



# RESEARCH & TRAINING WING

Planning & Development Department  
Government of Sindh

# ANNUAL REPORT 2019-20





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## **DISCLAIMER (RTW ANNUAL REPORT 2019-2020)**

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**Research & Training Wing**  
Planning & Development Department  
Government of Sindh



# 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 Chairman P&D Board (Sindh), Mr. Muhammad Waseem.

We would also like to extend our appreciation to Members of P&D Board (Sindh), especially Secretary Planning, for taking a keen interest in development of the Wing to amplify its impact on capacity development of P&DD officials. We would also like to express our sincere gratitude to the Chief Economist P&DD, Dr. Naeem-uz-Zafar, for providing 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 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.

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 notable initiatives for all the ground-work required to establish it as a future premier research and capacity development institution.

# MESSAGE FROM THE CHAIRMAN P&D BOARD



**Chairman**  
Mr. Muhammad Waseem

My vision and hope for the Research and Training Wing (R&TW) is for it to evolve as the knowledge hub for the Planning and Development Department at the Government of Sindh. I hope that the revitalized R&T Wing can be a source of evidence-based strategic input on key development challenges faced by the province. The process of planning and development is not linear; rather it is a complex and iterative undertaking. Dynamism is needed to reinvigorate and rejuvenate the knowledge-base that informs strategic planning and policy formulation.

As the custodian of Annual Development Plan, P&D Department is constantly working to pursue a holistic development strategy for the betterment of population, especially the most vulnerable segments. Within the context of COVID-19 pandemic, it is imperative that rigorous research is undertaken to further strengthen the health systems, and guide the economic recovery and social protection efforts of the province. In near future, I would like to see R&TW progress to a point such that the analytical output of the Wing will directly feeds into the planning and policy formulation of the Planning & Development Department.

# MESSAGE FROM THE DIRECTOR GENERAL



**Director General**  
Dr. Rafiq Ahmed Chandio

It has been a sheer pleasure to manage the revitalization of Research and Training Wing to cater to the capacity development and analytical needs of the Planning & Development Department. The strengthening of the Wing is reflective of the prioritization of Government of Sindh to encourage the role of research and capacity development in guiding its strategic planning. It is my sincere hope that R& T Wing will keep on growing and transforming into an intellectual hub for the Government.

My ultimate aim as the Director-General has been to empower the Wing as a conduit of knowledge transmission that informs decision-makers with salient analytical details. We have initiated series of collaborations with academia for meaningful partnerships with the public sector to further improve service delivery for the benefit of Sindh's population through capacity development and research initiatives. I firmly believe that R&T Wing will transform into a premier Research and Training Institute of the Government to facilitate the diffusion of actionable knowledge on best global development practices.



**“Develop a passion for learning. If you do, you will never cease to grow.”**

*Anthony J. D'Angelo*



# ACRONYMS

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<b>SRPO</b>	Sindh Regional Planning Organization
<b>P&amp;DD</b>	Planning & Development Department
<b>R&amp;TW</b>	Research & Training Wing
<b>GoS</b>	Government of Sindh
<b>USAID</b>	United States Agency for International Development
<b>PMU</b>	Program Management Unit
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>EU-PFM-SPP</b>	European Union - Public Financial Management Support Programme for Pakistan
<b>SPSS</b>	Statistical Package for Social Sciences
<b>IBA</b>	Institute of Business Administration
<b>IoBM</b>	Institute of Business Management
<b>CERP</b>	Center for Economic Research in Pakistan
<b>MIT</b>	Massachusetts Institute of Technology
<b>TNA</b>	Training Needs Assessments
<b>PIM</b>	Pakistan Institute of Management
<b>J-PAL</b>	Abdul Latif Jameel Poverty Action Lab
<b>EPoD</b>	Evidence for Policy Design
<b>SDPI</b>	Sustainable Development Policy Institute
<b>EBPD</b>	Evidence-Based Program Design
<b>HKS</b>	Harvard Kennedy School
<b>PPRP</b>	Peoples Poverty Reduction Programme
<b>CEE</b>	Center for Executive Education
<b>SDR</b>	Sindh Development Review
<b>KDR</b>	Karachi Development Report
<b>NGO</b>	Non-Government Organization
<b>PPP</b>	Public Private Partnership
<b>EoDB</b>	Ease of Doing Business
<b>SECMC</b>	Sindh Engro Coal Mining Company
<b>SPI</b>	Sensitivity Price Index
<b>ToRs</b>	Term of References
<b>PCDS</b>	Pakistan Capacity Development Services
<b>NEC</b>	National Economic Council
<b>APCC</b>	Annual Plan Coordination Committee
<b>SDGs</b>	Sustainable Development Goals
<b>KIWC</b>	Karachi International Water Conference
<b>LCF</b>	Local Challenge Fund
<b>GCF</b>	Grand Challenge Fund
<b>HEC</b>	Higher Education Commission
<b>IUCN</b>	International Union of Conservation of Nature



# 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 and conduct actionable research to inform strategic planning of the Department. 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 2019-20, R&TW has been able to impart both in-house and institutional trainings on a



broad spectrum of topics including data analysis, qualitative research survey design & evaluation methods, evidence-based program design, public sector negotiations & conflict resolution and others. Partner academic institutions like SZABIST, IBA-Karachi and Center for Economic Research in Pakistan tailored their trainings to the needs of P&DD officials.

Research & Training Wing was also pro-active in providing strategic input to the Planning & Development Department on priority areas that included ease of doing business reforms, digitalization of P&DD, situational analysis of quarantine and isolation accommodation facilities in Sindh, assessing the provincial COVID-19 impact & mitigation strategies and critical analysis of Annual Plan Coordination Committee.

Director-General Research and Training Wing was the focal point from P&DD on the World Bank's research initiative to maximize the impact of Public-Private Partnerships in health sector. DG R&T Wing facilitated the World Bank team in conceptualizing the research study to unpack the public-private partnership arrangements to draw broad-based policy lessons for informing future PPP contracts development and management.

R&TW has also developed a series of in-house research reports that focus on the thematic areas of Ease of Doing Business, Food Security, Macro-Economic & Socio-Economic Impact Assessment of COVID-19, Development Portfolio Analysis of Sindh & Karachi, and Critical Analysis of the 'Modern Economy of 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.





***"We make a living by what we get, but we make a life by what we give."***

*Winston Churchill*





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TEAM RTW

# SALIENT FEATURES

The Research & Training Wing organized nine essential trainings for capacity development of P&D Officials during FY 2019-20

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The Wing has actively provided strategic inputs to P&DD as per Departmental needs and priorities

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RESEARCH

As the primary research wing of P&D, the Wing has developed more than seven In-house research reports on various thematic areas in FY 2019-20

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CONSULTATIONS

R&T Wing has initiated and participated in nine Consultative Sessions to foster meaningful collaborations & partnerships

# 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

# MISSION

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

## Knowledge Empowerment

The first and foremost core function of the Wing is knowledge management and capacity development.



## Meaningful Partnerships and Collaborations

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



## Inter-Disciplinary Excellence

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



CORE VALUES

# ORGANOGRAM



# OUR JOURNEY

From the 1976 – 2020

## History

1976 - 2005

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 using high-quality research.

## Revitalization

2006 - 2017

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 for sustainable development of Sindh.

## Reforms

2018 - 2020

The reforms undertaken for revitalization, restructuring and strengthening of 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, a technical team of 10 members of the core staff has been made.









# TRAININGS

# Training Approach

Research & Training Wing – Planning & Development Department, Government of Sindh works closely with all departments and projects of Sindh Government (especially P&DD) vis-à-vis capacity development and capability building of government employees. 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 relevant stakeholders through various mediums including in-house training, institutional training and short courses, diplomas, certificates and degree programs.

