



# RESEARCH & TRAINING WING

Planning & Development Department  
Government of Sindh

20

21

# ANNUAL REPORT





# RESEARCH & TRAINING WING

Planning & Development Department  
Government of Sindh

20  
21 | ANNUAL  
REPORT

## **RTW ANNUAL REPORT 2020-2021 (CONTRIBUTORS)**

### **APPROVING AUTHORITY**

#### **Chairperson - P&D Board**

Dr. Shereen Mustafa

### **EDITORIAL**

#### **Chief Economist - P&D**

Dr. Naeem-uz-Zafar

#### **Social Sector Advisor - RTW**

Obaid Arshad Khan

### **CONTENT**

#### **Social Sector Advisor - RTW**

Obaid Arshad Khan

#### **Research Associate - RTW**

Asad Siddiqui

### **CONCEPT & DESIGN**

#### **Research Associate - RTW**

Asad Siddiqui

## **DISCLAIMER**

The content expressed in this report may reflect the views of the Author i.e. (Research & Training Wing, Planning & Development Department, Government of Sindh) which is solely responsible for the authenticity of fact and figures mentioned therein. This report contains technical notes that are related to the Research and Training Wing's Annual Report for FY 2020-21.

Every effort has been made to cross-check and verify the authenticity of the data. All data and statistics used are correct as of FY 2020-21.

This report does not contain references to third parties, neither does the report endorse any such third parties or their product/services nor is the report sponsored, endorsed or associated with such third parties.

For any queries or feedback regarding this report, please contact R&T Wing's Official Platform:



[rtw.pdd.gos@gmail.com](mailto:rtw.pdd.gos@gmail.com)



[www.rtw.sindh.gov.pk](http://www.rtw.sindh.gov.pk)



+ 0092 (21) 99332155  
+ 0092 (21) 99332154 (Fax)



Office of the Director General  
– Research & Training Wing,  
Mezzanine Floor, Faiyaz  
Center, S.M.C.H.S, Shahr-e-  
Faisal, Karachi.

# 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 via robust capacity building initiatives. 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 Ex-Chairman P&D Board (Sindh), Mr. Muhammad Waseem.

We would also like to extend our appreciation to Members of P&D Board (Sindh) for taking a keen interest in development of the Wing to amplify its impact on capacity development of P&DD officials. We acknowledge the strategic oversight and guidance provided to the Wing by the Special Secretary, Mr. Rafique Mustafa. We would also 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 team R&T Wing whose efforts have catalyzed the process of strengthening the Wing. The notable initiatives laid the critical ground-work required to establish the organization as a future premier research and capacity development institution.

# Message from the Chairperson



“

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 complex nature of the process of planning and development requires a creative evidence-based approach to navigate the landscape with informed decision-making. Dynamism is needed to reinvigorate and rejuvenate the knowledge-base that informs strategic planning and policy formulation.

”

**Dr. Shereen Mustafa**



# Message from the Chief Economist

“

It has been a sheer pleasure to steer the Research and Training Wing for catering to the capacity development and analytical needs of the Planning & Development Department. The process of revitalization that started in 2018 has started to bear fruits as the Wing continues along the journey as a learning organization. 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 ultimately evolves as a knowledge hub for the Government.

My ultimate aim as the Chief Economist has been to empower the Wing as a conduit of knowledge transmission along with capability augmentation to strengthen the decision support system of P&D Department. I firmly believe that R&T Wing will transform into a premier Research and Capacity Building Institute of the Government to facilitate the diffusion of actionable knowledge on imitable global development practices.

”

**Dr. Naeem-uz-Zafar**

# ACRONYMS

<b>AHKNCRD</b>	Akhtar Hameed Khan National Centre for Rural Development
<b>CERP</b>	Center for Economic Research in Pakistan
<b>DSS</b>	Decision Support System
<b>EBPD</b>	Evidence-Based Program Design
<b>EPoD</b>	Evidence for Policy Design
<b>EU-PFMSP</b>	European Union - Public Financial Management Support Programme for Pakistan
<b>EYFR</b>	Ernst & Young Ford Rhodes
<b>FY</b>	Fiscal year
<b>GoS</b>	Government of Sindh
<b>IBA</b>	Institute of Business Administration
<b>IoBM</b>	Institute of Business Management
<b>IS&amp;T</b>	Information Science & Technology
<b>KDR</b>	Karachi Development Report
<b>MEC</b>	Monitoring & Evaluation Cell
<b>MoU</b>	Memorandum of Understanding
<b>NEDUET</b>	Nadirshaw Eduljee Dinshaw University of Engineering & Technology
<b>P&amp;DD</b>	Planning & Development Department
<b>PC-1</b>	Planning Commission - 1
<b>PCCI</b>	Pakistan Competitive Cities index
<b>PIM</b>	Pakistan Institute of Management
<b>PPRP</b>	Peoples Poverty Reduction Programme
<b>R&amp;TW</b>	Research & Training Wing
<b>SBoS</b>	Sindh Bureau of Statistics
<b>SDPI</b>	Sustainable Development Policy Institute
<b>SDR</b>	Sindh Development Review
<b>SEC.</b>	Secretary
<b>SOPs</b>	Standard Operating Procedures
<b>SRPO</b>	Sindh Regional Planning Organization
<b>STEVTA</b>	Sindh Technical Education and Vocational Training Authority
<b>SZABIST</b>	Shaheed Zulfikar Ali Bhutto Institute of Science and Technology

