









RESEARCH HIGHLIGHTS 2021-22 'A Year in Review'

FOREWORD

With the aim of creating a holistic amalgamation of its research portfolio after its revitalization and restructuring in 2018-19, the Research & Training Wing has initiated a series of 'Research Highlights'. This publication delineates the key research undertaken by the Wing during 2021-22.

The Research Highlights comprise the research that culminated in reports and was subsequently published on the Research & Training Wing's website. The Wing provided analytical support to the P&D Department on the 'M&E Cell Annual Report 2021', 'Third-Party Monitoring of M&E Cell Concept Paper', 'Sindh District Profiles', and 'Analysis of Federal Budget (including PSDP)'.

The in-house research reports developed by the Wing during 2021-22 were the following:

• Knowledge Repository

R&T Wing has a 'Knowledge Repository' as a centralized database of over 22,000 key policy, strategic, legislative and other salient documents that may be referred to by government officials, development practitioners, researchers, and other relevant stakeholders for readily available information, especially important and non-trivial official documents.

• Sindh District Profiles

R&T Wing developed a comprehensive corpus of 'District Profiles' of Sindh of over 1000 pages that provides holistic profiles of the districts along multiple socio-economic and demographic indicators. The Wing, in collaboration with UNICEF, has also developed bite-sized district profiles

• Human Resource Capacity Assessment of Sindh Bureau of Statistics

The R&T Wing carried out the HR Capacity Assessment of BPS-17 & above officers of SBoS (84 employees) to assess their current functional and behavioral competencies and how they can be improved through different learning and capacity-building interventions.

• Monthly Economic Bulletins

The monthly economic bulletins provide monthly analysis of key inflation and large-scale manufacturing indicators of Pakistan and Sindh

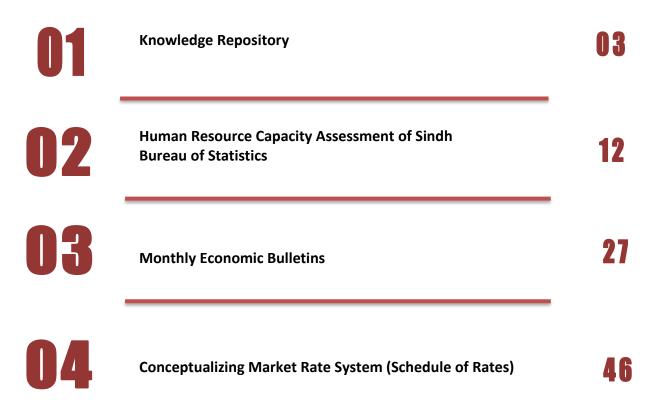
Conceptualizing the Market Rate System – Schedule of Rates

The R&T Wing presented the concept of 'Market Rate System' for the Schedule of Rates prevalent in Punjab at the 119th Standing Rates Committee of Sindh to initiate the updating of the entire basic and composite schedule of rates

I would like to acknowledge the efforts of the research team of the Wing, especially Mr. Obaid Arshad Khan (Social Sector Advisor), who spearheaded the research initiatives under the strategic guidance of the Chairman P&D Board, Members of the P&D Board and Senior Management of P&D Department.

Mr. Abdul Nabi Memon Director-General Research & Training Wing Planning & Development Department Government of Sindh

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CONCEPTUALIZING THE KNOWLEDGE REPOSITORY

(An Electronic Catalogue by the Research & Training Wing)

Background

The Planning and Development Department is the custodian of the Annual Development Programme of the Government of Sindh. The Department is involved in guiding the province's socioeconomic development by steering development investment in projects with high economic returns and societal benefits. To further solidify an evidence-based approach, it is imperative to have a centralized knowledge repository that comprises existing legislations, rules, regulations, policies, and other relevant documents to help make timely informed decisions with readily available information. Presently, such information is not integrated and requires considerable effort to collate for timesensitive analyses. Therefore, to cater to the key information and knowledge needs of the Planning & Development Department; the worthy Chairman (P&D Board) assigned the Research & Training Wing to develop a comprehensive centralized knowledge repository comprising of Legislations, Regulations, Policies, and other relevant documents pertaining to all the Line Departments of Government of Sindh and Government of Pakistan.

Rationale

The Research & Training Wing has developed a centralized Knowledge Repository with the overarching aim of addressing the information needs pertaining to various thematic areas of not only the Planning & Development Department but also the Line Departments, development practitioners, researchers, and other relevant stakeholders for research, analysis, and other related functions. The **'Knowledge Repository'** is a live electronic catalogue to reflect updates in terms of legislations, rules, regulations, policies, and other significant documents.

Description

This section highlights the working mechanism & the functionality of the <u>Knowledge Repository</u>, as developed and envisioned by the R&T Wing. The data is spread across various fields mentioned in Table 1.1 listed below.

S. NO.	FIELDS	DESCRIPTION
	Serial # or Record Number	The Serial or Record number allocated to each individual file is the record number that is maintained in the (master file) or (master dataset) managed by R&T Wing. This serves as the 'Unique Identifier' for each document at the back-end by R&T Wing for quality control.
	Federal/Provincial	The User is provided the option to select whether he/she would like to restrict their search to Federal or Provincial Departments. If not selected, the search query would provide the results for both Federal and Provincial Departments.
	Title	The title is a self-explanatory field, having the name/title of the document.
	Source	The 'Department' field shows the source from which the document was extracted. This field only shows the names of those departments that are storing documents of various departments. For example: 'Law Department' contains all the legislations even if the legislation does not directly pertain to the Law Department (e.g., Agriculture Produce Markets (Amendment) Act, 2019).
	Department	Department means a department that issued/published/circulated a particular Act, Bill or a Policy, etc. For example, the Department of the 'Agriculture Produce Markets (Amendment) Act 2019 is the 'Agriculture, Supply & Prices Department'.
	Туре	Specific documents are considered for this database that are significant and contribute to the body of knowledge. Documents pertaining to 'routine functions' of the Department(s) are not considered.

Table: 1.1

	The Knowledge Repository has the
	following Document Types:
	Acts
	Bills
	Ordinance
	Legislation
	Policy
	Plan
	Regulations
	Rules
	Strategy
	. Report
	. Notice
	. Notification
	. Order
	. Circular
	. Information
	. Press Release
	. Situation Reports
	The dataset is organized w.r.t years in
	reverse-chronological order i.e. (the data
	is arranged in most recent year first) like
Year (From – To)	2020, 2019, 2018,, 1991, 1990 and so
	forth. The user can define the range of
	the period to search documents in specific years.
	This column has the hyperlink of the
	corresponding file, which redirects the
Download	user to the source page for the purpose of
	viewing and/or downloading the
	document as desired.

Online Framework

Since the Knowledge Repository is envisaged as an online database to cater to the information needs of the P&D Department and other relevant stakeholders; its interface is user-friendly and interactive. For this purpose, the online framework of Knowledge Repository is explained below.

The following components as shown in **Figure 1.1** are available to filter and fetch data as per the search criteria of the end user:

Search Bar: The search bar is the first and the most frequently used option, in which the user has the option of searching desired documents through 'keywords'. The user can use this feature by **adding keywords** in the search box and the results are generated on the basis of the presence of that keyword in the entire data set. The user can then look through the filtered documents and select the one that fulfills his/her search criteria.

Advanced Filter

To search data through the advanced filter option, the user has access to **Four (4)** basic features to precisely match the query entered in the search dialog. This simply means that the user is able to search for the requisite information by entering the '**title**' of the document (or keywords relevant to the title), then choosing the '**department'** that may be related to the information required, and then selecting its '**type'**, followed by its specific '**year(s)'**. This feature allows the user to find specific information.

The advanced filter provides the following options to the user for precise data extraction.

- Title: The advanced filter option offers the end user to search the content by its 'title'. This means that the user can extract information by typing the actual document name or subject in the title search box. This helps the user to find the exact file/document that he/she may be looking for. This is an 'opentext' option.
- Department: This option helps the user to select between various departments and authorities that are currently listed in the dataset. Through this feature, the user can easily search for information relevant to the department. This is a 'drop-down' option.
- Type: Searching through 'type' displays results that are based on types of documents, such as those mentioned in (Table 1.1 Type). This helps the user to extract information/documents that are only relevant to the type of document selected through the drop-down list.
- Year: Searching through the year range allows the user to search documents that are specified or limited to a certain time period. If the user selects the years 1990-91, the database lists all the entries pertaining to the period 1990-91.

