisor (R&TW) and Deputy Director (BoS).

Planning Officers benefitted from useful insights and knowledge on the inter-linkages of Federal, Provincial and Local Government with in-depth knowledge of Departments within GoS and the evolution of P&D over time.



Training on Discovering Leadership through Self Analysis

The main aim of the workshop was to uncover, through self-analyses, latent leadership qualities of trainees. The workshop focused on leadership styles, leadership behaviors, leadership personalities, leadership communication, leadership and emotionality, leadership and decision making, leadership and team management, leadership and power, to configure the leader within trainees. Social Sector Advisor from R&TW were among the participants of training.

According to contemporary thinking, leadership is an extension of self. It is largely driven by a mixture of personality, behavior, values, emotions and environment. An individual (called a leader) has to influence other individuals (called subordinates or team members) to achieve personal and organizational goals. Building on this perspective, Planning & Development Department felt the need to send senior leadership team members to this workshop to develop and polish their leadership traits

Nominated Director-General, Section Chiefs and Assistant Director of P&DD attended the workshop and learned new techniques and tools to further strengthen their leadership quotient and become exemplary leaders for their subordinates and peers.

Communication Skills Training

Effective and efficient communication is the backbone of any job and that is why it is important and imperative to impart basic and modern communication concepts to the employees working in key positions and in one way or the other, handling internal and external communication channels. Communication comprises of various domains but a few that need focus are verbal, non-verbal and written communication.

That is why R&TW organized 02 interactive and engaging one day sessions with officers of P&D department whereby they were engaged in basic and advanced level communication practices and methods for improving their overall communication quotient.



Results-Based Monitoring & Evaluation Management

Monitoring and evaluation are essential quality management tools to keep a watch on progress of development schemes and to proactively raise an alert where interventions are required by the decision making authorities. Not only the government benefits from this activity but so does the community for which these projects and interventions are aimed at. Based on the in-depth knowledge and objective input of Monitoring & Evaluation Cell (MEC), the Administrative Departments rectify or modify the designs and their activities for more effective, efficient and better results in their respective functions. R&TW conceptualized a customized training program for the Monitoring Officers after consultation with DG MEC and relevant faculty at our partner university, SZABIST.

Keeping in view, MEC's critical work nature and tasks, M&E officers were provided with a comprehensive and in-depth training course on "Result Based Monitoring & Evaluation Management" with our partner university, SZABIST. The training was conducted at SZABIST's Karachi campus by institute's expert faculty to equip the Monitoring Officers with modern approaches for robust monitoring and evaluation.



PC I-V Preparation & Appraisal

Research and Training Wing undertook a comprehensive training to impart knowledge on Planning Commission proformas that range from project proposal (PC-I), feasibility (PC-II), progress of ongoing projects (PC-III), project completion report (PC-IV) and impact evaluation (PC-V).

Planning & Development department has Planning Officers who handle these project cycle documents need holistic understanding of PC I-V project cycle including preparation, appraisal, monitoring and evaluation. R&TW organized a one day training course for planning officers on the entire planning process which was conducted by Asst. Chief (P&D), Transport & Communication, Mr. Hussain Buriro.



Survey Data Analysis

Sindh Bureau of Statistics (BoS), Planning and Development Department aims to provide credible data along various social and economic aspects of Sindh. With strict adherence to integrity and objectivity, BoS is committed to providing high-quality statistical services meeting International and domestic requirements.

Statistical officers who work under BoS have to interact with almost all the major Ministries and Departments/Organizations. They are responsible for Data Management and Administration of collection, compilation, analysis and dissemination of statistical reports in multidisciplinary domains. They play a vital role in collection, compilation and analysis of valuable information for various departments leading to compilation of official statistics at provincial and national level in core sectors.