Qualitative Research Methodology & Data Analysis Using NVIVO at IoBM

01

Training Organized by RTW for Basic Computer Skill Development at ZABTECH IoBM

02

Data Analysis for Beginners by Using SPSS at Pakistan Institute of Management

03

Evidence-Based Program Design in Collaboration with J-PAL (MIT), Harvard Kennedy School & Clear Initiative at CERP

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Public Sector Negotiations and Conflict Resolutions Held at IBA Karachi

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Survey Design and Evaluation Methods Training

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IPC Acute Malnutrition Training and Analysis Workshop by FAO

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Employees  
Trained

63

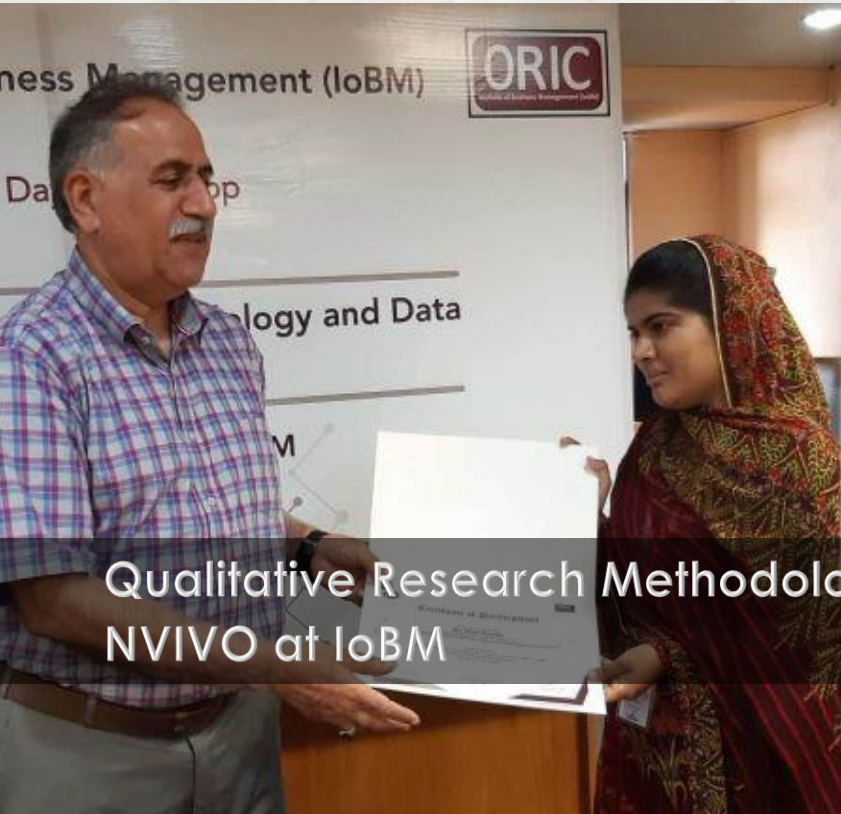
Needs  
Assessment

332

# Training Needs Assessment

The Revitalized and Restructured Research and Training Wing, P&DD, GoS, conducted a comprehensive thematic based Training Needs Assessment of the Planning and Development Department to assess the skills gap in functional competencies and specific training needs of the employees to design, facilitate and conduct customized in-house and institutional trainings. Training Needs Assessment was conducted through Questionnaires and targeted staff members of BPS 5 and above. R&T Wing's aim was to reach as many employees as possible and that is why a detailed and comprehensive questionnaire was designed and circulated to all sections/projects/wings of P&D. After the data received through completed TNA questionnaires (332 employees); the analysis was done to understand training preferences and areas identified by the employees.





Qualitative Research Methodology & Data Analysis Using NVIVO at IoBM

# Qualitative Research Methodology & Data Analysis Using NVIVO at IoBM

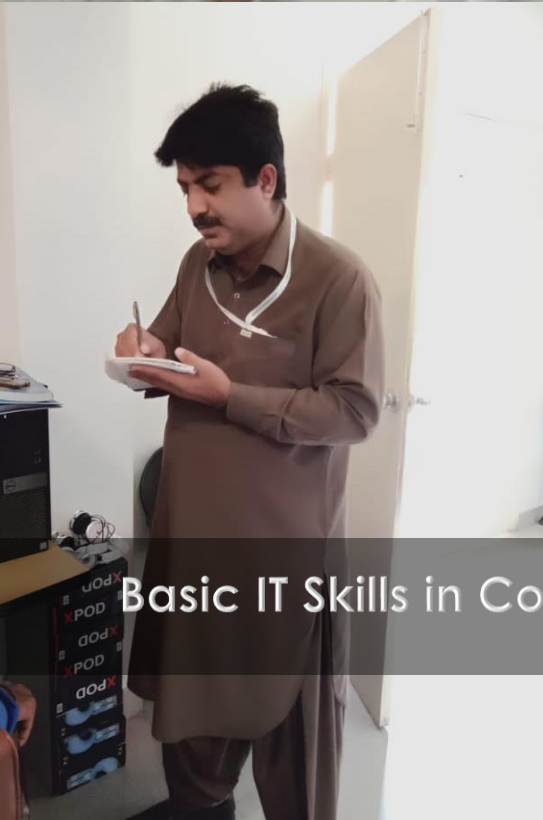
The Wing partnered with Institute of Business Management for an institutional training on Qualitative Research for its research staff.

Being the primary Research Wing of P&DD, it is essential to equip its technical staff in both qualitative & quantitative research and analysis. Research Associates and Monitoring, Evaluation & Learning Officer from R&T Wing participated in the two-day training on Qualitative Research Methodology & Data Analysis Using NVIVO software at the Institute of Business Management (IoBM).

Participants learned how to organize, classify and sort the different types of data. They further learned how to transcribe audio/video recordings using NVivo transcription tools and how to identify themes and apply codes (coding types & tree nodes).

The workshop also focused on inculcating knowledge regarding exploration of results in different forms e.g., tag clouds, tree maps, cluster maps, coded matrixes, graphs, charts etc. and how to interpret and report the qualitative findings.





Basic IT Skills in Collaboration with ZABTECH

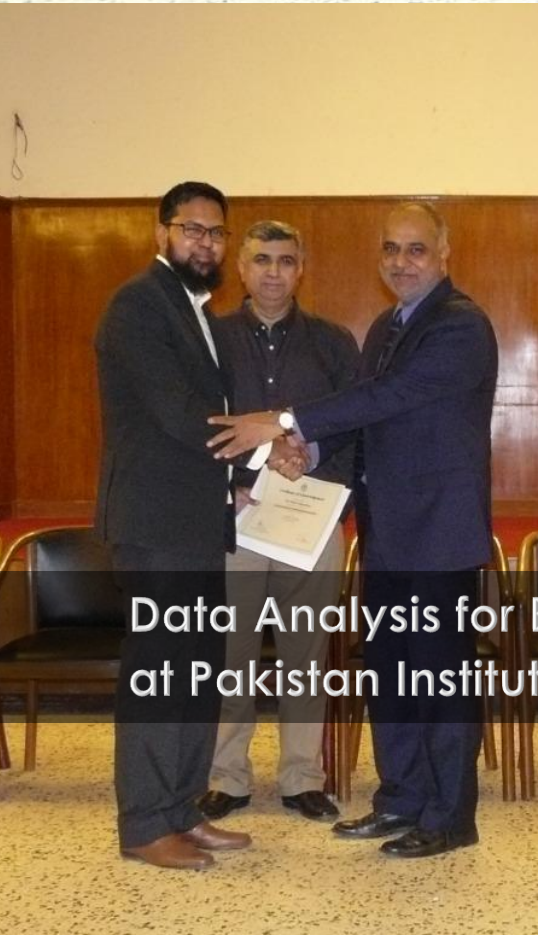
# Basic IT Skills in Collaboration with ZABTECH

Bureau of Statistics (P&DD) requested R&T Wing to facilitate in organizing and imparting typing & basic IT skills training to its staff members of BPS 1-5 who were eligible for promotion and as per recruitment rules were supposed to be have typing and basic IT skills.

In this context, R&T Wing collaborated with ZABTECH. The course was spread over 02 months and started from 2nd September 2019. 14 trainees dedicated 04 days a week i.e. Monday to Thursday and 03 hours per day for this course. The course was taught at 10 different locations, simultaneously across Sindh.

The course's prime objective was to teach all the required tools and features of Microsoft Word, taking participants MS Word efficiency from basic to advance level. Apart from Microsoft Word, participants were also trained on how to improve typing skills with accuracy.