Figure	1.1
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	Enter Keyword(S)		S	EARCH		
	ADVAN	ICED SEARCH	ial			
Title	Department V Type	✓ Year From	Year To		SEAR	СН
RECORD NO.	тпе	DEPARTMENT	SOURCE	ТҮРЕ	YEAR	DOWNLOAD
F19176	AUDIT REPORT ON THE ACCOUNTS OF 06 DISTRICT EDUCATION AUTHORITIES OF MULTAN REGION AUDIT YEAR 2021-22	AUDITOR GENERAL OF PAKISTAN	AUDITOR GENERAL OF PAKISTAN	REPORT	2023	ß
F19184	IN THE MATTER OF SHOW CAUSE NOTICE ISSUED TO PESCO ON COMPLAINTS FILED BY NAYATEL & CYBERNET.	COMPETITION COMMISSION OF PAKISTAN	COMPETITION COMMISSION OF PAKISTAN	ORDER	2023	ß
F19165	AUDIT REPORT ON THE ACCOUNTS OF DISTRICT EDUCATION AUTHORITIES OF RAWALPINDI REGION AUDIT YEAR 2021-22	AUDITOR GENERAL OF PAKISTAN	AUDITOR GENERAL OF PAKISTAN	REPORT	2023	ß
F19175	AUDIT REPORT ON THE ACCOUNTS OF 04 DISTRICT HEALTH AUTHORITIES OF DERA GHAZI KHAN REGION AUDIT YEAR 2021-22	AUDITOR GENERAL OF PAKISTAN	AUDITOR GENERAL OF PAKISTAN	REPORT	2023	ß
S19146	AMENDMENT IN NOTIFICATION NO. SRB-3-4/42/2022 DATED 15TH NOVEMBER, 2022JURISDICTIONS AND FUNCTIONS OF THE COMMISSIONERATES IN SRB AND UNITS OF TH	SINDH REVENUE BOARD	SINDH REVENUE BOARD	NOTIFICATION	2023	ß
F19186	COP TAKES NOTICE OF EMERGING CONCERNS REGARDING MOBILE	COMPETITION COMMISSION OF	COMPETITION COMMISSION OF	PRESS	2023	A

Milestones

Once the critical mass of the dataset was populated on the back end, the R&T Wing team, led by the Social Sector Advisor, coordinated with the Information, Science & Technology Department to deploy the data on the RTW's website.

The following milestones spanning from December 2020 to July 2021 culminated in the deployment of the Knowledge Repository:

- Development of a critical Master dataset along with the concept paper delineating specifics of the Knowledge Repository
- Master dataset & Web Template approval from the Chairman P&D Board
- Master dataset and Web Template submission to the IS&T department for Web Development and Data Hosting
- User Acceptance Test by R&T Wing, and P&DD stakeholders as advised by the Chairman P&D Board
- Backend Training to the designated R&TW staff by IT Department for ongoing updates
- Going live with the initial database in the repository by deployment on R&T Wing's website: <u>https://rtw.sindh.gov.pk/knowledge-repository</u>
- Disseminating information to the provincial line departments and hoisting the Repository's link on the P&DD and GoS websites
- Research Associate at R&T Wing designated for updating the Repository data on a weekly basis

The 'Knowledge Repository' became 'live' by 1st July, 2021. With about 2,200 documents in its initial iteration, the repository has over 22,300 documents by 1st May, 2023.

(Note:- Summary of documents populated in the Knowledge Repository till date is provided on the next page)

Summary of Documents Populated to Date Document Count:

The following Table 1.2 explains the number of documents populated in the Knowledge Repository disaggregated by the types of documents.

Table 1.2

S. No	Туре	Quantity
1.	Accords	3
2.	Acts	3,708
3.	Addendums	3
4.	Advisories	12
5.	Agreements	19
6.	Amendments	17
7.	Appeals	4
8.	Appendix	3
9.	Articles	23
10.	Bills	340
11.	Briefs	2
12.	Certificates	2
13.	Circulars	975
14.	Codes	38
15.	Conduct	1
16.	Constitution	43
17.	Corrigendum	15
18.	Criteria	1
19.	Declaration	1
20.	Directives	39
21.	Draft	1

22.	Feedback	1
23.	Frameworks	10
24.	Guidelines	182
25.	Information	1,647
26.	Judgments	6
27.	Law	10
28.	Legislation	3
29.	Manuals	10
30.	Memorandum	117
31.	Notices	50
32.	Notifications	1,706
33.	Office Memo	1
34.	Order	2,598
35.	Ordinance	4,869
36.	Permits	2
37.	Plans	190
38.	Policies	502
39.	Press Releases	239
40.	Procedures	6
41.	Proposal	1
42.	Public Notices	2
43.	Publications	74
44.	Regulations	817
45.	Reports	2,574
46.	Resolutions	49
47.	Review	1
48.	Rules	1,293
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49.	Schedule	12
50.	Situation	1
51.	Standard Operating Procedures	6
52.	Standard	1
53.	Strategies	23
54.	Studies	10
55.	Summary	1
56.	Surveys	10
57.	Tariff	1
58.	Treaty	1
59.	Yearbooks	52
	TOTAL	22,328

Human Resource Capacity Assessment of Sindh Bureau of Statistics

Executive Summary

The Economic Reform Unit, Finance Department, GoS engaged EY Ford Rhodes, vide contract dated 16 July 2020, to provide consultancy services for redesigning / modifying and customizing the Development Statistics of Sindh (DS) to meet challenges of the world and further expand the horizon of data collection in DS.

The final consolidated recommendation report submitted to P&DD in February 2021spoke about various domains related to Development Statistics of Sindh, Data Collection, Visualization and Consolidation, Field Surveys and restructuring of SBoS in terms of functions as well as and human resources.

In light of the submitted report, senior management of P&DD assigned Research & Training Wing, P&DD, GoS to carry out HR Capacity Assessment of BPS-17 & above officers of SBoS to assess their current functional and behavioral competencies and how they can be improved through different learning and capacity building interventions.

In this context, a three-member assessment team comprising of Chief Training Officer(RTW), Social Sector Advisor (RTW) and Planning Officer (P&DD) was formed under the supervision of Special Secretary, P&DD.

The team carried out in-person and virtual assessment sessions (based on pre-defined assessment questionnaire covering functional and behavioral competencies) of eighty-four (84) BPS-17 & above officers of SBoS based in Karachi, Hyderabad, Mirpurkhas, Sukkur and Larkana divisions. Karachi, Hyderabad and Mirpurkhas assessments were done in-person whereas Sukkur and Larkana assessments were done via video-conferencing.

All officers made themselves available for the assessment and gave valuable inputs with regards to their functional responsibilities and tasks. On the basis of these assessments, there are a few capacity building areas that need immediate attention such as Basic Computer Literacy, MS Office (especially Word & Excel), Business English, Presentation Skills, Email Writing, Report Writing, Verbal Communication, Data Compilation, Visualization & Analysis, DDO Duties and Office Management

Background

The Economic Reform Unit, Finance Department, GoS engaged EY Ford Rhodes, vide contract dated 16 July 2020, to provide consultancy services for redesigning / modifying and customizing the Development Statistics of Sindh (DS) to meet challenges of the world and further expand the horizon of data collection in DS.

The assignment had a two-phase approach as agreed in the Final Inception Report submitted on 15 September 2020.

- **Phase 1:** Assess the gaps between the current and ideal state of the data in terms of content, coverage and quality.
- **Phase 2:** Identify the elements of the ideal state and draw up relevant templates for future publication, training sessions on the revised templates and final consolidated recommendation report.