# FOSTERING

EVIDENCE-BASED PLANNING WITH RESEARCH AND  
CAPACITY DEVELOPMENT



# 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 a premier knowledge transmitting 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 was equipped with the human capital to progress as a capacity development body for P&DD.

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 2020-21, R&TW has been able to impart trainings on a broad spectrum of topics including report writing skills, evidence-based program design, effective presentation skills, PC-1 Appraisal & Evaluation Techniques and CERP's monitoring & evaluation boot camp. Partner academic institutions, like IBA-Karachi, tailored their trainings to the needs of P&DD officials.

Research & Training Wing has been at the forefront of research with actionable research conducted during FY 2020-21. R&T Wing has developed a 'Practical Guide for the Financial and Economic Appraisal of PC-I Proposals' for an overview of financial and economic analysis & appraisal of PC-I proposals with techniques and stylized examples for P&DD Sections and Line Departments.




In April 2020, R&T Wing developed a report on 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. 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. During FY 2020-21, EU PFM-SPP Team for Sindh used this report as a frame of reference to develop a report on COVID-19: Macroeconomic & Social Impact and Framework for Development Response in Sindh'. The report was submitted to and approved by the Hon. Chief Minister Sindh for dissemination to priority departments for sector planning based on the proposed recommendations documented in the report.

R&T Wing has also developed a 'Knowledge Repository' as a centralized database of over 20,400 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. The Virtual Repository has gone live on the website with technical support from IS&T Department and will be regularly updated with key documents. The Wing is committed to the capacity building of our officers and utilizing quality research for evidence-based planning and policy formulation to cater to the needs of our population with a dynamic approach.

To foster partnerships for actionable research and capacity development, R&T Wing signed Memorandums of Understanding with Institute of Business Administration (IBA-Karachi) and Institute of Business Management (IoBM) during the CFY. It is hoped that these MoUs would translate into meaningful collaborations for improvement in public sector development and service delivery.

The ultimate aim of the Wing is to be a source of practical knowledge transmission by conducting research and imparting 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.



# At Glance

## RESEARCH

As the primary research wing of P&D, the Wing has performed more than seven vital research activities on various thematic areas in FY 2020-21

07

05

## TRAININGS

The Research & Training Wing organized five essential trainings for capacity development of P&D Officials during FY 2020-21

05

## CONSULTATIONS

R&T Wing has initiated and participated in five Consultative Sessions to foster meaningful collaborations.

02

## PARTNERSHIPS

R&T Wing has entered into two partnerships with leading academic institutions to nurture research and innovation approach through Government-Academia Linkages.