The core functions of statistical officers require them to have excellent data analysis skills. To cater to the capacity needs of Statistical Officers from southern and northern districts of Sindh, R&TW organized a 04 day training course for statistical officers at SZABIST's Karachi & Larkana campuses by institute's expert faculty. Modules were designed by Dr. Kaiser Bengali for a rigorous training on survey data analysis that culminated into substantive value-addition to the analytical capacity of the Officers.



Events Archive



Events Archive





SECTION III

RESEARCH

Research Approach

Research and Training Wing (R&TW) envisions creating an eco-system of stakeholders from academia, government and industry for dynamic inter-linkages that culminate into evidence-based planning and research-based policy making. R&TW aims to play the instrumental role of a conduit between the academia and government to bring together top international and national researchers to engage with policy makers in Sindh and Pakistan for effective solutions to the challenges faced by the province and country. For this, our approach is centered on actionable academic research that feeds into planning and policy formulation of the Planning and Development Department. Ultimately, our partnerships and collaborations with both academia and industry would lead to improved service delivery for the population. Capacity development of the public sector is also a core component of our objectives which has both direct and indirect connections with our research approach.

Impact Assessment of Union Council Based Poverty Reduction Program

Since revitalization, R&TW has been made the focal point on two research studies by the Planning and Development Department of the Government of Sindh: **Impact assessment of Union Council Based Poverty Reduction Program** (now People's Poverty Reduction Program) that was piloted in 4 districts (Tharparkar, Shikarpur, Jacobabad and Kashmore-Kandhkot) of Sindh

Research and Training Wing oversaw the impact assessment funded by European Union to quantify the impact of UCBPRP in 4 pilot districts of Sindh. The findings of this impact assessment and the mid-term review of Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme in 8 other districts of Sindh fed directly into the Sindh's Poverty Reduction Strategy.

R&TW coordinated with the government representatives, consultants, development partners and implementing partners to make the process of impact assessment more inclusive and transparent. R&TW provided technical support to consultants to facilitate the study design and sampling methodology. Based on R&TW's recommendations, the consultants revised the overall methodology of the study for improved internal and external validity of the assessment. R&TW guided the process to achieve the intended output of determining the overall program effectiveness and impact of individual interventions on poverty reduction. The findings of this crucial study are being used to develop a comprehensive strategic plan to expand the program to all the impoverished districts of Sindh.

Technical Working Group of Optima Nutrition

The R&TW is also a part of the technical working group of Optima Nutrition in Sindh. The technical working group is chaired by Secretary Planning with representation from different stakeholders pertaining to the Nutrition Sector. Optima is an optimization software for technical and allocative efficiency of available resource envelope. With technical support from the World Bank, Sindh is the first province in the world to undertake this initiative of developing an optimal allocation model based on available data on nutrition specific health indicators and unit costs associated with different interventions. Moving forward, the outcome of this model can help develop evidence-based resource allocations for nutrition-specific interventions with amplified impact on improve nutrition outcomes.



World Bank's Study on Pakistan Health Private Sector Assessment

Director-General R&TW was made the focal point of Private Health Sector Assessment in Sindh initiated by the World Bank with the main objectives of:

1. Assessing the status of service provision by private sector entities, including type, scope, geographic coverage and distribution of private sector health service provision, and existing institutions at the district level
2. Analyzing the level of private health sector regulations and a need for regulatory capacity building
3. Reviewing present purchasing of health services from private sector and identifying options and opportunities for purchasing health services from private health sector entities in order to enhance synergies and efficiencies in health service delivery
4. Helping the provincial government of Sindh strategic directions and course of action for engaging the health private sector and regulatory framework for health care

The scope of work for the meso-level research was grounded in the following broad thematic areas:

1. Provide a brief overview of the country's and province's health status covering the population and growth, fertility and family planning uptake, average life expectancy, crude death rate, maternal mortality ratio, neonatal, infant and child mortality rate, etc.
2. Analyze the overall service delivery landscape, including the organization of public and private/non-governmental organization (NGO) provision of health care services in the province, paying attention to distribution and clientele served, and covering services at community, primary, secondary and tertiary levels, outlining inputs, availability and quality of care.
3. Review the human resource for health (HRH) context, mainly for doctors, nurses and midwives, pharmacists and laboratory technicians, paying attention to production and distribution of HRH (particularly the effects of dual practice by medical practitioners on health service delivery), in the public, NGO and private health sector.
5. Review the regulation of the private health sector, and identify areas to strengthen regulatory functions and capacities.
6. Analyze health budget and expenditure over the last 10 years, paying attention to sources of funding: government, donor, commercial credit and loans, and out-of-pocket expenditures. Document any pooled funds or social health financing mechanisms in place.
7. Map current initiatives and opportunities for private public partnerships and service contracting, and validate the government interest in using/expanding private public partnership or contracting of services from private sector.

Research Review

Research and Training Wing is the principal organization within P&DD to review global, national and provincial reports pertaining to Sindh specific socio-economic indicators. The Wing scrutinizes the research to determine the soundness of methodology and extracts key findings pertinent to Sindh to share with competent authorities.

-Review of Global Gender Gap Report 2018

Research and Training Wing has also reviewed the Gender Gap Report 2018 shared by the Planning Commission to validate data sources and composite index for Pakistan's rankings in the Global Gender Gap Index. R&TW validated the data using Labor Force Survey, Pakistan Social and Living Standards Measurement Survey, Pakistan Demographics and Health Survey, Academy of Education Planning and Management and Election Commission Data and submitted the findings.

-Validation of Health Profile Data (Bureau of Statistics)

Research and Training Wing was also part of the group to validate data shared by Director-General Health Services office to Bureau of Statistics. The group developed consensus on operational definitions of Major, Specialized and Departmental Hospitals for credible data. Data collection and reporting mechanism via District Health Information System (DHIS) was also discussed along with other queries for data pertaining to public health facilities in Sindh

-Endorsement of UN-Habitat Country Program Framework for Pakistan (2018-22)

Research and Training Wing reviewed Habitat Country Programme Document for Pakistan along seven thematic areas:

- Urban Legislation and Governance
- Urban Planning and Design
- Urban Economy
- Urban Basic Services
- Housing and slum upgrading
- Risk Reduction and Rehabilitation
- Research and Capacity Development

-Comparative Analysis of Key Health Indicators

Research and Training Wing also conducted comparative analysis of Pakistan Demographics and Health Survey and National Nutrition Survey for Sindh. Sindh specific health and nutrition indicators were compared for Sindh using PDHS 2012-13 & PDHS 2017-18 and NNS 2011 and NNS 2018. The exercise was done to ascertain how Sindh's health indicators have fared over time.

Interim Working of Baseline Study in Islamkot

Research and Training Wing endeavors to conduct a socio-economic assessment of Islamkot Taluka for

- a. A holistic analysis of the contextual background of the taluka
- b. A detailed analysis of the current evidence gap analysis
- c. An in-depth baseline data collection and analysis of the relevant SDG Indicators in Islamkot Taluka
- d. A comprehensive analysis and prescription of subsequent monitoring and evaluation of defined indicators

Given that the Sindh Government has declared Islamkot a model taluka for SDGs, it is essential that a comprehensive assessment is undertaken to provide a snapshot of the socio-economic indicators in the Taluka that can also serve as a frame of reference to quantify the impact of current and future interventions and programs in the area.

Research and Training Wing has developed a research framework with a survey designed through consultative meetings and research methodology. The research study is planned to be initiated and completed in the FY 2019-20.

In-House Reports

Currently, R&TW is developing in-house research reports on the following thematic areas to develop a solid knowledge base:

-Information and Communications Technology (ICTs) for Improved Health Service Delivery and Outcomes in Sindh

This report builds on global and national evidence to propose recommendations on utilizing information and communications technology to improve healthcare service delivery in Sindh. Specific examples from global models have been used to propose solutions for specific areas within the health sector. National example, like the Punjab Information Technology Board, has been used as a frame of reference for developing an eco-system of technological innovations with a well-directed IT policy to improve health outcomes in Sindh.