The final consolidated recommendation report by EYFR summarized the following:

- Overview of gap analysis of Development Statistics of Sindh (DS);
- The identification of supply and demand side of statistical data, revised templates ofDS, data collection and methodology;
- Essential surveys / studies required to be conducted for regular publication ofDevelopment Statistics of Sindh;
- Suggestions on how to strengthen the support sections i.e. Publication, Library and ITsections of SBoS;
- Recommendation on the special / new sections for Prices, Manufacturing and Regional Accounts in SBoS; and
- Highlights of three (03) days training session on revised/updated templates of DS forSBoS Staff.

The report also spoke about institutional challenges pertaining to Legal Cover, Leadership, Internal Organization, Budget and Coordination Dynamics, an overview of which is as follows:

- a) Lack of legal cover vide provincial laws, Pakistan Bureau of Statistics, and powers to enforce compliance for provision of data. Consequently, respondents who are served with proformas or questionnaires fail to respond altogether or provide incomplete or even incorrect data that adversely impacts reporting process;
- Weak coordination of SBoS with i) Pakistan Bureaus of Statistics, ii) Provincial Bureaus of Statistics; and iii) Source Organizations (including Government, Semi- Governments and PSEs) supplying primary data;
- c) Lack of continuity of SBoS leadership, as it can be observed with continuous changes to senior level management (such as Director General of SBoS), over the pastfew years. Consequently, department lose its longer-term vision and approach to achieve the same; and
- d) Lack of internal re-organization of the Bureau to enable it to function efficiently sub-sections for different sectors and for data scrutiny, assessment and analysis to ensure accuracy and consistency.

EYFR Report Submission to P&DD

In February 2021, EYFR submitted the consolidated report titled **"Final Consolidated Recommendation Report"** to P&DD for review and perusal with regards to meaningful reforms for revitalization and restructuring of SBoS.

Report Review by P&DD

EYFR report was reviewed from various standpoints by the designated P&D committee, including capacitating human capital and organizational restructuring of SBoS through a comprehensive HR assessment.

For this purpose, Special Secretary, P&DD proposed to bring Research & Training Wing, P&DD onboard in order to review the EYFR report in context of organizational restructuring and HR capacity assessment of current SBoS employees.

Overview of Research & Training Wing, P&DD

Research & Training Wing is a strategic arm of P&DD and works on the following areas:

- a. Research & Development
- b. Institutional Development

Capacity building of Human ResourcesThe main features of R&T Wing are: -

- It acts as an in-house research, policy-advice and capacity development body for P&DD helping it to improve functioning and quality of Public Investment Management (PIM);
- It acts as an economic policy hub within GOS that uses its research capacity to effectively support evidence-based policy making in the province of Sindh; and
- It develops partnerships with leading training and research institutes, Universities, think tanks and business associations to help build a knowledge base.

Diagnostic Review

Under of guidance of Special Secretary, P&DD, a three-member committee wasformed for the subject assessment of SBoS:

(1) Mr. Abdul Ahad Khan, Chief Training Officer, RTW, (2) Mr. Obaid Arshad Khan, Social Sector Advisor, RTW and (3) Ms. Jasiah Fatima, Planning Officer, P&DD

EYFR Report Diagnosis

With regards to organizational restructuring and from an internal organizationstandpoint, EYFR suggested to divide SBoS into three (03) distinct units/sections i.e.:

• Standing Sections

- o Agriculture and Allied Sectors
- Climate
- Crops
- Agricultural Inputs
- Land Utilization
- Fisheries
- Livestock
- Irrigation
- Forestry
- Non-Agricultural Production
 - Mining & Quarrying
 - Electricity
 - Gas
- \circ Economic
 - Public Finance & Debt
 - Banking, Insurance & Financial Institutions
 - Transport & Communication
- o Social
 - Population
 - Public Sector Education
 - Labor Force
 - Public Sector Health
 - Housing
 - Crime
- Miscellaneous
- Special Sections
- o Manufacturing
- o Prices
- Regional Accounts
- Support Sections
- Publication
- Library / Resource Centre
- Information Technology

It further suggested to have following designations in each unit and its sub-units:

i) Standing & Special Sections

- Directors (PPS-8/9 / MP-III)
- Deputy Directors (PPS-6/7)
- Statistical Assistants (PPS-4)

ii) Support Sections

- a) Publication
 - Publication Manager (PPS-7)
 - Publication Assistant(s) (PPS-4)

b) Library/Resource Centre

- Librarian (PPS-7)
- Assistant Librarian(s) (PPS-5)
- Library Assistant(s) (PPS-3)

c) Information Technology

- Director (PPS-8)
- Assistant Director(s) (PPS-5/6)
- Computer Assistant(s) (PPS-4)

Committee Observations

The project committee thoroughly studied the entire EYFR report in context of organizational restructuring, capacity building and HR assessment, and identified thefollowing gaps in the report:

- The report did not explain in detail, the quantum of work/tasks to be done by suggested sections i.e.: Standing, Special and Support
- The report did not explain the **"Key Result Areas (KRAs)"** and **"Core Competencies"** of each section.
- The report did not explain the **"Key Performance Indicators (KPIs)"**, **"Core Competencies"**, **"Required Skill Set"** and **"Job Description"** of each designation/position.
- The report did not talk about current level of SBoS employees' skill set and their mapping with the suggested organizational structure.
- The report did not give any details regarding employee headcount required for each proposed section.
- The report did not talk about capacity building interventions required to improve theskill set and competence level of SBoS employees.

Methodology

Based on the report's diagnostic review, the committee mutually decided thefollowing steps for assessment of SBoS:

- Compilation of BPS-17 & above SBoS officers' list with help of SBoS Admin (Annexure-I)
- Designing Section-specific functional competencies.

- Designing a functional + human skills-based questionnaire (Annexure-III) and Job Description Template (Annexure-IV)
- Carrying out in-person and virtual assessment meetings as per given staff list (Annex-II)

SBoS Employee Head Count

On request of project committee, SBoS admin provided a consolidated list of <u>101</u> BPS-17 & above officers out of which 84 officers appeared for their assessments and 17 were unavailable due to personal reasons such as medical leave etc.

Proposed Functional Competencies

In light of EYFR report, following section wise competencies were designed with the objective of gauging the current job nature and competencies of employees. Suggested sectional competencies depict the primary objectives of the respective section and the tasks associated with that section.

Standing Sections

Objective:

Primary objectives of Standing Sections:

- Gather the data from the respective source organizations;
- Perform quality assurance procedures for validation of the data received beforepublication with least or no field data collection by the SBoS

Proposed Competencies – Standing Sections

S. No.	Functional Competency	Description
1.	Data Acquisition	the ability to acquire data from relevant sources/departments for further validation and quality check
2.	Data Validation	the ability to evaluate and validate the acquired data for further analysis
3.	Departmental Coordination	the ability to effectively coordinate with relevant departments and sections for data acquisition
4.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
5.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Special Sections

Objective:

Primary objectives of Special Sections:

- Obtaining the data from the respective sources
- On-field data collection
- Data validation
- Data Processing & Estimation

Proposed Competencies – Special Sections

S. No.	Functional Competency	Description
1.	Data Acquisition	the ability to acquire data from relevant sources/departments for further validation and quality check
2.	Data Collection	The ability to effectively collect data through various mediums including field visits
3.	Data Validation	the ability to evaluate and validate the acquired data forfurther analysis
4.	Data Processing & Estimation	the ability to process the data and run estimations based on pre-requisites and parameters
5.	Departmental Coordination	the ability to effectively coordinate with relevant departments and sections for data acquisition
6.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
7.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Support Sections

Objective:

Primary objectives of Support Sections:

- Data Publication
- Data Management
- Data Warehousing
- Data Digitization

Proposed Competencies – Support Sections (Publication)

S. No.	Functional Competency	Description
1	Data Compilation	the ability to compile the data in a proper manner as peragreed formats and provided templates
2.	Data Presentation & Visualization	the ability to use creative tools and present visually appealing data that is easy to understand comprehend
3.	Editing & Proof-Reading	the ability to edit the given data and proof-read the reports and relevant data in order to eliminate typos and errors
4.	Printing & Publishing	the ability to facilitate designing, printing and publishing of reports, magazines and other publications related to SBoS
5.	Tech-Savvy	the ability to use software programs and applications related to data compilation, processing, designing and publishing
6.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
7.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Proposed Competencies – Support Sections (Library / Resource Centre)