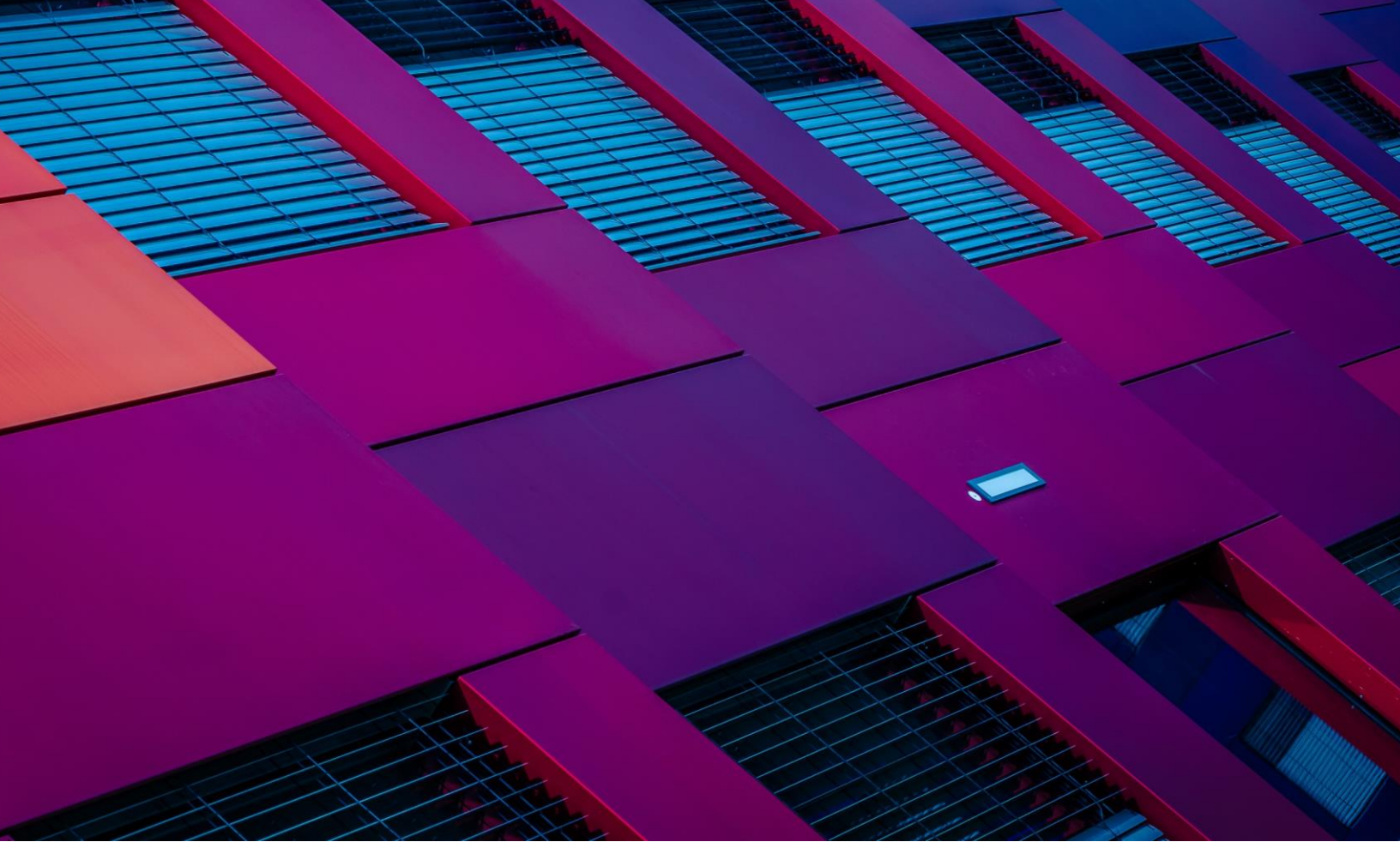
# CONTENTS

**01** VISION  
MISSION  
CORE VALUES

**02** OUR  
TEAM

**03** OUR  
JOURNEY

**05** RESEARCH



23

TRAININGS

37

CONSULTATIONS

47

PARTNERSHIPS

53

ADVISORY



# 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 knowledge hub for the Government of Sindh through adaptive research and trainings for capacity development

# VALUES



## Knowledge Enrichment

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



## Meaningful Partnerships and Collaborations

The second core function is to foster partnerships with leading universities & think-tanks. Under the same ambit, the Wing aims to undertake actionable research and capacity building initiatives



## Inter-Disciplinary Excellence

The third core function of the Wing is to be a knowledge hub. Under this, Wing envisions itself as a repository of policies, strategies and regulations. The Wing aims to develop templates, best practices and practical guides for public sector development

# OUR TEAM



**CHIEF ECONOMIST**  
Dr. Naeem-uz-Zafar



**CHIEF TRAINING OFFICER**  
Abdul Ahad Khan



**SOCIAL SECTOR ADVISOR**  
Obaid Arshad Khan



**PROCUREMENT OFFICER**  
Hina Awan



**RESEARCH ASSOCIATE**  
Asad Siddiqui



**RESEARCH ASSOCIATE**  
Ahmed Mughni



**RESEARCH ASSOCIATE**  
Pireh Pirzada

# OUR JOURNEY



## HISTORY

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

Despite its formation and organization in 2006, the Wing still lacked focus on the training and research functions, and thus the department remained 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 critical development challenges by adopting modern techniques and tools for sustainable development of Sindh.





# REFORM

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 Wing in 2017, there has been a change in organizational structure and now the Wing works in a lean technical setup. Since the re-revised project proposal has been approved, a technical team of the core staff has been made to undertake capacity development and research initiatives.