**Data Analysis for Beginners by Using SPSS  
at Pakistan Institute of Management**



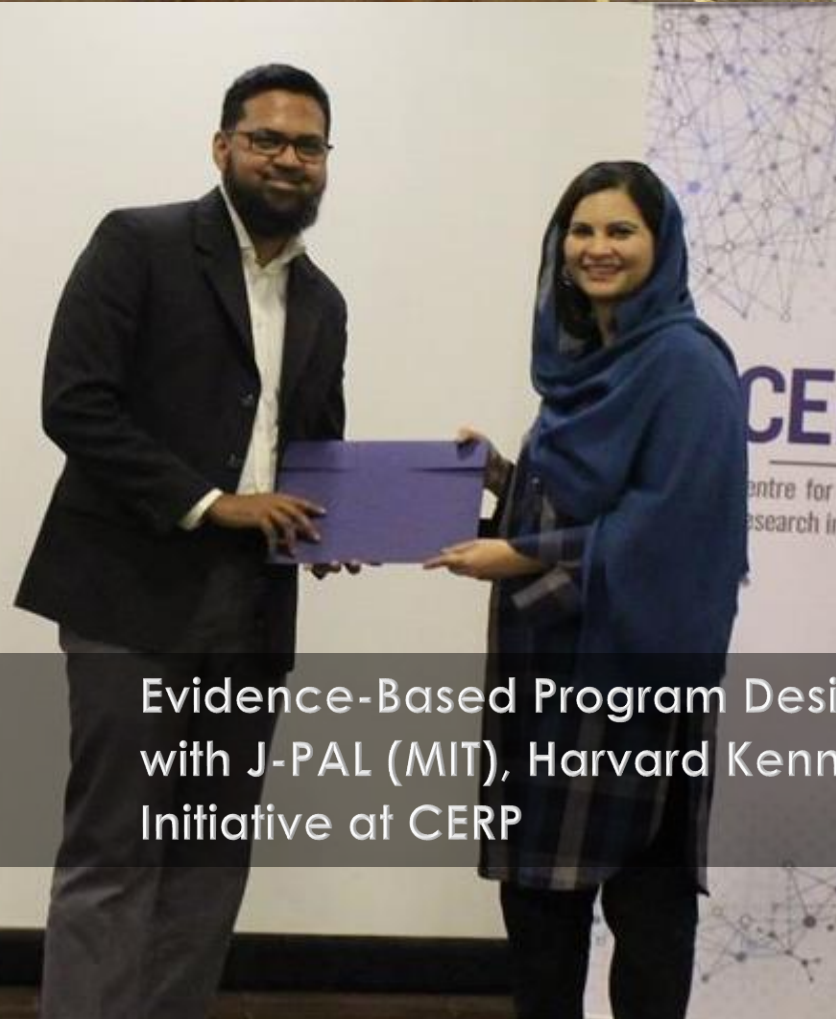
# Data Analysis for Beginners by Using SPSS at Pakistan Institute of Management

A series of trainings has been organized by RTW to augment the capacity of P&D employees. Therefore, RTW held an in-house customized training on SPSS for to improve the analytical capacity of P&DD Officers.

The 2-day training was held at the Pakistan Institute of Management (PIM) and the trainer was Mr. Obaid Arshad Khan –Social Sector Advisor from RTW. This training aimed at increasing the capacity of senior P&DD Officials to critically analyze quantitative data using Statistical Package for Social Sciences (SPSS) and to develop analytical skills to interpret and communicate key findings.

The learning objectives included Improved Data Management Skills, Improved Interpretation of Data, Improved Data Analytical Skills, Improved Graphical Presentation of Data, Improved Working Knowledge of Descriptive and Inferential Statistical Analysis using SPSS.

The Chief Economist and Director General – RTW distributed the certificates of participation to all the participants.



Evidence-Based Program Design in Collaboration with J-PAL (MIT), Harvard Kennedy School & Clear Initiative at CERP

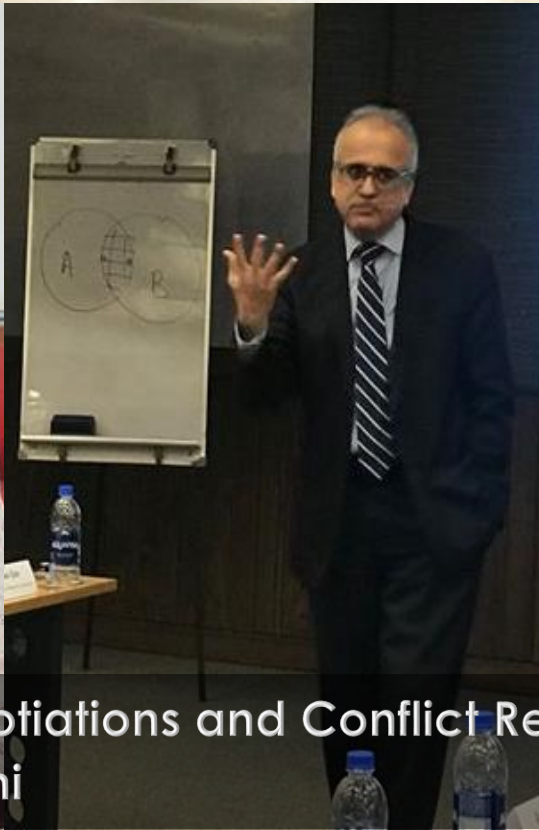
# Evidence-Based Program Design in Collaboration with J-PAL (MIT), Harvard Kennedy School & Clear Initiative at CERP

Centre for Economic Research in Pakistan held a five-day workshop on Evidence-Based Program Design (EBPD), an annual training programme held by CERP in collaboration with JPAL (MIT), Clear initiative and Evidence for Policy Design (EPoD) at Harvard Kennedy School (HKS) in Lahore from 9-13 December 2019.

The programme taught participants to apply Smart Policy Design and Implementation (SPDI): a six-step framework identified by EPoD that integrates evidence to develop policies. To inculcate the learnings of the modules taught by the leading faculty (namely) Dr. Asim Khawaja, Dr. Kate Vyborny, Dr. Tahir Andrabi, Dr. Ali Hasanain, Dr. Farooq Naseer, Mr. Maroof A. Syed, Ms. Maha Rehman, Mr. Adeel Shafqat, Ms. Nazish Afraz and Mr. Osman ul Haq.

Research and Training Wing collaborated with CERP to ensure participation from the Government of Sindh in CERP's training for the first time. Officials who attended the training from the Government of Sindh included Ms. Iffat Malik (Programme Coordinator-PPRP), Mr. Obaid Arshad Khan (Social Sector Advisor, R&T Wing), Mr. Zulfiqar Keeriyo (Economic Growth Advisor, R&T Wing) and Mr. Shahzeb Ahmed Shaikh (Regional Monitoring & Evaluation Officer, M&E Cell).





Public Sector Negotiations and Conflict Resolutions  
Held at IBA Karachi

# Public Sector Negotiations and Conflict Resolutions Held at IBA Karachi

The Center for Executive Education (CEE), IBA hosted a two-day training workshop on 'Public Sector Negotiations & Conflict Resolution' from 23 to 24 January, 2020 at IBA City Campus. A total of 10 participants were enrolled in this workshop. Each of them belonged to various public sector organizations and Mr. Abdul Ahad Khan, Chief Training Officer, Research & Training Wing, Planning & Development Department, Govt. of Sindh was also part of this workshop.

By the end of the program, each candidate was equipped with faster decision making, boosted confidence in handling difficult situations and advanced understanding of the concepts of negotiation. The attendees were also engaged in business games, trainings, group discussions and creative tasks. The program was led by Mr. Mohsin Chandna, Head of National Institute of Management, and Aisha Bela Malik (Certified Trainer in Stress Management and Leadership). Both the trainers are also a part of visiting Faculty at IBA Karachi





Survey Design and Evaluation Methods





# Survey Design and Evaluation Methods

The training was conducted by the Social Sector Advisor (R&T Wing) and was centered on imparting in-depth knowledge of survey design and evaluation methods for Statistical Officers of the Bureau of Statistics (P&DD, GoS) for designing surveys and conducting rigorous evaluations, particularly impact evaluations. The overarching objective of the training was to impart skills to create a credible evidence-base with sound research methodology for informed planning and decision-making.

The first day of the training focused on introducing the trainees to survey designs along with sampling methodologies and evaluation methods with interactive exercises. The second day was focused on the trainees learning about experimental, quasi-experimental and non-experimental evaluation designs. Trainees presented the key learnings from the training with real world examples to reflect in-depth understanding of designing surveys and conducting outcome/impact evaluations. It is hoped that the Statistical Officers who received this training can substantially improve their service delivery with improvements in research, evaluation and analytical skills.



Discovering Leadership through Self-Analysis at IBA



# Discovering Leadership through Self-Analysis at IBA

Centre of Executive Education (IBA) organized a 02-day training workshop on Discovering Leadership through Self-Analysis.

The workshop focused on leadership behavior, personality and styles. Other important leadership areas, included communication, emotionality, decision making and use of power, were covered to discover the leader within participants. Through analyses-based discussions, suggestions were made to push participants closer to being an effective leader.

Learning outcomes on the training were Utilize emotionality as an effective leadership tool, improve decision-making as a leader practically difficulty decisions, Identify the traits and behaviors of an effective leader, Action learning the relationship between leadership and environment, Understand the leadership context of communication and how it impacts the information flow, Manage relationships between leader and team members, Effective use of power.

Mr. Abdul Kaleem Shaikh, Assistant Chief, PP&H Section attended the subject training and learned valuable lessons with regards to Leadership.