S. No.	Functional Competency	Description
1.	Library Management	the ability to keep the library / resource centre updated with all relevant hard and soft resources
2.	Stock Management	the ability to keep physical stocks in check and take period cycle counts for compliance and control purposes
3.	Tech-Savvy	the ability to use software programs and applications related to online data management / virtual resource centre
4.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
5.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Proposed Competencies – Support Sections (IT Section)

S. No.	Functional Competency	Description
1.	Enterprise Resource Planning (ERP)	the ability to conceptualize, design and implement ERPsoftware for centralized and integrated IT functionality
2.	Software Development	the ability to develop in-house software programs/applications for different projects and tasks
3.	IT Infrastructure Management	the ability to conceptualize, design and implement a robustand effective IT infrastructure with all necessary tools and resources
4.	Customer Centric Approach	the ability to understand internal and external customerneeds and facilitate them with regards to their IT needs
5.	Effective Communication	the ability to effectively communicate internally and externally with relevant stakeholders
6.	Time Management	the ability to meet task deadlines within stipulated time frame and manage tasks effectively

Questionnaire Design & JD Template

After the approval of sectional competencies by Special Secretary, P&DD, the project team deliberated to design a structured and competency-based HR capacity assessment questionnaire as well as a Job Description Template. The objective of this exercise was to:

- Capture the current job tasks and activities of BPS-17 & above officers
- Assess current level of technical and behavioral competence of BPS-17 & aboveofficers

The JD template captured the following information:

- Personal Information such as Name, Designation, Education, Grade, Date of Joiningetc.
- Number of Direct Reports and Line Manager
- Current Job Level with regards to Management Cadre
- Job Responsibilities

The Competency Based HR Capacity Assessment questionnaire was targeted towardsunderstanding a person's individual competence level with regards to both technicaland behavioral expertise. It had suggested reference questions and competency-wisedefinitions for assessors' ease in order to stay on course and assess the individual with minimum personal judgement or opinion. Ten (10) competencies each for functional and behavioral competencies constituted the questionnaire.

HR Capacity Assessment

After the approval of JD template and HR Assessment Questionnaire, the team mutually decided to meet and assess officers in two phases i.e. Karachi and rest of Sindh. The first phase was to the meet all BPS-17 & officer based in Karachi. The second phase was to visit regional offices to meet the regional team members deputed in different cities of Sindh.

Assessment meeting schedule & number is assessments is as under:

•	Karachi Team (in-person sessions)	26 th April till 5 th May 2021
•	Hyderabad & Mirpurkhas Team (in-person sessions)	28 th & 29 th July 2021
•	Sukkur & Larkana Team (virtual sessions)	8 th , 21 st & 23 rd September 2021

Location/Division	# of AssessmentInterviews
Karachi	37
Hyderabad & Mirpurkhas	26
Sukkur & Larkana	21

It is pertinent to mention that SBoS employees currently on deputation and working for other departments or projects were also interviewed in order to understand their current job roles/tasks.

Results

The entire assessment activity covering <u>84 officers</u> was completed between 26th April to 23rd September 2021. It was carried out in phases as mentioned earlier. The first phase was targeted towards Karachi based officers and then towards regional teams based out of Hyderabad, Mirpurkhas, Sukkur and Larkana.

One interview meeting took approximately 30-45 in which the assessor first captured the job description and then delved into understanding the functional and behavioral competence.

Out of <u>101</u> BPS-17 & above officers, the team met the following <u>84</u> officers (83% of the total headcount) for their individual competency-based HR capacity assessment.

Designation		BPS		Grand
Designation				Total
	17	18	19	
Accounts Officer	1	-	-	1
Assistant Director	2	-	-	2
Data ProcessingOfficer	1	-	-	1
Deputy Director	-	17	-	17
Director	-	-	2	2
Planning Officer	3	-	-	3
Private Secretary	1	-	-	1
Programmer	3	-	-	3
Statistical Officer	50	-	-	50
Superintendent	4	-	-	4
Grand Total	65	17	2	84

The HR Assessment questionnaire was based on the following scoring range and every individual was given a score based on his or her input with regards to the questions asked during the assessment. As elucidated earlier, the questions were competency based and had direct or indirect impact on an individual's job role and tasks.

•	Excellent	90-100
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- Good 80-89
- Average 70-79
- Below Average 60-69

The competency questionnaire consisted of ten functional and ten behavioral competencies:

Functional Competencies

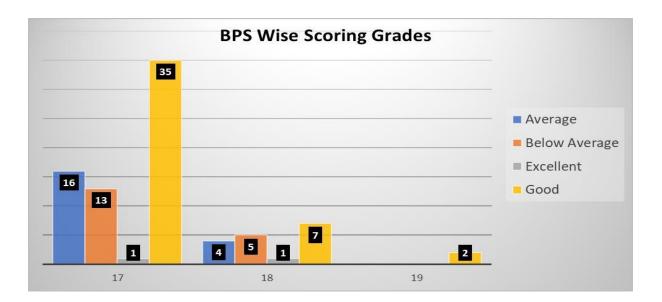
- 1. Job Knowledge
- 2. Major Requirement
- 3. Internal & External Coordination
- 4. Oral & Written Communication
- 5. Time Management
- 6. Data Related Activities
- 7. IT Use & Application
- 8. People Management & Public Relations
- 9. Planning and Problem Solving
- 10. Decision Making

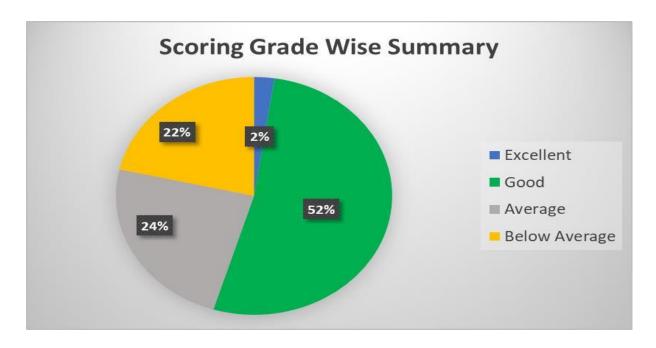
Behavioral Competencies

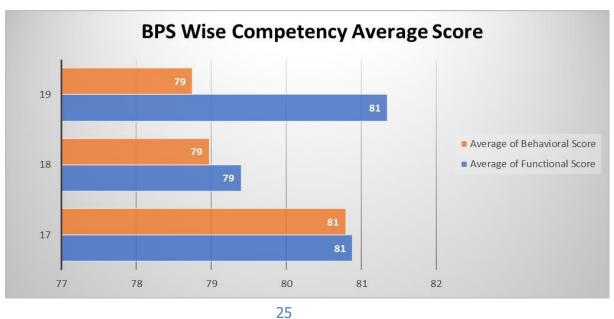
- 1. Working Under Pressure
- 2. Conflict Management
- 3. Emotional Intelligence
- 4. Teamwork
- 5. Delegation
- 6. Self-Motivation
- 7. Change
- 8. Motivating Others
- 9. Continuous Learning
- 10. Attention to detail

Officers were assessed with the help of the HR Assessment Questionnaire and suggested questions. In light of the scoring range, Grading and BPS-Wise scoring summary is given below with <u>91</u> being the highest and <u>59</u> being the lowest score in cumulative category. Detailed report of every assessment interview is attached as Annexure-V.









Key Findings

The assessment interviews focused on capturing job descriptions and functional/behavioral competencies. Based on the input received from the interviewees, following key findings are appended below:

- Lack of well-defined mission, vision, values and short, mid and long-termorganizational objectives
- Lack of department/section and individual performance monitoring & evaluation
- Weak Interdepartmental coordination especially between head office and regional offices
- Mismatched resource placement and workload distribution
- Underutilized human resources
- Lack of institutional and individual capacity building
- Lack of a proper IT and Digital Infrastructure

Suggested Capacity Building Focus Areas

In light of the HR capacity assessment, following focus areas need to be taken intoconsideration for HR as well as organizational development:

- 1. Basic Computer Literacy
- 2. MS Office (Word & Excel)
- 3. Business English
- 4. Presentation Skills
- 5. Letter Writing
- 6. Report Writing
- 7. Verbal Communication
- 8. Statistical Tools & Software Packages such as SPSS, E-Views & STATA
- 9. Survey Data Analysis
- 10. Survey Design & Execution
- 11. DDO Duties
- 12. Office Management
- 13. Inter-departmental Coordination and Collaboration
- 14. Working with difficult stakeholders
- 15. Team Management
- 16. Time Management

Monthly Economic Bulletin



Conceptualizing the Monthly Economic Bulletin

The Research & Training Wing initiated a series of Monthly Economic Bulletins in January 2022 with the overarching aim of delineating the snapshot of key economic indicators at the national and provincial levels.