-Social Protection Strategy for Sindh: Learning from Global Lessons

In the background of Government of Sindh's announcement of seven programs that will be the cornerstone of Sindh's Social Protection Policy, this report builds on existing literature on social protection and poverty reduction to propose a way forward in developing a comprehensive and coherent Social Protection Policy for the impoverished, vulnerable and marginalized segments of Sindh's Population.

-Ease of Doing Business in Sindh

This paper discusses the ease of doing business in Pakistan and its rank assigned by the US base agency World Bank in doing business report 2019. This year (2019) it has assigned rankings around 190 economies around the world, whereas, Pakistan has placed on 136th rank with eleven point jump, which shows that Pakistan has improved 30% whereas, 70% is still to remain. Pakistan is hopeful that the Doing Business report, which would be released in next year (May 2020), will document an improvement in ranking to break into the top 100 (Board of Investment). Board of Investment has taken various reforms, i.e. to improve risk management system, payments time has reduced from forty seven to twenty days and work on provincial portals. Pakistan's ranking has improved in ease of doing business, but still there are some bottlenecks, which government needs to resolve in order to make the country commercial hub in the future.

-Deconstructing the Sindh Poverty Reduction Strategy

The report establishes an understanding of poverty and major reasons for its persistence in context of Pakistan and Sindh in specific. The report suggests that although poverty levels have though reduced at state level but a lot needs to be done in terms of reducing disparities, inequality and for equitable distribution of wealth. The rural and urban poverty divide is such that almost **80 percent** of Pakistan's poor continued to live in rural areas in recent times. To curb poverty at rural level, especially in Sindh, the report also sheds light over recommendations that are draw upon contextual evidence.

-Tourism in Sindh: Prospects and possibilities of enhancing economy through Tourism

With abundant places of natural beauty, heritage and historical sites, Pakistan has a vast tourism potential. However the potential has not been fully tapped in a manner that benefits the economy. This paper briefly presents global, regional, national and provincial position of tourism. Further this paper delves into the prospects and possibilities of how tourism can be beneficial for the economic prosperity in the province of Sindh. This paper examines in detail the stance of public and private sector directly and indirectly affecting tourism in Sindh. Finally, this paper presents opportunities and solutions for how to increase tourism and generate more revenue through tourism in Sindh.





SECTION IV

CONSULTATION

Consultative Meeting of Working Group for Preparation of 12th Five Year Plan

R&TW conducted a consultative meeting for discussions pertaining to the 12th Five Year Plan (2018-2023) specifically with regards to the agriculture sector. Chief Economist of P&DD chaired the meeting which was attended by Secretary Food Department, Director-General (R&TW), Additional Secretary Agriculture, Senior Chief Agriculture (P&DD), Social Sector Advisor (R&TW), Assistant Chief EPR (P&DD) and Assistance Chief PP&H (P&DD). Recommendations to inform Sindh's priorities areas that need to be highlighted within the 12th Five Year Plan pertaining to agriculture sector in Sindh were discussed which included the thematic areas of agriculture mechanization, food security, livestock and fisheries.



Consultative Workshop for Provision of Clean Drinking Water

R&TW conducted a Research Study Workshop on 'The Provision of Clean Drinking Water in Sindh' commissioned by US-Pakistan Center for Advanced Studies in Water. Mr. Naveed Cheema (University of Delaware) and Ms. Maha Ahmad (NUST) presented the research findings on existing civic capacity of service delivery in the drinking water sector in Urban Sindh. Case studies of community-government partnership models were also discussed to propose recommendations for sustainable solutions to provision of clean drinking water.