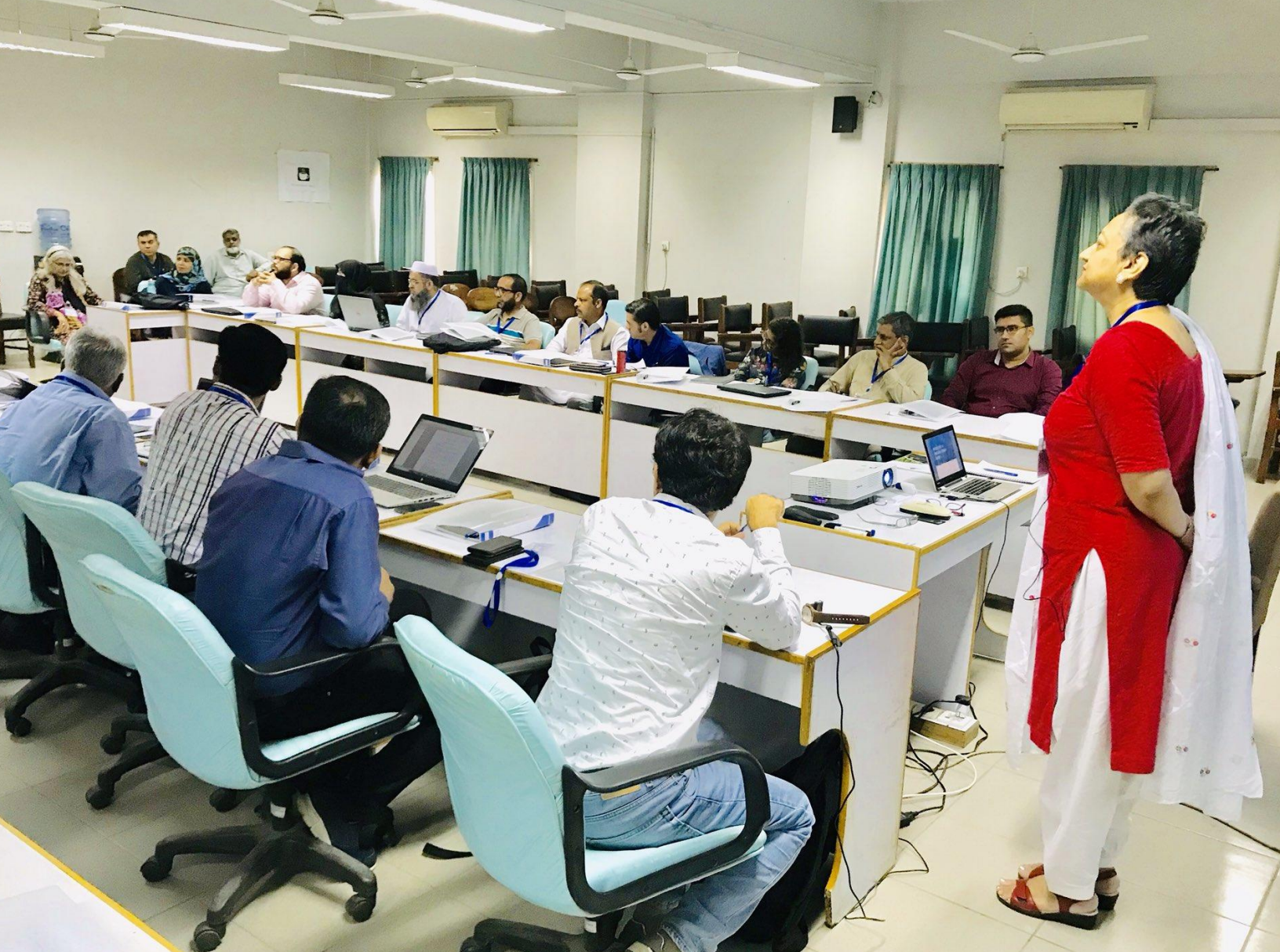


IPC Acute Malnutrition Analysis Workshop by (FAO)

# **Integrated Food Security Phase Classification Acute Malnutrition Analysis Workshop by (FAO)**

Social Sector Advisor, R&T Wing, was nominated by the Planning & Development Department to attend the 7-day 'Integrated Food Security Phase Classification (IPC) Acute Malnutrition Training and Analysis Workshop' that was organized by Food and Agriculture Organization (FAO). The rigorous training focused on utilizing credible evidence (national and international surveys) to conduct a situational and predictive analysis of acute malnutrition in the selected districts of Sindh. The analysis then feeds into the phase classification of districts to determine the current and predicted severity of acute malnutrition in the district along with major contributing factors. Social Sector Advisor successfully completed the training and analysis along with the online test to meet all the requirements for international certification of Acute Malnutrition Level-I Analyst. The official certification was awarded to the Social Sector Advisor by IPC Global Steering Committee and IPC Global Support Unit on 28th November, 2019.





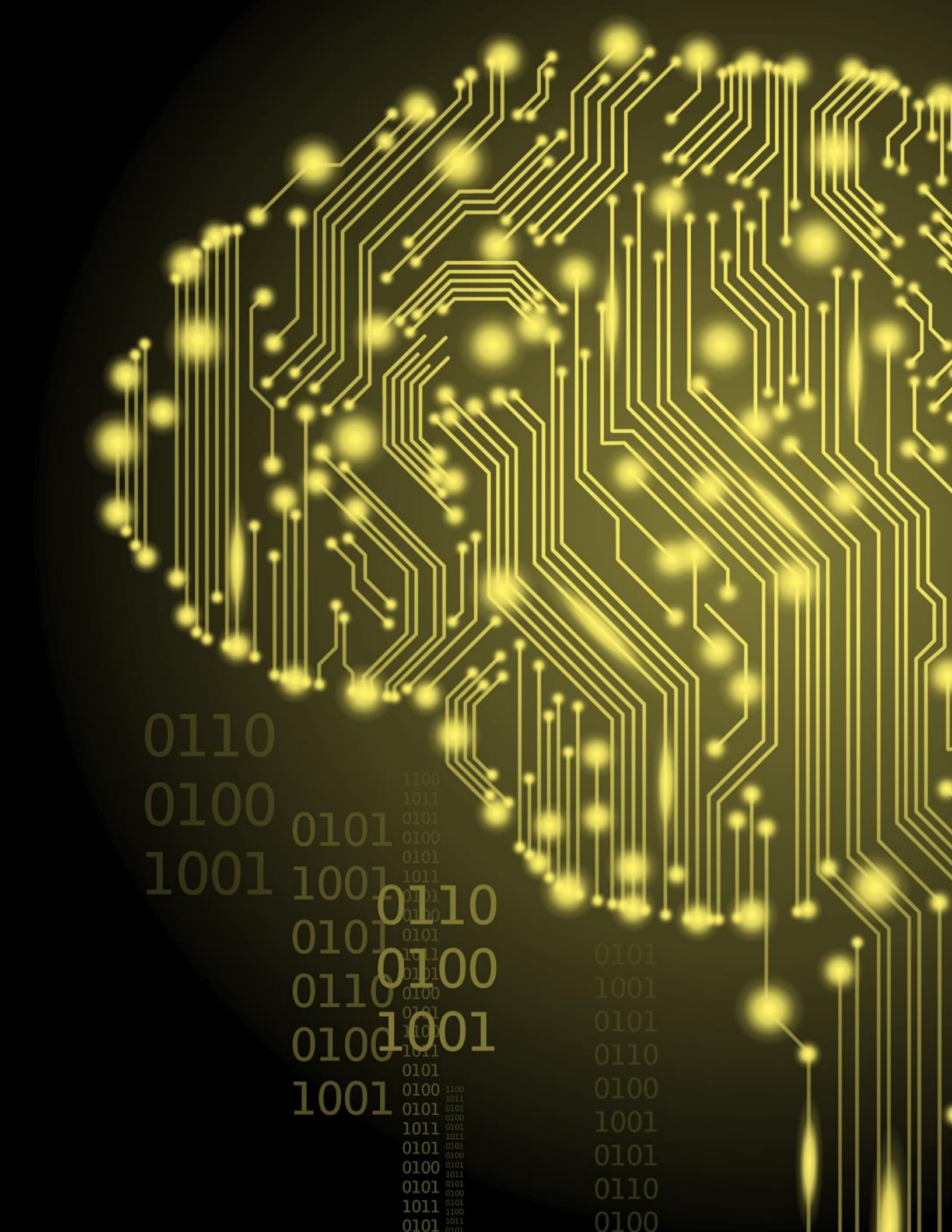


# Water Law at NED University

The Panjwani-Hisaar Water Institute (PHWI) is a collaborated effort of NED University, Panjwani Charitable Foundation and Hisaar Foundation. The PHWI aims to stimulate and inculcate innovative water education, research and training that is multidisciplinary in nature and integrates the currently isolated nodes of engineering and social science in Pakistan's water sector. The focus is on harnessing all the linkages between water users, water uses and different stakeholder groups to promote informed policy and actions at all levels.