The Monthly Bulletin extracts the salient indicators from institutions like the Pakistan Bureau of Statistics, State Bank of Pakistan, and Sindh Bureau of Statistics to generate monthly reports showing the short-term trends across the thematic areas of inflation, investment, exports, exchange rate, and manufacturing.

The inflation indicators depict Consumer Price Index (month-on-month analysis) and Sensitivity Price Index (week-on-week analysis) to depict the price trends of essential items in the basket of goods & services. CPI inflation also depicts year-on-year analysis to illustrate longer-term trends.

Year-on-Year change in the prices of essential commodities like Wheat, Rice, Chicken, Milk, and Cooking Oil is also delineated to capture the inflationary impact on an average consumer. Similarly, year-on-year price changes for utilities like petrol, natural gas, electricity, and telephone are also incorporated in the bulletin.

Large-scale manufacturing industries data is sourced from the Pakistan Bureau of Statistics and Sindh Bureau of Statistics to depict the monthly production and employment trends in large-scale manufacturing units at the national and provincial levels.

The bulletin initially included data on foreign direct investment, exchange rate, and exports too; however, the indicators were foregone for the sake of brevity. Based on the State Bank of Pakistan's report, the Foreign Direct Investment (FDI) trend depicted both month-on-month and year-on-year trends to elucidate the relative performance of FDI in the country. Similarly, the exchange rate trends were extracted from the State Bank of Pakistan to depict the value of the Pakistani Rupee in relation to the US Dollar.

The core objective of the monthly bulletin is to generate a continuous information stream, based on available economic indicators, for a snapshot of the national and provincial economy. The essence is to create user-friendly and visually appealing monthly snapshots with key economic indicators.



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JANUARY, 2022 VON Economic Indicators

Trajectory

26.6%

26.5%

0.89%

0.62%

1.86%

1 3.46%

Trajectory Month on Ma

Trajectory Month-on-Mont

National (\cdot)

Sindh

National

C

Sindh

National

C

Sindh

Average Inflation on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Inflation (General) at National level increased by 26.6% on year-on-year basis in December 2021

At provincial level, average YoY price increase was witnesses from December 2020 to December 2021. Sindh recorded an Increase of 26.5% (year-on-year) basis in prices of 51 essential commodities.

Average Inflation on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 0.89% (month-on-month) basis in December 2021. These figures are relative to November, 2021.

At provincial level, average MoM price increase was witnesses from November 2021 to December 2021. Sindh recorded an Increase of 0.62% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 1.86% if compared to September 2021. However, an increase of 3.56 % was witnessed on year-on-year basis for July-October 2021-22 as compared to July October 2020-21.

Overall Production in the large-scale manufacturing units of Sindh in the month of October, 2021 has increased 3.5% as compared to last month of September, 2021. Employment in the Large-Scale Manufacturing during October, 2021 has increased to 2.7% as compared to the previous month which is a positive sign for the Sindh's manufacturing sector.

Essential Commodities Prices (Year on Year Change) 1/2-E Wheat Milk Cooking Oil Rice Chicken c? 11% 08% 109% C C **1**21% (·) C C 160% 16% 10% 06% 106% 137% Utility Prices (Year on Year Change) A Telephone Petrol Natural Gas 5 Electricity C C 15% **1**39% 0% 180% 28% 0% **145**% 13%



RESEARCH & Training **Wing**

Planning & Development Department Covernment of Sindh

Disclaimer:

FEBRUARY, 2022 MONTHLY BULLETIN Economic Indicators

Trajectory

25.8%

25.1%

0.91%

0.53%

1.91%

8.50%

Trajectory Month-on-M

Trajectory M

National

C

Sindh

National

 (\cdot)

Sindh

National

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data (of major cities) is publicly available on Pakistan Bureau of Statistics website. Inflation (General) at National level increased by 25.79% on year-on-year basis in January, 2022.

At provincial level, average YoY price increase was witnessed from January 2021 to January, 2022. Sindh recorded an Increase of 25.1% (yearon-year basis) in prices of 51 essential commodities.

rce: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data (of major cities) is publicly available on Pakistan Bureau of Statistics website. In terms of monthly price trend, the commodity basket of 51 essential goods at National level showed an increase of 0.91% (month-on-month) basis in January, 2022. These figures are relative to December, 2021.

At provincial level, average MoM price increase was witnessed from December, 2021 to January, 2021. Sindh recorded an Increase of 0.53% (month-on-month basis) in prices of 51 essential commodities.

ource: PBS - Monthly Review on Price Indice

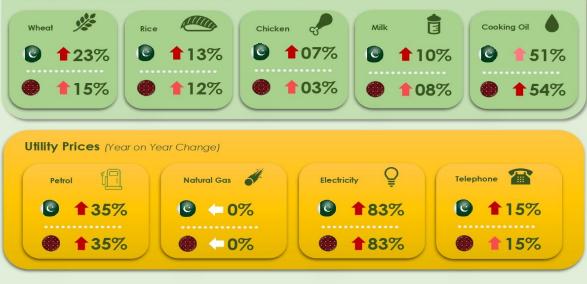
Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 1.91% in the month of November, 2021 if compared to October, 2021. Cumulative production from July to November (2021-22) has marginally increased by 3.26% relative to the cumulative production of July-November (2020-21).

Overall Production in the large-scale manufacturing units of Sindh in the month of November, 2021 has increased by 8.5% as compared to previous month of October, 2021. Cumulative production from July to November (2021-22) has significantly increased by 33.0% relative to the cumulative production of July-November (2020-21).

Source: PBS - (QIM) & Sindh BoS - (MIPE)





Planning & Development Department Government of Sindh

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MARCH, 2022 MONTHLY BULLEIN Economic Indicators

Trajectory

Trajectory

22.3%

21.6%

1.44%

1.44%

4.20%

ΞN/A

National

Sindh

National

C

Sindh

Trajectory

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodifies for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 22.35% on year-on-year basis in February, 2022.

At provincial level, average YoY price increase was witnessed from February 2021 to February, 2022. Sindh recorded an Increase of 21.62% (year-on-year) basis in prices of 51 essential commodities.

rce: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 1.44% (month-on-month) basis in February, 2022. These figures are relative to January, 2022.

At provincial level, average MoM price increase was witnessed from January, 2021 to February, 2021. Sindh recorded an Increase of 1.44% (month-on-month) basis in prices of 51 essential commodities.

ource: PBS - Monthly Review on Price Indic

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 4.20% in the month of January, 2022 if compared to December, 2021. Cumulative production from July to January (2021-22) has increased by 7.60% relative to the cumulative production of July-January (2020-21).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





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APRIL, 2022 P Economic Indicators

Trajectory

24.9%

24.4%

2.92%

3.06%

0.30%

-N/A

Trajectory Month-on-Mont

Trajectory Month-on-Month

National C

Sindh

National

C

Sindh

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 24.96% on year-on-year basis in March, 2022.

At provincial level, average (YoY) price increase was witnessed from March 2021 to March, 2022. Sindh recorded an Increase of 24.40% (yearon-year) basis in prices of 51 essential commodities.

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 2.92% (month-on-month) basis in March, 2022. These figures are relative to February, 2022.

At provincial level, average (MoM) price increase was witnessed from February, 2022 to March, 2022. Sindh recorded an Increase of 3.06% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 0.30% in the month of February, 2022 if compared to January, 2022. Cumulative production from July to February (2021-22) has increased by 7.80% relative to the cumulative production of July-February (2020-21).