Consultative Meeting with FPCCI on Industry-Academia Collaboration on Water Resources

R&TW participates in various forums pertaining to business associations and academia that are central to government's priorities. FPCCI invited R&TW for its input as a stakeholder on Industry-Academia Collaboration on Water Resources. In the consultative meeting, discussions were held pertaining to water scarcity and its conservation in Pakistan specifically with regards to Industry & Academia contributions. Mr. Ismail Suttar-VP (FPCCI) chaired the meeting along with Ms. Erum Javaid – Public Sector Governance Advisor from R&TW also participated as a speaker. The meeting undertook important decisions in terms of water conservation techniques and construction of reservoirs in the region of Sindh, specifically.



Consultative meeting with UNICEF on SDGs

R&TW collaborated with UNICEF on the agenda of sustainable development and its prospects in Pakistan. The meetings were held in the presence of Mr. Luis Gorjon – Chief Social Policy (UNICEF) along with Dr. Rafiq Ahmed Chandio - Director General (R&TW). The consultative meet(s) were held both in Islamabad and Karachi. The meetings were aimed for planning collective efforts between the two organizations in the field of research and capacity development.

In meeting it was discussed that to that the research and evaluation team of UNICEF Sindh office will work with R&TW along mutually beneficial and prioritized thematic areas to strengthen the partnership for socio-economic development of Sindh.

The quorum jointly agreed to have more activities planned in near future in this sphere and keeping in view the sustainable development goals.



Consultative meeting with SRSO for UCBPRP (now PPRP)

The R&TW was invited to visit SRSO and to attend the board of Governors meeting in Sukkur. As a special invitee, DG R&TW along with Chairman RSPN, Shoaib Sultan Khan, visited field areas of district Kamber-Shahdadkot and Shikarpur rural areas.

The aim of this consultative meeting was to examine the impact of Government's significant investment towards poverty reduction programs. DG R&TW lauded the visible change in terms of social mobilization and women empowerment in rural areas through Sindh Government's UCBPRP (now PPRP) programme.

During a women's organization public meeting some of the case studies were presented of female activists who graduated from acute poverty to middle income group through government of Sindh's UCBPRP interventions, especially through Vocational Trainings, Income Generating Grants and Community Investment Funds.

Subsequently, DG-R&TW was also invited to attend SRSO board of governors meeting as a special invitee. R&TW's role in undertaking credible research and capacity development to further strengthen the program was discussed.



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SECTION V

PARTNERSHIP

Government – Academia Linkages between R&TW & SZABIST

The Research & Training Wing and SZABIST has entered into a partnership and has formally signed a MoU to promote linkages between Academia and Government. It is hoped that through the MoUs between the P&DD-Govt. of Sindh and Academic Institutions, potential avenues for effective collaboration for Sindh's development are explored and defined. The R&TW in collaboration with SZABIST has conducted customized trainings of survey data analysis and results-based monitoring for Statistical Officer and Monitoring Officers of Bureau of Statistics and Monitoring & Evaluation Cell respectively. Eventually, this initiative is inclined towards academic research, capacity development and knowledge creation that can be feed into policy projection.



Government – Academia Linkages between R&TW & NEDUET

Research and Training Wing has already signed a MoU with NED University to formalize partnerships with academia. To jump-start collaborations after the MoU signing, R&TW cooperated with NEDUET to organize International Conference on Sustainable Development through Innovation in Economics and Management Sciences. R&TW intends to initiate MoUs with other academic institutes to continue on the pathway of collaboration to address developmental challenges facing the province. R&TW has undertaken this endeavor of MoUs with academia in the context of Government of Sindh's strong willingness to create an eco-system for meaningful collaboration with academia that permeate across different sectors to contribute to economic growth, poverty reduction and sustainable developmental solutions.



European Union - Public Financial Management Support Programme for Pakistan Collaboration for Strategic Sector Planning

Research and Training Wing collaborated with European Union's Public Financial Management Support Programme for Pakistan in 'Strategic Sector Planning' of selected Line Departments of the Government of Sindh.

Research and Training Wing supported and facilitated the EU's PFM-SPP team in developing technical working groups and conducting consultative workshops with relevant stakeholders to develop the strategic sector plans.