The institute organized a 05-day training course on "Water Law". The course was attended by five senior officers from Water & Drainage Section, Sindh Water Sector Improvement Project, Directorate of Urban Policy & Strategy Planning, and Monitoring & Evaluation Cell attended this course.

The course was designed for professionals to understand the existing legal environment around water sector (international, national, provincial and local) and implications for water governance, management and conservation in Pakistan.



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# RESEARCH

"Learning experiences are like journeys. The journey starts where the learning is now, and ends when the learner is successful. The end of the journey isn't knowing more, it's doing more."

*Julie Dirksen*



# 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.

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.







# SINDH DEVELOPMENT REVIEW

**PRIORITY SECTORS**



# Sindh Development Review (SDR)

Research & Training Wing was tasked with preparing a 'Sindh Development Review' of the Development Investments made by the Government of Sindh in the last five years from a sectoral perspective. Under the guidance of Director-General, the Wing obtained the data from relevant P&DD Sections on the investments incurred and flagship initiatives undertaken in the last five years. The requisite information was collated into a coherent report format that highlighted the five-year development initiatives of the government. The sectors covered in the report included:

- Health
- Education
- Social Protection and Poverty Reduction
- Water Supply, Sewerage and Solid Waste Management
- Agriculture
- Sports, Culture & Tourism
- Transport & Communication

The overarching objective of developing a 'Five-Year Development Report' was to have a consolidated document that systematically presented the development priorities of the Government in the aforementioned prioritized sectors.



# KDR

KARACHI DEVELOPMENT REPORT



Karachi Development Report (KDR)





# Karachi Development Report (KDR)

Similar to the task of 'Sindh Development Review' report, the Wing was given the assignment by the P&D Board to prepare a six-year development report that focused on the development investments directed towards Karachi from FY 2013-14 to FY 2018-19. Following prioritized sectors were focused on for analysis:

- Health
- Education
- Water and Sanitation
- Roads
- Mega Projects

The Wing promptly collected relevant data from P&DD sections to develop a comprehensive report on the Government's development investments on broad-based infrastructure and social sector schemes for Karachi. The report helped in analyzing the quantum of investments made by the Government for urban development in the biggest metropolitan of the country. The completed report was duly presented to the P&D Board.



Collaboration with Cambridge University Scholar to facilitate Research Study on "Zoonotic Diseases in Sindh"

# Collaboration with Cambridge University's Gates Scholar to Facilitate Research Study on "Zoonotic Diseases in Sindh"

Miss Dorien Braam, a Ph.D. Scholar from Cambridge University, visited Pakistan during the month of Oct. & November 2019. She was facilitated by R& T Wing in a primary research study focused on Zoonotic Diseases in displaced populations of Sindh. R&T Wing organized several meetings and interviews for Ms. Braam with Stakeholders i.e., NGO representatives, Livestock & Health Officials and Displaced Population for her study.

Mr. Naeem Chandio – Monitoring, Evaluation & Learning Officer - at the Research & Training Wing assisted Ms. Dorien Braam in the field to conduct research. Qualitative interviews were conducted with male & female population of villages in Thatta & Sujawal districts. The objective of this research study was to assess the knowledge, attitude and practice of targeted communities, who own livestock, regarding zoonotic diseases during any disasters in their area.





# Charting the Course of Doing Business Reforms in Pakistan with Lessons from Top Global Performers

Ease of Doing Business Report (EoDB)

# Ease of Doing Business Report (EoDB)

To expedite the inter-departmental coordination in catalyzing ease of doing business reforms in Sindh, the Chairperson P&D Board tasked the Social Sector Advisor of R&T Wing to facilitate stakeholder meetings to push the Doing Business Reforms Action Plan. On behalf of P&DD, the Social Sector Advisor held several meetings with relevant departments to catalyze the progress on action plan to further improve Pakistan's Ease of Doing Business rankings.

An in-house research report was also prepared by the Social Sector Advisor, based on secondary analysis, to highlight the initiatives undertaken by Pakistan (specifically Sindh) to facilitate ease of doing business by providing a conducive regulatory environment for businesses to flourish. The report also highlighted examples from the top doing business global performers to provide useful insights and lessons for Pakistan to emulate. The report can be found on R&T Wing's website.





Macro & Socio-Economic Impact Assessment of COVID-19 in Sindh

# Macro & Socio-Economic Impact Assessment of COVID-19 in Sindh

Under the guidance of Chief Economist of P&DD, the Wing was tasked with preparing a report on 'Macro- and Socio-Economic Impact Assessment and Development Response Framework for COVID-19 in Sindh'. The Wing collaborated with UNDP's Sindh SDGs Support Unit to prepare the report.

The provincial estimations were computed using the national-level estimated sectoral impact by the Sub-Committee of National Coordination Committee tasked with COVID-19 economic analysis. The overarching objective of this report was to assess the estimated impact of COVID-19 on key provincial macro-economic and socio-economic indicators in order to identify prioritized areas of intervention for the Government to guide economic recovery and social protection of the vulnerable segments of population.





Gender Parity in Public Sector Report



# Gender Parity in Public Sector Report

Social Sector Advisor prepared a 'Gender Parity Report' using Global Gender Gap Report and Accountant General Sindh Working Employees Data Analysis. Under the notification issued in the Letter No. SORI(SGA&CD)2-1/94, dated 8th March, 2017, the Government of Sindh enhanced the Women Quota from 5% to 15% for recruitment of women under the Sindh Government (attached).

To ascertain the present status of female proportion of the total working employees, the Research and Training Wing has conducted an in-depth gender disaggregated analysis of the working employees to examine the female participation in the GoS workforce through the stratifications of departments, basic pay scales and districts. Research and Training Wing utilized the Global Gender Gap Report of 2018 and Gender-Disaggregated working employees' database of A.G. Sindh to produce a Gender Parity Report for the working employees of the Government of Sindh.



State of Food Security in Pakistan Report


# State of Food Security in Pakistan Report

A series of research reports have been prepared by the core research staff of the Research & Training Wing on various socio-economic thematic areas in context of Sindh. R&T Wing's Research Associate – Mr. Asad Siddiqui prepared an insightful report on 'The State of Food Security in Pakistan' Using Sensitivity Price Index and Time Series Analysis of Agriculture Productivity Data.

The report analyzes food security situation in Pakistan, focusing on Sindh through the lens of accessibility, consumption and stability dimensions. It was observed that almost 47.1% of people living in Sindh were considered to be food insecure. Also, the agriculture productivity of Sindh has decreased significantly for major pulses and vegetables during the last decade. Sensitivity Price Index (SPI inflation) was also taken into consideration to measure the price inflation of 52 essential commodities.

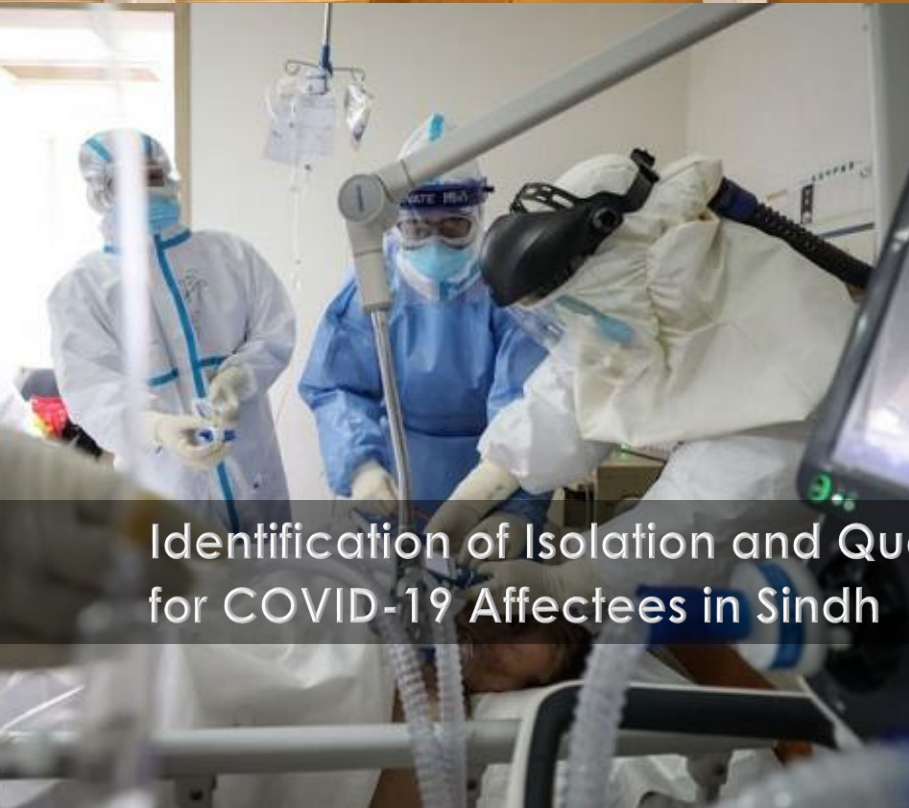






# STRATEGIC INPUTS





Identification of Isolation and Quarantine Facilities for COVID-19 Affectees in Sindh



# Identification of Isolation and Quarantine Facilities for COVID-19 Affectees in Sindh

To cater to the emergent COVID-19 situation in the province, the Wing was directed by the worthy Chairman P&D Board to conduct a situational analysis to identify Quarantine and Isolation facilities in all 29 districts of the province. The Wing prepared a structured proforma to capture relevant indicators associated with 'existing' and 'proposed' Quarantine, Isolation and Critical-Care facilities in all the districts.