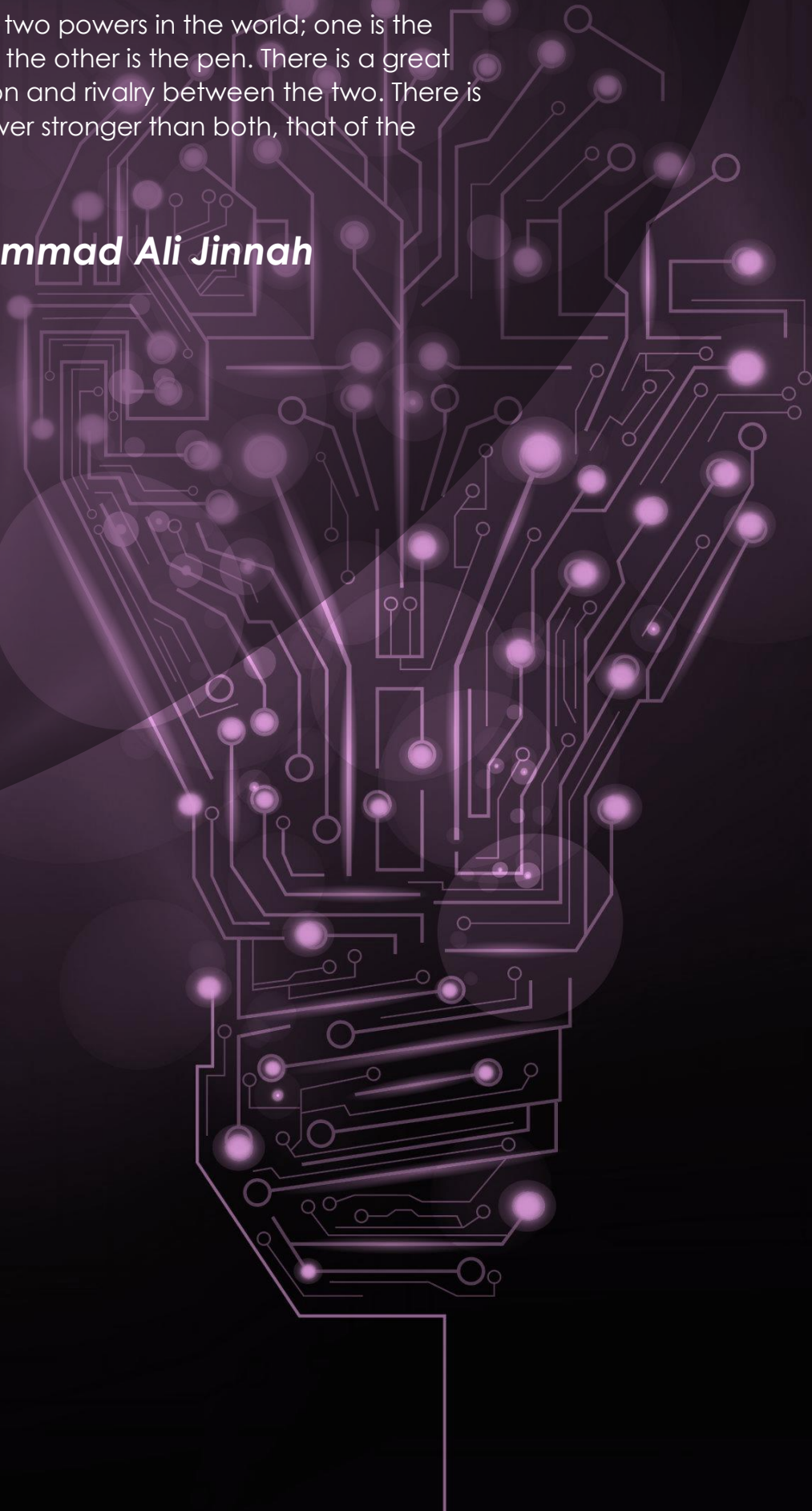


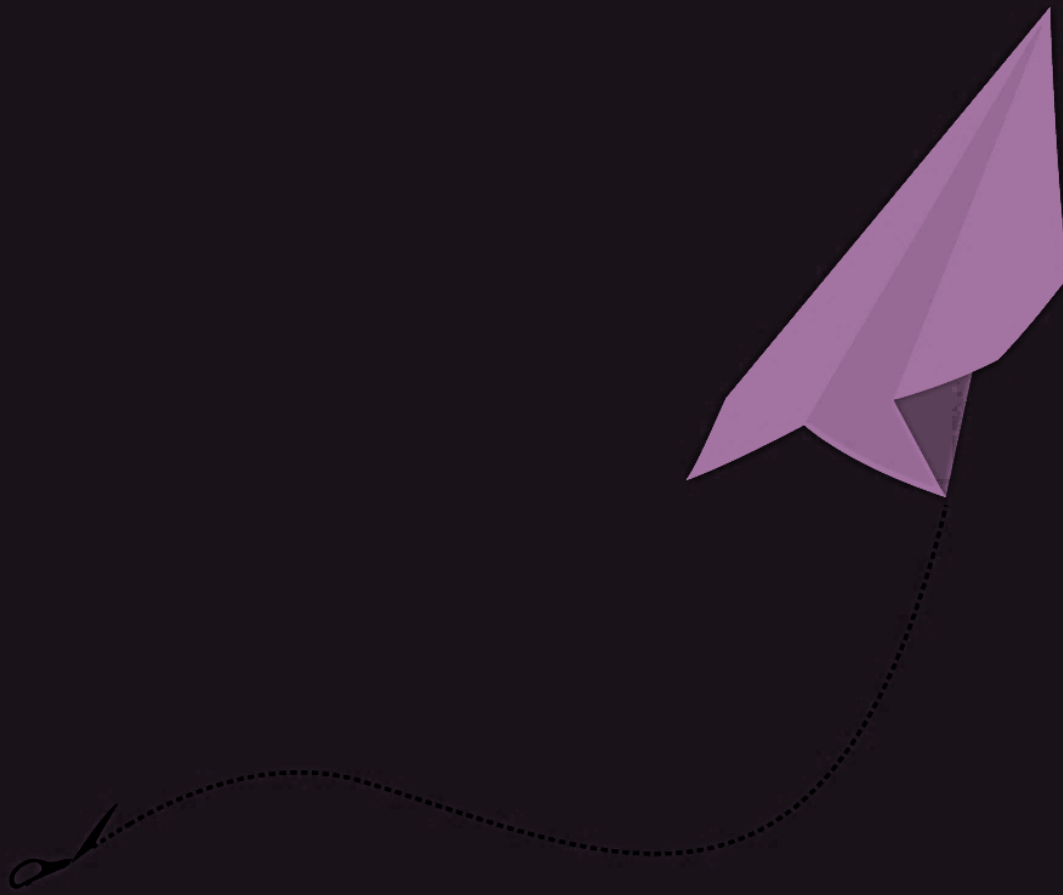


# RESEARCH

“There are two powers in the world; one is the sword and the other is the pen. There is a great competition and rivalry between the two. There is a third power stronger than both, that of the women.”

**- Muhammad Ali Jinnah**





# 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 inter-linkages with our research approach.





# Sindh District Profiles 2021

With the aim of creating a holistic snapshot of key institutional and household indicators of the province at granular level, the Research & Training Wing of the Planning & Development Department has created 'District Profiles' for Sindh that ranges over 1,000 pages in total. The overarching idea behind this endeavor is to create disaggregated socio-economic profiles for the districts to delineate a cross-sectional evidence-base that can be effectively utilized for multiple purposes by policy-makers, development practitioners, researchers and other relevant stakeholders.

District Profiles comprise of brief snippet of history & culture, population demographic indicators, Social Indicators (housing, utilities, health, education, multi-dimensional poverty) and Economic Indicators (Agriculture, Livestock & Fisheries, Manufacturing, Wealth Index).

District Profiles extract information from the credible official data sources including Population Census of 2017, Multiple Indicator Cluster Survey 2018-19, Development Statistics 2019, Sindh Education Profile 2019, and Health Profile 2017.







# Knowledge Repository

The Research & Training Wing has developed a centralized Knowledge Repository to address 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 functions.