Strategic plans present the goals and objectives of the department, identify needs for adjusting public policy, introduction of new policies or discontinuation of existing policies, analyses the financial impact of such policy developments and prioritizes interventions on the basis of available resources. The Research & Training Wing has actively participated in this initiative for the improvement of Public Sector delivery.



Government – Academia Linkages between R&TW & IBA Sukkur

D.G-R&TW and Social Sector advisor visited Sukkur IBA on 1st February, 2019. The visit was aimed to discuss the MoU and promotion of Government-Academia linkages. The Director General and Social Sector Advisor attended a faculty meeting in presence of Vice Chancellor. Jointly, it was agreed that both the parties would engage in sharing their ideas and practices for improvement in public sector service delivery in both academia as well as government.

It was jointly decided that research proposals, seminars, workshops, primary level consultations, exchange of core personnel & trainings would be carried out collaboratively between the two for promotion of public-private sector in Pakistan



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SECTION VI

**SEMINAR
&
WORKSHOP**

Seminar on Entrepreneurship in Sindh: Challenges and Opportunities

R&TW organized a Seminar on a pertinent topic to innovators and entrepreneurs. The seminar on 'Entrepreneurship in Sindh' was aimed to raise awareness among different spheres including the public sector, private sector, regulatory authorities and other relevant stakeholders in terms of their respective roles in promoting entrepreneurship in Sindh. Dr. Shereen Mustafa – Secretary Planning, Government of Sindh was the Keynote Speaker of the seminar and provided insightful presentation on fostering entrepreneurship from a public policy standpoint in addition to finding innovative solutions to the prevailing challenges. The panelists included Ms. Jehan Ara (CEO, PASHA), along with DG-R&TW, Dr. Rafiq Ahmed Chandio. Intellectuals like Mr. Shakil Sheikh - Additional Secretary (Agriculture), Govt. of Sindh, Dr. Bilal Ahmed – Research & policy of FPCCI. The seminar was positioned around creating favorable conditions for the young entrepreneurs through providing level playing field, simplification of processes and proper incentives.



Seminar on ICSDIEMS-2019 in NEDUET

R&TW organized and participated as Public Policy Think-Tank under the umbrella of Planning & Development Department, Government of Sindh in a Seminar organized by NEDUET. The Seminar provided an opportunity for academicians, professionals, social scientists and students to have an intensified exchange and discussion of their innovative ideas on sustainable development in the emerging fields of economics and management sciences. The main objective of the conference was to promote collaborative excellence among academicians, policymakers and professionals to advance Entrepreneurship, Innovation and Economic Growth for Sustainable Development. Hon. Chief Minister of Sindh, Syed Murad Ali Shah was the Chief Guest of the event. A full session was devoted in the Conference for initiatives undertaken by P&DD, GoS and development partners for sustainable development in Sindh. Dr. Shereen Mustafa-Secretary Planning, Dr. Naeem-uz-Zafar, Chief Economist at the P&D (GoS) along with Dr. Rafiq A. Chandio – Director General, Research & Training Wing were also present as speakers to give their valuable insights on the topic of sustainable development.



Capacity Building Workshop on 'Domestic Resource Mobilization to Enhance Finance for Girls' Education'

R&TW conducted an in-house Workshop on an important topic pertaining to girls' education in Pakistan. This workshop was delivered in collaboration with OXFAM and Human Development Foundation. The Workshop focused on the development of education sector of Pakistan especially in context of female education. The moderator highlighted some key facts of female education based on the research studies on Domestic Resource Mobilization and District Education Plan for Tando Muhammad Khan. The presentation and discussions revolved around Gender inequities permeating the society, economy, politics and governance in Pakistan. The workshop consisted of participants from Education Department, P&DD along with the core research staff of R&TW.