The relevant data was collected from Divisional Commissioners and Deputy Commissioners to ascertain the existing situation of facilities and identification of proposed facilities for COVID-19 affectees in Sindh. The data and requisite information were compiled in a report format and shared with Honorable Chief Minister for further necessary action with regards to addressing deficiencies in existing facilities and acquiring proposed facilities.

As the cases began to increase significantly, another iteration of this exercise was conducted with a focus on existing and proposed isolation facilities. All districts, except the districts of Karachi, were directed to provide integrated services in one facility with augmented capacity rather than fragmented service delivery.



Research Report on 'Doing Business Reforms



# Research Report on ‘Doing Business Reforms: Creating a Conducive Regulatory Environment to Improve Manufacturing Competitiveness’

R&T Wing prepared and submitted a brief report with actionable evidence on ‘Doing Business Reforms: Creating a Conducive Regulatory Environment to Improve Manufacturing Competitiveness’ to the Honorable Chairman P&D Board with a holistic analysis of regulatory constraints faced by businesses, especially the manufacturing sector, in Sindh. The report drew from a diverse body of research to analyze the key challenges faced by businesses and manufacturing sector in Sindh, especially Karachi.

Short-term, Medium-Term and Long-Term action plans with corresponding roles of Government Departments were developed to address a wide range of thematic areas including starting a business, dealing with construction permits, property registration, enforcing contracts and paying taxes. Specific recommendations based on local and global evidence were provided to address the regulatory issues facing businesses and to create a conducive environment for improved competitiveness of the manufacturing sector.



Meeting with USAID-Pakistan Capacity Development Services for Digitalization



# Meeting with USAID- Pakistan Capacity Development Services for Digitalization of Planning and Development Department

Director-General and Social Sector Advisor R&T Wing held a series of meetings with the Chief of Party of USAID's Pakistan Capacity Development Services for mutually beneficial collaborations.

The meaningful interactions with the USAID-PCDS Team culminated in a proposal for digitalization of Planning & Development Department. Social Sector Advisor developed the Terms of References for Digitalization after technical input from Director-General R&T Wing, Member (Development) P&D Board and Director-General Urban Policy & Strategic Planning. The finalized ToRs were shared with USAID-PCDS team to develop a concrete proposal for digitalization.

USAID-PCDS team presented the proposal for digitalization to Chairperson P&D Board and senior P&D Officials for feedback and further necessary action. Operationalization of digitalization was recommended to be undertaken by USAID-PCDS team.



Strategic Input on Critical Analysis of Working Paper  
of Annual Plan Coordination Committee 2020



# Strategic Input on Critical Analysis of Working Paper of Annual Plan Coordination Committee 2020

R&T Wing worked under the guidance of Chief Economist (P&DD, Govt. of Sindh) to critically analyze the 'Working Paper of Annual Plan Coordination Committee 2020' to review the Annual Plan 2019-20 and Proposed Annual Plan 2020-21. Economic performance of FY 2019-20 was analyzed in terms of overall economic growth and sectoral trends.

Fiscal, monetary developments and other macro-economic indicators were also reviewed based on national estimates relative to estimations by international institutions. Economic Outlook for 2020-21 was also scrutinized based on the prevailing trends due to COVID-19 Pandemic and other relevant events (e.g. Locust Invasion). An analytical brief was prepared for the Honorable Chief Minister to serve as a frame of reference for discussions in the National Economic Council (NEC) meeting.

OXFORD  
HIGHER EDUCATION

# THE ECONOMY OF MODERN SINDH

Opportunities Lost and Lessons for the Future

Ishrat Husain | Aijaz A. Qureshi | Nadeem Hussain



Tilt this book. If the label does not change colour, this is a pirated book and should be reported to OUP as given on the last page of this book.

Book Review of The Economy of Modern Sindh



# Book Review of The Economy of Modern Sindh

Research and Training Wing conducted a comprehensive analysis of the book titled 'The Economy of Modern Sindh: Opportunities Lost and Lessons for the Future' that was authored by Dr. Ishrat Hussain, Aijaz Qureshi and Nadeem Hussain. The Economy of Modern Sindh: Opportunities Lost and Lessons for Future' is an informative book on the evolution of Sindh's Economy over time. In addition to the history of land, people and administration, the book documents snapshots of historical data pertaining to thematic areas and major sectors of the province's economy.

The book covered the following thematic areas of the province:

-Land and People, -Administrative and Economic History, - Population, Education, Health, -Labor and Employment, -Poverty and Inequality, -Agriculture, -Irrigation, -Infrastructure, -Industrial Structure, -Energy and Mineral Resources, and -Public Finance.

Research & Training Wing prepared a brief report and presentation for the Chairperson P&D Board that focused on summarizing the salient points in the book along with a critical analysis of strengths and weakness of the information presented in the book. The critical analysis can be found on R&T Wing's website.





# CONSULTATIONS





World Bank Group's Workshop on Maximizing Impact through Public-Private Collaboration in the Health Sector



# World Bank Group's Workshop on Maximizing Impact through Public- Private Collaboration in the Health Sector

Director-General R&T Wing has been working with the World Bank mission since the inception of scoping study on health facilities by the Bank.

In discussions with World Bank Team's Health, Nutrition & Population Specialist, Health Economist and PPP-Consultant, DG R&T Wing stressed upon undertaking critical research to analyze the prevailing Public-Private Partnership contracts in health to move towards optimal solutions. World Bank's team agreed and worked with R&T Wing to conceptualize the Consultative Workshop to initiate discussions about the critical research with senior professionals from the government, development sector, academia and think tanks.

Consultative workshops have culminated into a prospective research study that will be undertaken by the Community Health Sciences of Agha Khan University. R&T Wing will continue its collaboration with the World Bank Team and Researchers for Technical inputs and feedback.





RTW Participation in Consultative Workshop by World Bank Group on Optima Nutrition



# RTW Participation in Consultative Workshop by World Bank Group on Optima Nutrition

Mr. Asad Siddiqui – Research Associate from Research & Training Wing participated in a 3-day consultative workshop held by World Bank group on OPTIMA Nutrition Software. The purpose of this workshop was to develop the understanding amongst the government employees and concerned stakeholders (Health related) to feed and train with information regarding monitoring, controlling and improving the condition of Malnutrition with in the province of Sindh using OPTIMA Nutrition.

The Three-day workshop was organized by the OPTIMA Nutrition group with collaboration of Sindh Government. The workshop was instructed by Mr. Johnathan Kweku, Nutrition Specialist at World Bank and Dr. Nick Scott, Econometrician at Burnet Institute and developer of the respective software.

This workshop had been instrumental in developing skills of the participants for using analytical tools to optimize nutrition outcomes in Sindh, given the resource constraints.



Consultative Session with UNICEF and Task Force to Review Research & Evaluation Plan (AAP)

# Consultative Session with UNICEF and Task Force to Review Research & Evaluation Plan (AAP)

R&T Wing collaborated with UNICEF to review the research & evaluation plan of Accelerated Action Plan (AAP) for Reduction of Stunting and Malnutrition in Sindh. The meeting was held at the Task Force Secretariat to discuss the prioritization and operationalization of nutrition-focused research and evaluation studies.

The meeting was attended by Dr. Rafiq Ahmed Chandio (Director-General, R&T Wing), Mr. Muhammad Yousif Shaikh (Deputy Program Coordinator, AAP), Ms. Musarrat Yousuf (Research and Evaluation Specialist, UNICEF), Mr. Obaid Arshad Khan (Social Sector Advisor, R&T Wing), Mr. Shoukat Sathio (M&E Specialist, AAP) and Mr. Mohammad Umer (Nutrition Officer, UNICEF).