The Wing was successful in populating more than 20,000 documents ranging from Legislations, Regulations, Policies and other relevant salient documents pertaining to all the Line Departments of Govt. of Sindh and Government of Pakistan (Federal). 'Knowledge Repository' is envisioned as a live database that is frequently upgraded to reflect updates in terms of legislations, rules, regulations, policies and other significant documents.





# Financial & Economic Appraisal of PC-1

The Research and Training Wing has developed a practical guide (Financial & Economic Appraisal of PC-1) with the over-riding aim to delve into the review of key concepts pertaining to financial and economic appraisals of project proposals.

The overarching objective of this Guide is to facilitate a paradigm shift from the focus on scrutinizing the internal consistency of the proposals or the sole emphasis on cost rationalization towards ascertaining quantifiable 'returns on investment' indicators associated with the proposed projects.

For evidence-based planning, it is essential to provide credible evidence to quantify and substantiate the potential impact associated with the proposed project. The quality of appraisal would generate a demand for the executing agencies to justify the need of the proposed project with sufficient and unequivocal evidence on the spectrum of potential benefits.





# Systematic Review of Global Health Response to COVID-19

From the onset of 2020, the world witnessed a highly contagious disease, known as Novel Corona Virus Disease 2019 i.e. “COVID-19” with a debilitating effect on everyone at individual and societal level. As the situation was evolving, the Wing delved into critical analysis of initial global health response and government’s initiatives to combat the pandemic along with prescriptions to strengthen health systems to deal with epidemics in the future.