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PAYMENT

DRAWING INFORMATION

ENGINE TRENDS

TREASURY

INFLATION

COMMERCE

BILL WEB

MONEY

EURO

PC

FINANCE

EXCHANGE

DATA BANK

BANK

ECONOMIC

CASH CURRENCY

BUDGET

CR

MONEY

SECTION VII

ADVISORY

Social Sector Advisory

Social Sector of any country is reflective of the normative values placed by the state and society on the social welfare of its population. The obvious categorization of social sector is grounded with the broad sectors of health, nutrition, education and social welfare. However, the social well-being of a society is deeply intertwined with the economic welfare of society.

The challenges faced by social sector in Sindh also present opportunities for well-directed policies, strategic plans and interventions that can impact the lives of impoverished, marginalized and vulnerable segments of population. Government of Sindh is cognizant of the institutional arrangements that are needed for social protection of the population to cope with socio-economic shocks. The pivotal focus of the government on social sector is reflected by the social welfare-driven policies and strategies including Sindh Poverty Reduction Strategy, Sindh Health Sector Strategy, Sindh Education Sector Plan, Inter-Sectoral Nutrition Strategy for Sindh and Sindh Non-Formal Education Policy.

The way forward in confronting challenges pertaining to social sector is grounded in adopting an evidence-based approach towards policy formulation and strategic planning. A comprehensive

social protection policy can help consolidate the fragmented social welfare programs and initiatives into an integrated framework that is aligned with the Sindh Poverty Reduction Strategy and Sindh Growth Strategy. The concept of multi-sectoral approach has already been operationalized in the 'Accelerated Action Plan for Reducing Stunting and Malnutrition' and 'Union-Council Based Poverty Reduction Program (now 'People's Poverty Reduction Program') where multiple sectors and multiple interventions are synergized to resolve the multi-dimensional issues of poverty and malnutrition in Sindh. Government of Sindh also initiated 'Sindh Development Forum' in 2018 to include development partners and relevant stakeholders to define and prioritize development agenda along key thematic sectors in Sindh. Sindh is prioritizing a comprehensive Social Protection Strategy to evolve as a comprehensive social safety net for the vulnerable and marginalized sections of the population. Collaborations between academic institutions, development partners and the government along the lines of actionable research and capacity development can play an instrumental role in leading the socio-economic agenda in Sindh with improvements in service delivery and social welfare outcomes of the province.

Public Sector Governance Advisory

Governance has evolved as a concept from being synonymous with government to an encompassing idea of well-formulated process of policy-making, public officials striving for the public good, transparency and inclusiveness is decision-making at all levels, and community participation to reflect the collective benefit of the population.

In the post-devolution phase of Pakistan, the province of Sindh can be said to be at the forefront of improving governance along the prioritized sectors of economic growth, poverty, agriculture, labor, transport, health, education, environment and climate change with well-planned policies and strategic plans. Government of Sindh is deeply aware of the institutional arrangements that are needed to leverage systems of governance for socio-economic development of the population with a special focus on women in development.

Amplifying the impact of governance along prioritized sectors can yield enormous benefits for Sindh. The institutional mechanisms of

departments at planning and implementation phase can be further strengthened to improve public sector service delivery for improved socio-economic outcomes in Sindh. Government can further refine the management of public-private partnership in the prioritized areas for leveraging linkages for sustainable solutions to build upon the existing momentum of initiatives.

The ultimate goal of improving public sector governance is to remove bottlenecks that delay service delivery provision. In the post-devolution era of 18th amendment and NFC, the opportunities for provincial governments are plenty for sustainable solutions with well-directed policies and strategic plans. Government of Sindh has already made substantial progress in developing a system of governance that is reflective of the ground realities of the developmental challenges facing the province. Research and capacity development initiatives need to be undertaken to incorporate proven practices of governance from global evidence to be adapted for the provincial context.