DG R&T Wing reviewed the research & evaluation plan of AAP and recommended prioritizing organizational evaluation of the Task Force to identify strengths & weakness at organizational level to execute the multi-sectoral plan to reduce stunting and malnutrition in Sindh.





Consultative Session with British Council  
on University Research System in Pakistan

# Consultative Session with British Council on University Research System in Pakistan

A Consultative Session was held by British Council on University Research System in Pakistan with prominent personalities from Academia, Research Institutes and Government. Mr. Obaid Arshad Khan from R&T Wing was also amongst the participants of the meeting.

The focus of the meeting was to understand key challenges faced by the university research systems in Pakistan, and use the report published by British Council as a live document for taking forward the recommendations and converting these into a set of actions and practical measures for strengthening research eco-system. While all recommendations of the report were important, in the interest of time, the discussion focused on:

- Creating cutting-edge digital communication and collaboration platform
- Deepening research collaboration relationships with international universities
- Promoting a culture of research that embraces research practices, collaboration, dissemination and commercialization.





Meeting with USAID-Pakistan Capacity Development Services



# Meeting with USAID- Pakistan Capacity Development Services for Strengthening of Research & Training Wing

Director-General and Social Sector Advisor R&T Wing held a series of meetings with the Chief of Party for USAID's Pakistan Capacity Development Services for mutually beneficial collaborations.

The discussions focused on meaningful capacity development initiatives to further strengthen Research & Training Wing. Director-General R&T Wing stressed on USAID-PCDS team to undertake capacity development and systems automation initiatives for R&T Wing. He emphasized on facilitating the augmentation of capabilities of R&T Wing as the knowledge repository for P&DD.



Interactive Session for IoBM Social Entrepreneurship Students

# **Interactive Session for IoBM Social Entrepreneurship Students on ‘Public Sector Development Processes & Bottlenecks’**

Research and Training Wing organized an interactive session for the students of social entrepreneurship from the Institute of Business Management on 19th December, 2019. The session included presentations by the Social Sector Advisor on an overview of Research & Training Wing and Public Sector Development Processes & Bottlenecks.

The sessions were designed to impart knowledge and motivation to the young students aspiring to work for or with the public sector in the future. Thematic areas focused on the provincial government's planning and development process including the project cycle, approval processes, and strengths & weakness in the prevalent planning practices in the country. The presentations were followed by an interactive discussion with the students. Director-General R&T Wing, Provincial Coordinator SDGs Support Unit, Social Sector Advisor R&T Wing and Chief Training Officer R&TW Wing were present during the discussions.





4th Karachi International Water Conference '19 Organized by HISAAR Foundation

# 4th Karachi International Water Conference '19 Organized by HISAAR Foundation

The 4th Karachi International Water Conference (KIWC), organized by Hisaar Foundation under the theme of "Water-Energy-Food Nexus: Pakistan's Agenda for the 21st Century" was a flagship Conference held between Major global, regional and national organizations and their representatives, researchers, professionals, decision-makers, business innovators, practitioners, experts, women's groups, youth groups and leaders.

The President of Pakistan – Mr. Arif Alvi and Governor Sindh – Mr. Imran Ismail congratulated the organizers for arranging this biennial conference and thanked all international delegates and experts for their informative discourse on food and water security.

Mr. Zulfiqar Keeryo – Economic Growth Advisor from Research & Training Wing actively participated in the 2-day rigorous conference.





Interactive Session with HEC Director R&D



# Interactive Session with HEC Director R&D

Director-General and Social Sector Advisor R&T Wing met with Director (Research & Development) of Higher Education Commission to discuss prospective areas of collaboration. DG R&T Wing conveyed his plans of introducing an academic journal that focused on reviewing and analyzing Sindh's Development Portfolio. Director R&D seconded the idea and briefed on the criteria for getting HEC accreditation.

He also proposed that Government of Sindh can support HEC in executing the Local Challenge Fund (LCF) to support cross-disciplinary research projects that address any of the 17 Sustainable Development Goals (SDGs) at district level. He mentioned that HEC's World Bank funded Grand Challenge Fund (GCF) is already underway to support large, multisectoral/multidimensional research projects. DG R&T Wing stressed on creating a national research platform with representations from all provinces to plan, conceptualize and execute prioritized research initiatives.



Consultative Meeting and MoU Signing  
between IUCN and Thar Foundation

# Consultative Meeting and MoU Signing between IUCN and Thar Foundation

Director-General R&T Wing represented P&DD at the MoU Signing Ceremony between Thar Foundation and International Union of Conservation of Nature (IUCN). Issues of bio-diversity; natural habitats and environmental issues were discussed along with potential avenues of collaboration.

A review of the joint-work on the environment was also undertaken to showcase unique projects such as Gorano wetlands; bio-saline agriculture; Thar Million Tree Program; and Aqua-culture pilots. Among the attendees were prominent names including former Senator Javed Jabbar, noted Ornithologist Z.B Mirza, CEO SECMC/TF Syed Abul Fazal Rizvi, Environmentalist Afia Salam and Mahmood Akhtar Cheema (Country Director IUCN).

DG R&T Wing focused on the importance of conducting research to develop an evidence base for all the wonderful initiatives undertaken by the Government, Thar Foundation and IUCN in Tharparkar.









# ADVISORY



"If a man will begin with certainties, he shall end in doubts; but if he will be content to begin with doubts, he shall end in certainties."

*Francis Bacon*





The institutional strength, readiness and responsiveness are truly revealed when a country is faced with an unforeseen shock or disaster. COVID-19 Pandemic has drastically affected the entire world and Pakistan is no exception. The most immediate public health impact has been the most important concern for the Government. However, the economic impact of the pandemic (and lockdown) has also been the center of attention from a public policy perspective. Economic activities came to a sudden halt and significantly impacted the key sectors of the economy. A resource-constrained developing country, like Pakistan, does not have the fiscal space to sustain the population with a huge financial stimulus. In this time of crisis, the country must move beyond the live versus livelihood binary towards mitigating the public health impact of COVID-19 and guiding the economic recovery of the population, especially the vulnerable segments.

Health systems' strengthening is the need of the hour with a focus on increase in health facilities, human resource capacities and active surveillance systems to cater to the emergent situation. From evidence-based planning perspective, it is imperative that resource allocations prioritize health systems readiness and economic recovery of the province. The prevailing crisis must also be seen as a window of opportunity for the Government to transition towards capability enhancement and cost-effective technological innovations. The way forward in confronting challenges pertaining to social, infrastructure and economic sectors is grounded in adopting an evidence-based approach towards policy formulation and strategic planning. Meaningful collaborations between Government, Industry and Academia can help develop a coherent plan to transform this crisis into an opportunity by harnessing the burgeoning potential of the youth and channelizing this potential towards productive economic activities.









# TEAM BUILDING



Independence Day Celebrations



# Independence Day Celebrations

We as a nation are grateful to all the freedom fighters who sacrificed their lives for our nation. August 14 is Pakistan's Independence Day and R&T Wing staff celebrated this day with fervor and enthusiasm.

The whole office was decorated with lots of green & white balloons, ribbons & flags, which evoked the patriotic feeling in all of us. Cake-cutting ceremony was led by Direction General R&T Wing, Dr. Rafiq Chandio. The management and staff pledged to continue to play their role in growth and prosperity of the country.