R&T Wing has developed an in-house research report on ‘Systematic Review of Global Health Response to COVID-19 with a Strategic Focus on Pakistan & Sindh’. The report is centered on reviewing the global health response to tackle the COVID-19 pandemic, including that of Pakistan & Sindh, to propose prescriptions for health systems strengthening in Pakistan along six broad thematic areas (i.e. Service Delivery, Health Financing, Capacity Enhancement, Public Policy & Legislation, Governance & Leadership and Digital Transformation).





# Sindh Rural Enterprise Development

In the FY 2020-21, the Research & Training Wing has developed a working paper for the 'Rural Enterprise Development Strategy for Sindh' to provide a blueprint and strategic roadmap for enterprise development as an instrument to unlock the economic potential of the rural economy in Sindh.

The conceptual framework of 'Rural Enterprise Development Strategy' is centered on spurring entrepreneurial activities in rural areas by facilitating access to inputs, capacity building, product development and market-connectivity. The strategy must be viewed from the lens of a 'continuum' from community mobilization under PRRP to pursuing inclusive growth via Poverty Reduction Strategy. The primary objective of developing a concept note for 'Sindh Rural Enterprise Development Strategy' is to provide a strategic framework for revitalization of the rural economy of Sindh by harnessing social mobilization, capacity building and other income generating initiatives for empowering the rural communities with a 'whole of government' approach.







# COVID-19

## Macro-economic & Social Impact and Framework for Development Response in Sindh

Previously, Research & Training Wing developed a brief report to estimate the macroeconomic & social impact of COVID-19 in Sindh along with a development response framework in April, 2020. At that point, the situation was uncertain and evolving with time.

After the fiscal year 2019-20 ended, P&D Department engaged the team of European Union-Public Financial Management Support Program for Pakistan in Sindh to develop a comprehensive report that details the macroeconomic & social impact of COVID-19 in Sindh along with actionable recommendations for the Government to undertake strategic short-term and medium- to long-term actions to mitigate the impact. Under the guidance of Chief Economist, Research & Training Wing worked with EU PFM Advisor, and his team to develop the report along with the action matrix mapped against corresponding departments. The report was approved by Honorable Chief Minister Sindh and the soft copy was shared with priority departments accordingly for sectoral planning.



# BIENNIAL REPORT

2018-20



# MEC Biennial Report FY 2018-2020

Based on the directives of the Chairman P&D Board and the guidance of Director-General Monitoring & Evaluation Cell, R&T Wing collaborated with P&DD's M&E Cell to complete its consolidated Biennial Report (2018-20). The report is a compendium of meaningful monitoring insights, observations and analysis vis-à-vis a significant portfolio of the Sindh Annual Development Plan.

The report provides a snapshot of consolidated information of the overall monitoring activities undertaken by the team, along with the overall financial and physical progress, analysis and insights for the ongoing monitored schemes during FY 2018-19 & FY 2019-20. After the approval of Honorable Chief Minister Sindh, the report was published on M&E Cell's website and disseminated to all the relevant stakeholders.

A close-up photograph of a computer keyboard. The central focus is a yellow key with the text "Training and development" printed on it in a dark, sans-serif font. To the right of the text is a dark grey gear icon. The key is surrounded by other grey keys, some of which have small colored indicators (red, green, blue). The image is framed by a white curved border at the bottom and a purple curved border at the top right.