Production data of Industries at Provincial Level is not available at this point.





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MAY, 2022 $\mathbf{N}(\mathbf{0})$ **Economic Indicators**

Trajectory

26.5%

Trajectory Manth-on-Mon

Trajectory Month-on-Month

27.7%

1.75%

2.80%

8.20%

−N/A

National

C

Sindh

National

C

Sindh

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 26.5% on year-on-year basis in April, 2022.

At provincial level, average (YoY) price increase was witnessed from April 2021 to April, 2022. Sindh recorded an Increase of 27.72% (year-on-year) basis in prices of 51 essential commodities.

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 1.75% (month-on-month) basis in National level showed an increase of 1.75% (month-on-month) basis in April, 2022. These figures are relative to March, 2022.

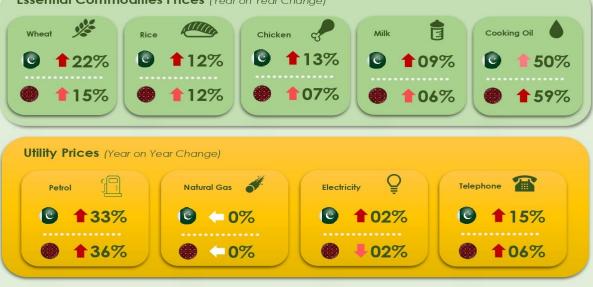
At provincial level, average (MoM) price increase was witnessed from March, 2022 to April, 2022. Sindh recorded an Increase of 2.80% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 8.20% in the month of March, 2022 if compared to February, 2022. Cumulative production from July to March (2021-22) has increased by 10.40% relative to the cumulative production of July-March (2020-21).

Production data of Industries at Provincial Level is not available at this point.





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JUNE, 2022 $\mathbf{N}(\mathbf{0})$ P Economic Indicators

Trajectory

28.1%

1 30.1%

2.01%

1.76%

8.20%

Trajectory Month-on-Mo

Trajectory Month-on-Mo

National C

Sindh

National (\cdot)

Sindh

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 28.1% on year-on-year basis in May, 2022.

At provincial level, average (YoY) price increase was witnessed from May, 2021 to May, 2022. Sindh recorded an Increase of 30.1% (year-on-year) basis in prices of 51 essential commodities.

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 2.01% (month-on-month) basis in May, 2022. These figures are relative to April, 2022.

At provincial level, average (MoM) price increase was witnessed from April, 2022 to May, 2022. Sindh recorded an Increase of 1.76% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 8.20% in the month of March, 2022 if compared to February, 2022. Cumulative production from July to March (2021-22) has increased by 10.40% relative to the cumulative production of July-March (2020-21).

Production data of Industries at Provincial Level is not available at this point.





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JULY, 2022 MONTHLY BULLETIN Economic Indicators

Trajectory

31.9%

135.2%

4.88%

6.19%

13.3%

N/A

Trajectory Month-on-Mon

National

Sindh

National

C

Sindh

National

C

Sindh

Trajectory

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 31.9% on year-on-year basis in June, 2022.

At provincial level, average (YoY) price increase was witnessed from June, 2021 to June, 2022. Sindh recorded an Increase of 35.2% (year-on-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 4.88% (month-on-month) basis in June, 2022. These figures are relative to May, 2022.

At provincial level, average (MoM) price increase was witnessed from May, 2022 to June, 2022. Sindh recorded an Increase of 6.19% (month-onmonth) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown negative and decreasing trend by 13.3% in the month of April, 2022 if compared to March, 2022. Cumulative production from July to April (2021-22) has increased by 10.70% relative to the cumulative production of July-April (2020-21).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





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AUGUST, 2022 MONTHLY BULLETIN Economic Indicators

Trajectory

33.9%

Trajectory Month-on-Mon

Trajectory Month-on-Mon

35.2%

4.18%

4.86%

0.04%

N/A

National

Sindh

National

Sindh

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodifies for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 33.9% on year-on-year basis in August, 2022.

At provincial level, average (YoY) price increase was witnessed from July, 2021 to July, 2022. Sindh recorded an Increase of 35.2% (year-on-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 4.18% (month-on-month) basis in July, 2022. These figures are relative to June, 2022.

At provincial level, average (MoM) price increase was witnessed from June, 2022 to July, 2022. Sindh recorded an Increase of 4.86% (month-onmonth) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown negative and decreasing trend by 0.04% in the month May, 2022 if compared to April, 2022. Cumulative production from July to May (2021-22) has increased by 7.1% relative to the cumulative production of July-May (2020-21).

Production data of Industries at Provincial Level is not available at this point.

ource: PBS - (QIM) & Sindh BoS - (MIPE)





Planning & Development Department Government of Sindh

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SEPTEMBER, 2022 MONTHLY BULLETIN Economic Indicators

Trajectory

33.3%

38.0%

1.87%

2.14%

16.4%

N/A

Trajectory Month-on-Mon

Trajectory Month-on-Mo

National

C

Sindh

National

Sindh

National

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodifies for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 33.3 % on year-on-year basis in August, 2022.

At provincial level, average (YoY) price increase was witnessed from August, 2021 to August, 2022. Sindh recorded an Increase of 38.0 % (yearon-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 1.87% (month-on-month) basis in August, 2022.

At provincial level, average (MoM) price increase was witnessed from August, 2021 to August, 2022. Sindh recorded an Increase of 2.14% (monthon-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown a negative and decreasing trend by 16.45 % in the month of July, 2022 as compared to June, 2022. Cumulative production from June to July (2021-22) has decreased by 1.4 % relative to the cumulative production of June-July (2020-21).

Production data of Industries at Provincial Level is not available at this point.

ource: PBS - (QIM) & Sindh BoS - (MIPE)





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OCTOBER, 2022

Trajectory

35.6%

39.4%

2.99%

2.44%

3.90%

N/A

Trajectory Month-on-Mor

Trajectory Month-on-Mo

National

Sindh

National

Sindh

National

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 35.6 % on year-on-year basis in September, 2022.

At provincial level, average (YoY) price increase was witnessed from September, 2021 to September, 2022. Sindh recorded an Increase of 39.4% (year-on-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indice

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 2.99% (month-on-month) basis in September, 2022.

At provincial level, average (MoM) price increase was witnessed from September, 2021 to September, 2022. Sindh recorded an Increase of 2.44 % (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 3.90 % in the month of August, 2022 as compared to July, 2022. Cumulative production from July to August (2022-23) has decreased by 0.40 % relative to the cumulative production of July-August (2021-22).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





Planning & Development Department

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NOVEMBER, 2022 MONTHLY BULLETIN Economic Indicators

Trajectory

31.7%

Trajectory Month-on-Mont

Trajectory Month-on-Month

N/A

32.3%

0.17%

1.58%

3.90%

National

Sindh

National

C

Sindh

National

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 31.7% on year-on-year basis in October, 2022.

At provincial level, average (YoY) price increase was witnessed from October, 2021 to October, 2022. Sindh recorded an Increase of 32.3% (year-on-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 0.17% (month-on-month) basis in October, 2022. These figures are relative to September, 2022.

At provincial level, average (MoM) price decrease was witnessed from September, 2022 to October, 2022. Sindh recorded a decrease of 1.58% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown Positive and Increasing trend by 3.90% in the month August, 2022 if compared to July, 2022. Cumulative production from July to August (2022-23) has decreased by 0.4% relative to the cumulative production of July-August (2021-22).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





Planning & Development Department

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DECEMBER, 2022 MONTHLY BULLETIN Economic Indicators

Trajectory

27%

26%

Trajectory Month-on-Month

Trajectory Month-on-Month

0.09%

0.37%

0.1%

N/A

National

Sindh

National

Sindh

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 27% on year-on-year basis in November, 2022.

At provincial level, average (YoY) price increase was witnessed from November, 2021 to November, 2022. Sindh recorded an Increase of 26% (year-on-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 0.09% (month-on-month) basis in November, 2022.