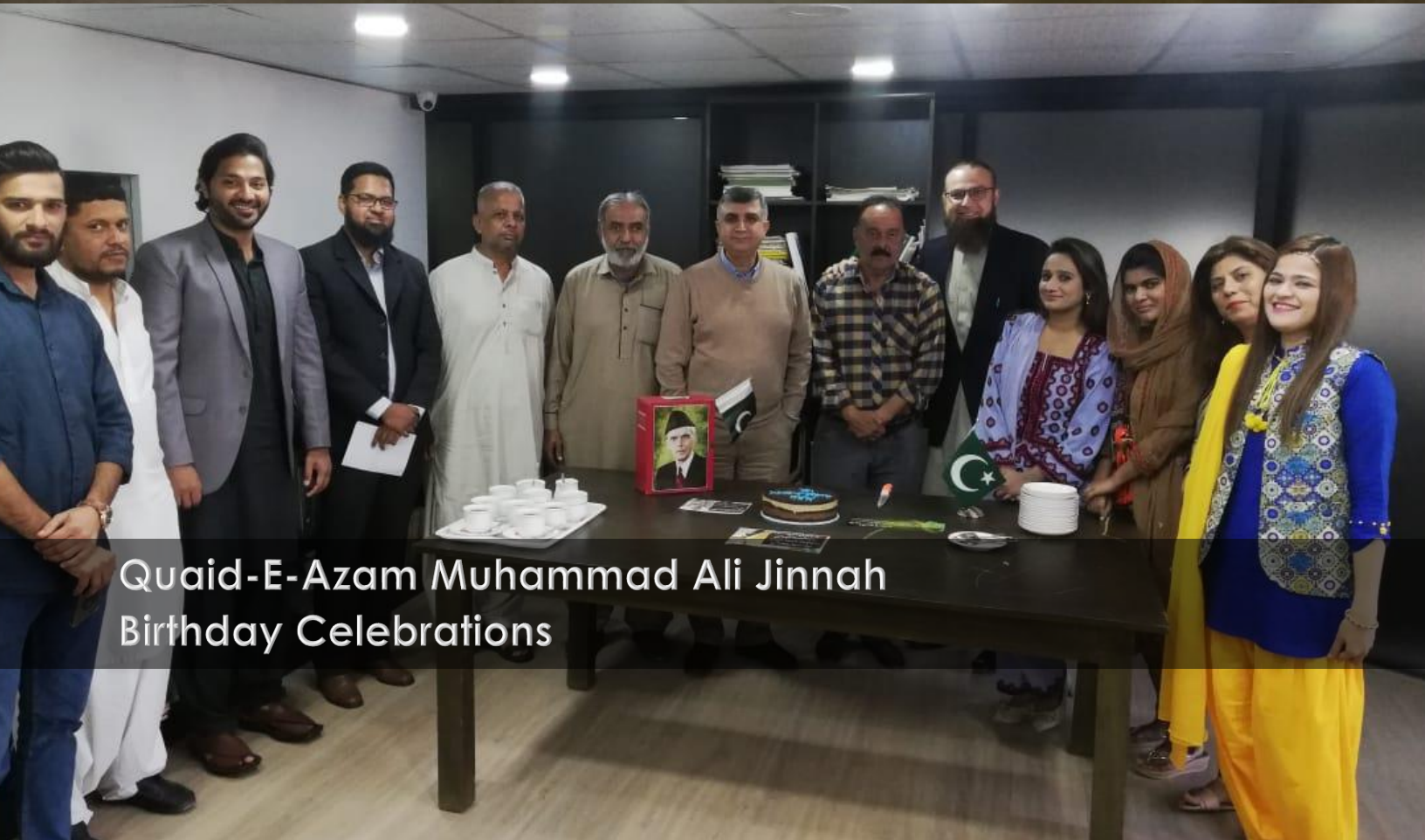
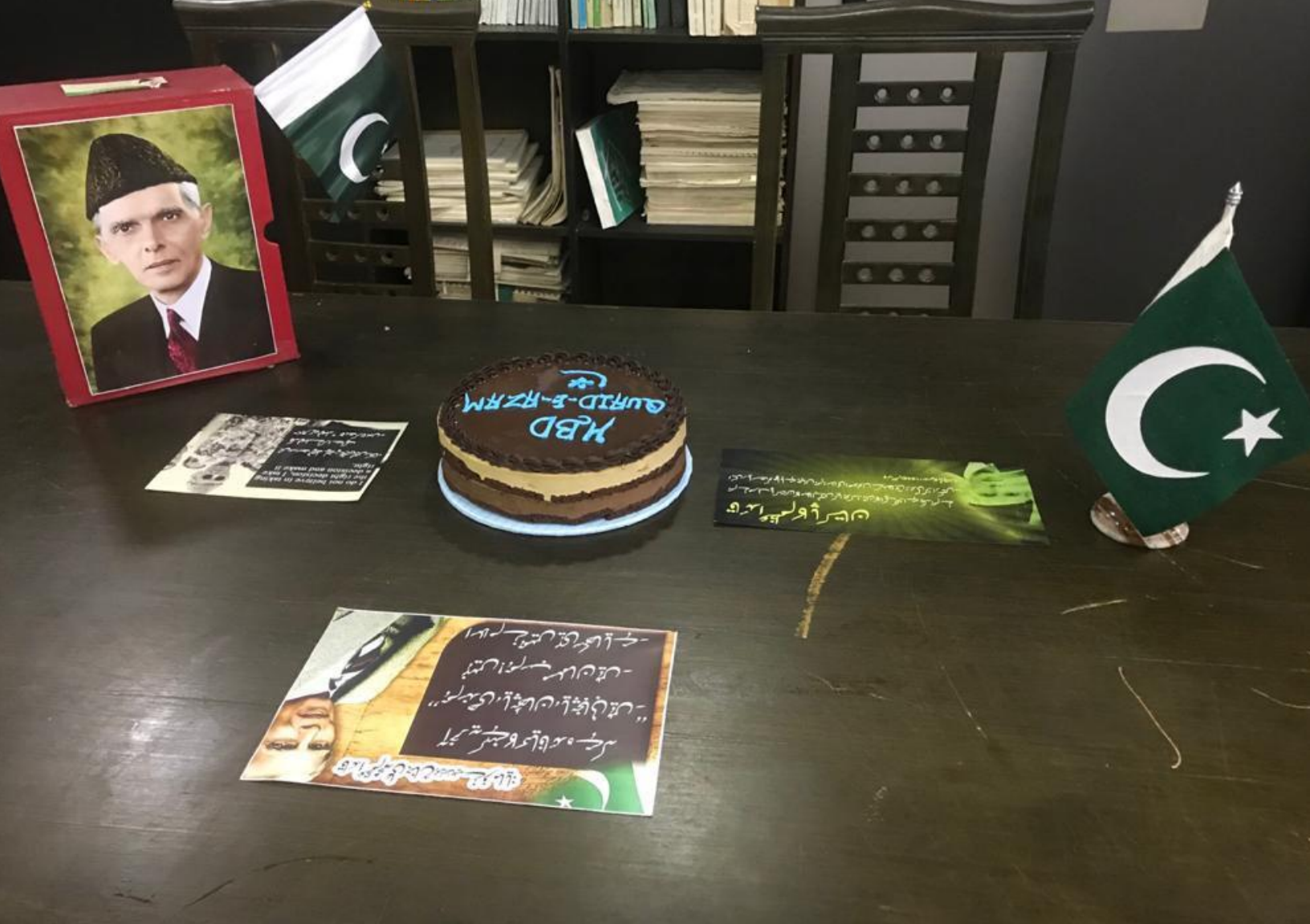


Sindhi Ajrak Cultural Day Celebrations



# Sindhi Ajrak Cultural Day Celebrations

R&T Wing celebrated the Sindh Culture Day with lots of decoration, fun and smiles all around. Sindh is a land of mystics, Sufis, poets and saints; the people of this land have created a peace-loving, inclusive and tolerant society. Director General R&T Wing along with management and administrative staff took part in the celebration which was followed by a cake-cutting ceremony and lunch. DG R&T Wing echoed the message of celebrating diversity, tolerance, peace and prosperity on the auspicious day.



Quaid-E-Azam Muhammad Ali Jinnah  
Birthday Celebrations



# Quaid-E-Azam Muhammad Ali Jinnah Birthday Celebrations

The 144th birthday of Father of the Nation Quaid-e-Azam Muhammad Ali Jinnah was celebrated at R&T Wing with traditional zeal and fervor. The office was decorated with famous quotes of Quaid-e-Azam and the whole team gathered for a cake-cutting ceremony led by Director General, R&T Wing.

# TEAM RTW

Research & Training Wing is the primary research and capacity development body of the P&D. Since its recent revitalization, the Director-General has undertaken several notable research and capacity development initiatives.

The technical staff of RTW comprises of the Director General along with three Advisors (Social Sector Advisor, Economic Growth Advisor and Public Sector Governance Advisor). The Wing has a dedicated Chief Training Officer to oversee the training portfolio. Additionally, the Wing has Monitoring, Evaluation & Learning officer along with a specialized Procurement Officer. Last but not the least, the Wing has three Research Associates to assist with the research projects.



**DIRECTOR GENERAL**  
Dr. Rafiq A. Chandio



**SOCIAL SECTOR ADVISOR**  
Obaid Arshad Khan



**CHIEF TRAINING OFFICER**  
Abdul Ahad Khan





**ECONOMIC GROWTH ADVISOR**  
Zulfiqar Keeryo



**PUBLIC SECTOR GOVERNANCE ADVISOR**  
Errum Javed



**PROCUREMENT OFFICER**  
Hina Awan



**M.E.A.L OFFICER**  
Naeem Chandio



**RESEARCH ASSOCIATE**  
Asad Siddiqui



**RESEARCH ASSOCIATE**  
Pireh Pirzada



**RESEARCH ASSOCIATE**  
Ahmed Mughni









**ANNUAL REPORT 2019-20**  
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DEVELOPMENT  
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