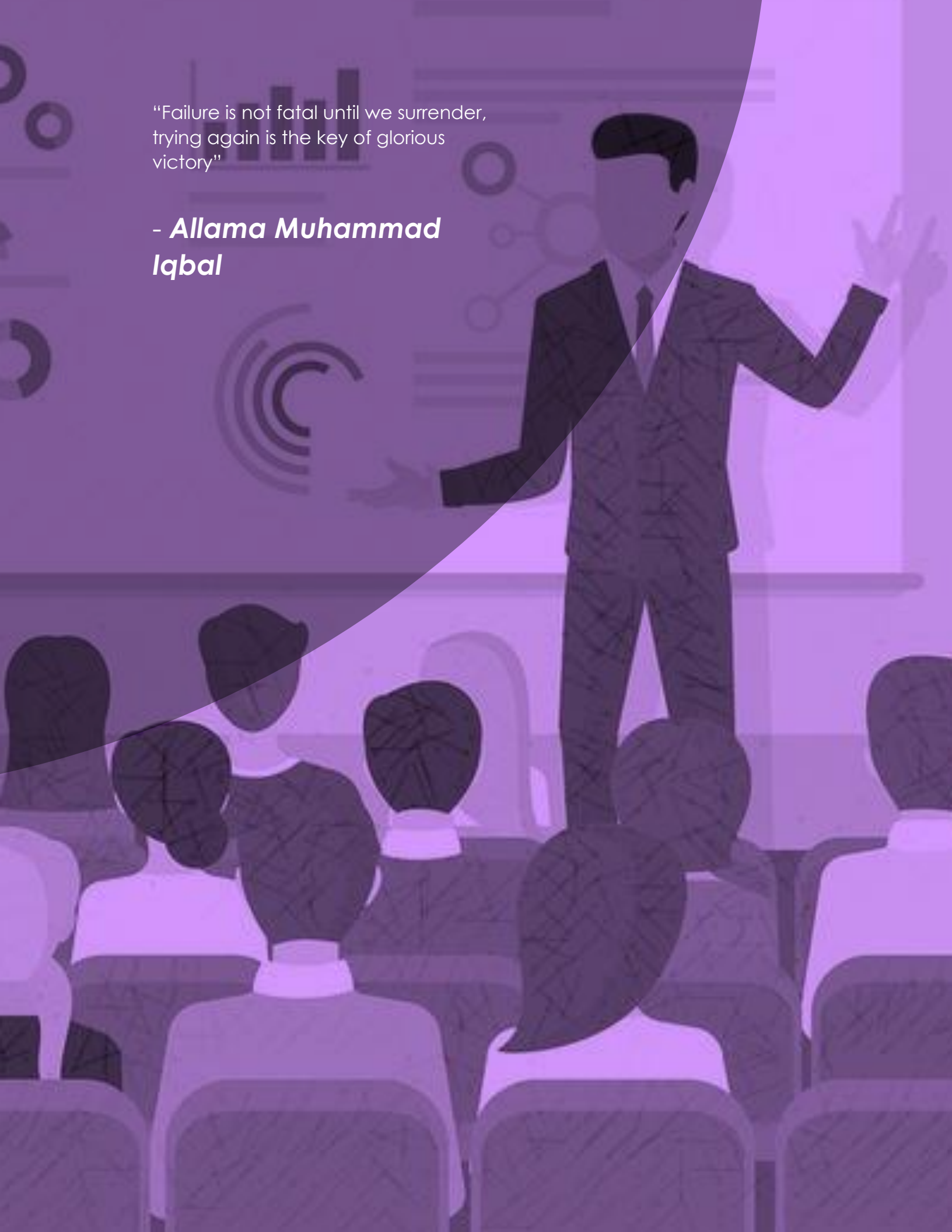
Training and  
development



# TRAININGS

"Failure is not fatal until we surrender,  
trying again is the key of glorious  
victory"

- **Allama Muhammad  
Iqbal**



# 5

Essential  
Trainings  
**FY 2020-21**

# 44

Employees  
Trained  
**FY 2020-21**

## Training Approach

Research & Training Wing – Planning & Development Department, Government of Sindh works closely with all departments of Sindh Government (especially P&DD) vis-à-vis 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 programs to relevant Officers through various mediums including in-house training, institutional training and short courses, diplomas, certificates and degree programs. Our goal is to augment the functional capabilities of the Officers who are at the forefront of development planning. We focus on adaptive learning initiatives to infuse critical skills that caters to the modern needs of the Department.