At provincial level, average (MoM) price change was witnessed from October, 2022 to November, 2022. Sindh recorded decrease of -0.37 % (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown positive and increasing trend by 0.1% in the month of September 2022 as compared to August, 2022. Cumulative production from July to September (2022-23) has decreased by 0.4% relative to the cumulative production of July-September(2021-22).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





Planning & Development Department

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JANUARY, 2023 MONTHLY BULLETIN Economic Indicators

Trajectory

26%

26%

Trajectory Month-on-Month

Trajectory Month on Month

0.52%

0.16%

.62%

N/A

National

C

Sindh

National

C

Sindh

National

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 26% on year-on-year basis in December, 2022.

At provincial level, average (YoY) price increase was witnessed from December, 2021 to December, 2022. Sindh recorded an Increase of 26% (year-on-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 0.52% (month-on-month) basis in December, 2022.

At provincial level, average (MoM) price change was witnessed from November, 2022 to December, 2022. Sindh recorded an increase of 0.16% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown a negative and decreasing frend by 3.62% in the month of October 2022 when compared to September, 2022. Cumulative production from July to October (2022-23) has declined by 2.89% relative to the cumulative production of July-October (2021-22).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





Planning & Development Department

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FEBRUARY, 2023 MONTHLY BULLETIN Economic Indicators

Trajectory

27%

29%

Trajectory Month-on-Month

Trajectory Month-on-Mont

2.44%

3.03%

3.55%

N/A

National

C

Sindh

National

Sindh

National

C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 27% on year-on-year basis in January, 2023.

At provincial level, average (YoY) price increase was witnessed from January, 2022 to January, 2023. Sindh recorded an Increase of 29% (yearon-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 2.44% (month-on-month) basis in January, 2023.

At provincial level, average (MoM) price change was witnessed from December, 2022 to January, 2023. Sindh recorded an increase of 3.03% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown a positive and increasing trend by 3.55% in the month of November 2022 when compared with October, 2022. Cumulative production from July to November (2022-23) has shown a decline by 3.58% relative to the cumulative production of July-November (2021-22).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





RESEARCH &

TRAINING WING Planning & Development Department

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MARCH, 2023 MONTHLY BULLETIN Economic Indicators

Trajectory

35%

36%

Trajectory Month-on-Month

Trajectory Month-on-Month

7.08%

7.36%

12.3%

N/A

National

Sindh

National

C

Sindh

National

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 35% on year-on-year basis in February, 2023.

At provincial level, average (YoY) price increase was witnessed from February, 2022 to February, 2023. Sindh recorded an Increase of 36% (yearon-year) basis in prices of 51 essential commodities.

Source: PBS - Monthly Review on Price Indices

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 7.08% (month-on-month) basis in February, 2023.

At provincial level, average (MoM) price change was witnessed from January, 2023 to February, 2023. Sindh recorded an increase of 7.36% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown a positive and increasing trend by 12.3% in the month of December 2022 when compared with November, 2022. Cumulative production from July to December (2022-23) has shown a decline by 3.68% relative to the cumulative production of July-December (2021-22).

Production data of Industries at Provincial Level is not available at this point.

Source: PBS - (QIM) & Sindh BoS - (MIPE)





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APRIL, 2023 MON Economic Indicators

Trajectory

37%

37%

5.03%

3.80%

1.48%

Trajectory Month-on-Month

Trajectory Month-on-Month

⊂N/A

National C

Sindh

National (\mathbf{C})

Sindh

National C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 37% on year-on-year basis in March, 2023.

At provincial level, average (YoY) price increase was witnessed from March, 2022 to March, 2023. Sindh recorded an Increase of 37% (year-onyear) basis in prices of 51 essential commodities.

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 5.03% (month-on-month) basis in March, 2023

At provincial level, average (MoM) price change was witnessed from February, 2023 to March, 2023. Sindh recorded an increase of 3.80% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown a positive and increasing trend by 1.48% in the month of January 2023 when compared with December, 2022. Cumulative production from July to January (2022-23) has shown a decline by 4.40% relative to the cumulative production of July-January (2021-22).

Production data of Industries at Provincial Level is not available at this point.





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MAY, 2023 MON **Economic Indicators**

Trajectory

39%

35%

Trajectory Month-on-Month

Trajectory Month-on-M

3.16%

1.17%

0.50%

N/A

National C

Sindh

National

C

Sindh

National C

Sindh

Average Price Change on Essential Commodities (YoY)



The analysis for average increase in year-on-year (YoY) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. Prices (General) at National level increased by 39% on year-on-year basis in April, 2023.

At provincial level, average (YoY) price increase was witnessed from April, 2022 to April, 2023. Sindh recorded an Increase of 35% (year-on-year) basis in prices of 51 essential commodities.

Average Price Change on Essential Commodities (MoM)



The analysis for average increase in month-on-month (MoM) prices was conducted for 51 essential commodities for which city-level data is publicly available on Pakistan Bureau of Statistics website. In terms of monthly inflation trend, the commodity basket of 51 essential goods at National level showed an increase of 3.16% (month-on-month) basis in April, 2023.

At provincial level, average (MoM) price change was witnessed from March, 2023 to April, 2023. Sindh recorded an increase of 1.17% (month-on-month) basis in prices of 51 essential commodities.

Manufacturing Index



The overall output of Large-Scale Manufacturing Index at national level has shown a negative and decreasing trend by 0.50% in the month of February 2023 when compared with January, 2023. Cumulative production from July to February (2022-23) has shown a decline by 5.56% relative to the cumulative production of July-February (2021-22).

Production data of Industries at Provincial Level is not available at this point.



Conceptualizing Market Rate System (Schedule of Rates)

Introduction

Market Rate System (MRS) can be termed as a planning tool applied in construction management in public sector to streamline technical specifications & standardization of items and overall rate determination. 'Rates' help determine the cost of infrastructure projects and 'Specifications' provide guidelines for construction design. In Sindh, the prevailing system is the Composite Schedule of Rates (CSR) uses the Basic Schedule of Rates of 2011 and Composite Schedule of Rates of 2012. The competent forum to decide on the rates is the 'Standing Rates Committee' of Sindh.

It is worth distinguishing between MRS and CSR systems. MRS focuses on holistic analysis of rates to continuously update the rates as per market trends. Additionally, MRS regime also encompasses incorporating new items and techniques employed as per market trends to ensure that Standardized Items are up-to-date with prevailing engineering/construction practices. CSR system is based on applying **Premium** on base rates of the Scheduled items of the list in 2011. For example, in Sindh, the Standing Rates Committee uses the Schedule of Rates of 2011 to apply premium on items as and when deemed suitable.

Broadly speaking, there are two ways to move forward with the Schedule of Rates:

- Continue with the Composite Schedule of Rates with a more robust mechanism to update the rates on annual or bi-annual basis
- Transition towards 'Market Rate System' regime that not only updates the rates on a regular basis, but also works on updating the standardization/specifications to align with modern needs

Inception and Evolution of MRS in Punjab

Initially there was no unified system/ schedule of rates, nor could any unified system of specifications be established. In **1959**, Standing Rates Committee was constituted to prepare a Composite Schedule of Rates. In **1964** in Punjab, for the first time, Composite Schedule of Rates **(CSR)** was devised along with **Standard Specifications** for the **Buildings Sector** (including Public Health Engineering). In **1971, Standard Specifications** for the **Roads Sector** were established as well. Composite Schedule of Rates (CSR) was revised in **1979** for both sectors, to harmonize the use of rates in Public Sector. The rates determine the cost of the project whereas specifications determine the guidelines for construction designs in infrastructure projects. To accommodate the changes in market rates of the items, CSR had a system of **Premium** on base rates that used to be applied uniformly on items in percentage terms. Such uniform application of premium was not consistent with the varying market rates of different items. Hence it was not a true reflection of market trends to plan and design an infrastructure project in public sector.

In **2004**, Market Rate System **(MRS)** was introduced in order to meet the frequent changes in market prices. So instead of applying Premium on a Schedule of Rates, real time market rates were taken periodically from the local market and accordingly applied in PC-1s. Items included in the MRS list are called **Standardized Items**. Initially MRS updation was done on **monthly basis**. It was first converted on **quarterly basis** in 2006, and finally on **bi-annual basis** in 2012, in order to avoid frequent revisions in PC-1s.