Economic Growth Advisory

The economy of any country is driven by well-functioning markets that are regulated to serve the collective well-being of its population. Inclusive economic progress requires policies and strategies that are both conducive to growth and aimed at benefitting the entire spectrum of population. At present, Pakistan's economy is faced with several challenges including the retardation of GDP growth, inflation, deficits, debt accumulation and dwindling export base. Economic indicators like tax-to-GDP ratio, the value of the rupee and net exports are declining while other indicators also remain stagnant if not worse. While the social protection programs for the poor and marginalized segments of the population are laudable, the pressure on resource pie can only be relieved with strategic planning that stimulates growth and investment in Pakistan.

In this regard, the Federal and Provincial governments have to take concrete steps to foster export competitiveness, improved taxation policies, agriculture productivity, domestic revenue mobilization, ease of investment, tourism and entrepreneurship in addition to several other measures. Government of

Sindh has undertaken reforms to facilitate ease of doing business and investments through Sindh Business Registration Portal and One-Window Online Construction Permits.

Automation, analytics and technological solutions can help circumvent many potential bottlenecks to leap-frog and enhance the productivity levels in the agricultural, industrial and service sectors of the Sindh province in particular, and in Pakistan general. Pragmatic academic research grounded in Sindh's realities can play a crucial role in developing sound knowledge base that promotes indigenous growth. Contextualized models of economic growth can help develop market-based solutions to the socio-economic challenges facing the province. Stimulation of growth can only occur if the realities of people of Sindh are at the center of economic policies. Any model of growth that benefits a few and disenfranchises a major part of population is not a feasible solution. The population pressure along with increasing demand of social services can only be mitigated with a virtuous cycle of economic growth that unleashes the growth potential of Sindh and its population.





SECTION VIII

WE PLAN



Way Forward

We endeavor to undertake a phase-wise strategic planning approach that is grounded in fostering linkages to evolve as a capacity development body of the Planning and Development Department. Subsequently, we envision developing a solid knowledge base through collaborative research to inform the strategic planning formulation process of decision-makers

Possible next steps will not only focus on deliverables but also on the institutionalization of R&TW as an integral part of development planning in Sindh. The synergies with academia, policy think-tanks, public sector and other stakeholders will form the basis of medium and long-term plan of the Wing.

R&TW plans to undertake a vision exercise to devise its short, medium and long-term plans in the broader context of the role of research and training in evidence-based planning. The overarching goal is to achieve the intended transformation in the development policy and practice. The key is that R&TW should not be considered as a static organization, but as a dynamic institution that keeps evolving to cater to the modern needs

of public sector. It is through meaningful collaborations that knowledge transmission of modern practices these concrete and measurable actions that development within the province will ensue.

The core deliverables of the Wing for the next fiscal year will focus on the approved work-plan with overarching focus on three-tiered training approach of Government officials, research studies of specific thematic areas, annual development review with academic input from partners, fellowships and internships. However, the medium and long-term planning will focus on the following:

Knowledge Generation and Transmission

The practical knowledge generated through collaborative research, in the form of thematic areas of development will be documented. Subsequently, analytical depth will be developed through capacity development initiatives for diffusion of knowledge in relevant section for better practices that may translate into improved service delivery. The increased appetite for quality research can help develop a virtuous circle of

knowledge creation, documentation, transmission and its utilization in public sector.

Strengthen Linkages with Universities/Think-Tanks for Actionable Knowledge and Capacity Development

The cornerstone of R&TW's continued progress is its collaboration with academia, development partners, and public and private sector stakeholders. Thematic areas of collaboration will feed into specific areas for improvement in conceptualization, planning and implementation processes.

Institutionalization for Development Planning

As R&TW forges partnerships across the board, several thematic working groups and committees can be formalized to inform sector-specific socio-economic directions and prioritization based on existing knowledge base and evidence portfolio. Sector-specific advisory groups of technical experts can be constituted with the aim of utilization of expert knowledge and concrete evidence for future course of actions along prioritized sectors. This initiative can help the transition from ad-hoc planning to a well-formulated consensus based strategic planning framework for Sindh's development.



RESEARCH & TRAINING WING's ANNUAL REPORT 2018-19

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