Currently bi-annual system is in vogue in Punjab. First biannual starts from 1st January and Second biannual from 1st July every year.

Current process of approving and issuing market rates is as follows;

- Chief Engineers of Engineering Departments take input rates of material, labor & machinery every month and share with Finance Department.
- Finance Department also collects the input rates of construction materials every month on its own from leading manufacturers/ suppliers, market surveys, and other sources etc.
- Meeting of MRS Committee is convened in Finance Department to discuss the input rates of materials for **Price Variation in every month** and for **bi-annual in January & July**. After detailed discussion in the meeting of MRS Committee, proposed rates are notified and uploaded on the web site of Finance Department.

Analysis of MRS is based on following four components;

- 1. Material
- 2. Labor
- 3. Equipment (Includes manual tools and plants)
- 4. Machinery (Includes automation and mechanical machines)

All the related information on MRS in Punjab, including updated rates can be found on its website < https://finance.punjab.gov.pk/market_rates>

Institutional Mechanism

The Punjab Standing Committee of the Cabinet on Finance and Development (SCCFD) reconstituted the 'Committee on Market Rate System (MRS)' on 12th January 2021:

i.	Finance Secretary/ Special Secretary (E&CF) Finance	Convener
ii.	Chief Engineer, Lahore Development Authority	Member
iii.	Chief Engineer, Highway, C & W	Member
iv.	Chief Engineer, Building, C & W	Member
v.	Chief Engineer, M & R, Highways, C & W	Member
vi.	Chief Engineer, M & R, Buildings, C & W	Member
vii.	Chief Engineer, Irrigation	Member
viii.	Chief Engineer, HUD & PHE	Member
ix.	Director General, Mines & Mineral	Member
х.	Chief (R & B) Planning & Development	Member
xi.	Chief Engineer, IDAP	Member
xii.	Representative of the ECSP	Member
xiii.	Representative of Urban Unit	Member
xiv.	Technical Advisor, Finance Department	Secretary

Terms of Reference (ToRs) for the Committee are as follow:

- To review the Market Rates System (template) of Standardized Rates as well as Standard Contract Agreement and suggest modifications and improvements thereon.
- To check the basis of input rates of material, Labor and equipment etc. for Market Rates System (MRS).
- To make recommendations for biannual and monthly rates to be notified by Finance Department for uploading on web site.
- To look into the potential ways of finding creative solutions for improving MRS System through expertise and best practices.
- To review any other technical matters so referred.

Subsequently, Sub-Committee on MRS was also constituted:

Chief Engineer (Central), C&W	Convener
Chief (R&B), P&D Department	Member
Chief of Engineering Design (IDAP)	Member
Chief Engineer (M&R), Buildings, C&W	Member
Chief Engineer (R) NESPAK	Member
CEO, ACES	Member
CEO, Rizwan Mirza Consulting Engineering	Member
VP, Structural Engineering Division – NESPAK	Member

Terms of Reference (ToRs) for the Sub-Committee are as follow:

- To suggest revision/ up-gradation of Standard Specification for Building and Highways in the light of latest codes (local as well as international) and latest construction techniques/ methods with emphasis on mechanized construction.
- To review draft rates analysis (template of Finance Department) of standardized rates and suggestions for improvement thereon.
- The meeting will be attended by the nominated members related to issue of relevant department personally.

Benefits of MRS Regime

Following are the benefits of this work;

- **Transition:** From age old construction regime of manual work to mechanization. This is more significant in case of large and mega projects where mechanization is inevitable.
- **Modifications:** This will allow much needed and awaited modifications in the development projects in terms of size, types, material, techniques & specifications and modern approach.
- **Standardization:** This will be achieved in various projects and departments. This will end a major anomaly in the system where cost of similar scope of work in different departments ends up being different. This happens due to non-standardization and hence the reliance of engineers' estimates. The new standardization regime will address this issue.
- **Economization:** Through saving time, labor cost and material through optimal use of resources & better financial control
- Innovation: There is much research-based innovations in construction sector around the world. Unfortunately, that has not been recognized in Punjab's system of MRS because of outdated specifications and material in the standardized list. Work done by the Committee will allow the new research in construction sector to be incorporated in the system. New designs, Additives, Safety factors will now be updated.
- Addition: New/ Modern items will now be available as options to the designers. Presently designers are either hand cuffed to remain within the scope of old items and compromise on quality and design, or compelled to use modern items by resorting to engineers' estimates.

- Engineering Compliance Regime: There are International Engineering Codes whose compliance has been a problem because of non-standardization. The work done by the Committee will help engineers go for the compliance of all such international Engineering Codes which would ultimately result in technically feasible, safe, modern designs.
- Audit Compliance Regime: Engineering Departments face multiple audit observations and audit paras on account of use of non-standardized items as well as engineers' estimates. The work done by the Committee will substantially reduce such instances because of standardization. Hence, this will also be an audit compliant regime.
- **Financial Discipline:** Currently there are serious issues of financial discipline because of engineers' estimates and lack of control over pricing of non-standardized items. With the standardization, there will a robust financial discipline because of inclusion of new/ modern items in the standardized list.
- **Control:** There is going to be a robust control over discretion of the designers and engineers. Standardization will ensure technical and administrative control in the projects.
- Aesthetics: Addition of new/ modern items in the standardized list will also make the Government projects aesthetically vibrant and attractive. There are new items available that are not only aesthetically attractive but economical too. Those items are being standardized in the current setup.
- Market Activity: Government sector is a major player in market mobilization on account of scale of
 projects and investment in terms of ADP. With new scheduled items added and being used by the
 designers and practitioners, this will encourage local market to cater to the need of all such items
 and hence there will be an increased market activity. This will not only make the market vibrant and
 current, but will also generate the economic activity ultimately resulting in employment creation.

Potential Way Forward for Sindh

Government of Sindh can start developing its own mechanism for transition towards Market Rate System regime as per its contextual realities. Relevant lessons can be extracted from experiences of other provinces (Punjab's example has been summarized above). Relying on premium on Scheduled Rates of 2011 and Composite Scheduled Rates of 2012 is a counter-productive approach. The transition towards MRS regime does not only entail frequent updating of market rates, but also the review and upgradation of the standardization and specifications of items as per modern needs. A robust approach can and should be adopted when deliberation on the way forward for transition towards the MRS regime.

Indicative way forward for moving ahead on MRS regime is as follows:

- Deliberate on transitioning towards Market Rate System regime along with granular-level details on relevant forums (e.g. Standing Rates Committee, Provincial Cabinet, etc.). Relevant Officers from Government of Punjab can be invited to answer any queries regarding MRS and their respective experience with the system so far
- ToRs of 'Standing Rates Committee' may be revised with addition 'to workout robust mechanism and creative solutions for Scheduled Rates determination and updation' and 'alignment of standard specifications with local and international benchmarks'
- A Sub-Committee (or Technical Committee) (analogous to Punjab) can be constituted to devise a holistic system of Market Rates regime (including revision of standards)

- For coordination and implementation, create a lean dedicated unit/cell of MRS (GoP has a Technical Wing at the Finance Department headed by a Technical Advisor (BS-18) with a Research Officer, Assistant and Support Staff that reports to Additional Secretary (EFS)).
- MRS Unit can be headed by an Officer with Engineering Background as 'Technical Advisor' who is wellversed with market rates mechanism, rates analysis, standards and technical specifications
- MRS Unit Head can be supported by a lean team of Data Analyst(s) and Software Engineer/Programmer (if MIS system is deployed) (Note: GoP is using MS Excel)
- Data collection can be done by team under respective Chief Engineers (MRS Unit can validate the rates to ensure reliability and credibility). Pre-requisite is creating a data frame of updated items with technical specifications (labor, machinery, equipment, and lump sum) for which the data needs to be collected
- Once MRS is fully functionalized, costing for PC-I proposal for construction works can be streamlined and done in according with the notified standards, specifications and rates (can be done annually like KPK or biannually like Punjab)

RESEARCH HIGHLIGHTS 2021-22

RESEARCH & TRAINING WING, PLANNING & DEVELOPMENT DEPARTMENT, GOVERNMENT OF SINDH.

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