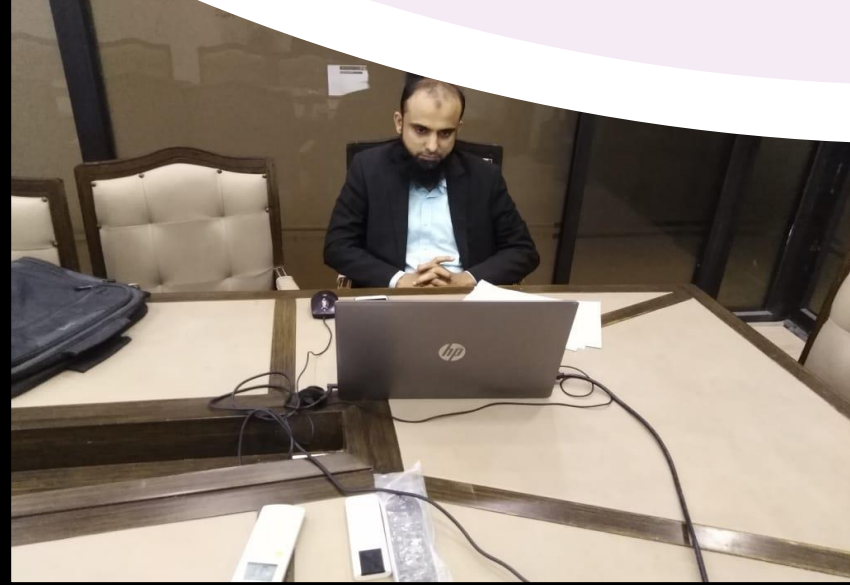


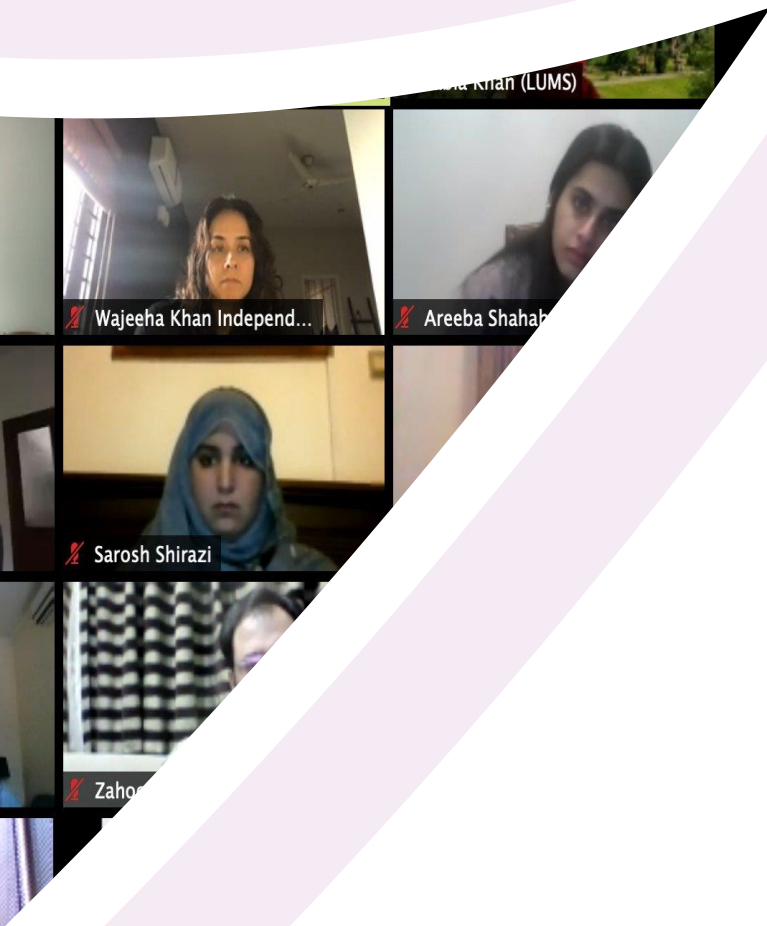
# Report Writing Skills For Development Projects

The Research & Training Wing partnered with Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD) housed in the Establishment Division of the Government of Pakistan in a three-day online training for developing report writing skills pertaining to public sector development projects.

The training was centered on effective research and analytical writing skills. Research Associates, Monitoring, Evaluation & Learning Officer and Procurement Officer from R&T Wing participated in the three-day training on 'Report Writing Skills for Development Projects'.

Participants learned how to strengthen their skill of observing, analyzing, evaluating and drafting qualitative and quantitative research reports backed by credible evidence. The rigorous training imparted valuable reporting skills that are critical to effective written communication in the public sector.





# Evidence Based Programme Design

Research and Training Wing collaborated with Center for Economic Research in Pakistan (CERP) virtually to ensure participation from the Government of Sindh in CERP's training keeping in view the COVID-19 SOPs. 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. The eminent faculty included professors like Dr. Malik Ammar from Harvard University, Asim Ijaz Khwaja - Harvard University, Professor Tahir Andrabi - Visiting Scholar from Massachusetts Institute of Technology, Maha Rehman and Dr. Farah Said from Lahore University of Management Sciences.

The four-day rigorous program covered thematic areas pertaining to theory of change, cost-benefit analysis, sampling design, and program evaluation methods. The program focused on how to apply a structured and highly practical approach to programme design and implementation, incorporating theory and evidence to maximize effectiveness.





# Effective Presentation Skills

R&T Wing collaborated with Pakistan Institute of Management for a two-day training on 'Effective Presentation Skills' that was attended by P&D Officers. The focus was on articulating and presenting ideas with confidence at relevant forums. The overarching focus was on presenting a range of ideas to a diverse group of audience in a coherent manner.

Strategic communication plans were devised based on the interactions with the participants for a streamlined plan of action to strengthen effective presentation and communication abilities. The immersive training program also required the trainees to practically present to the audience to inculcate confidence that translates into improved communication and presentation skills.

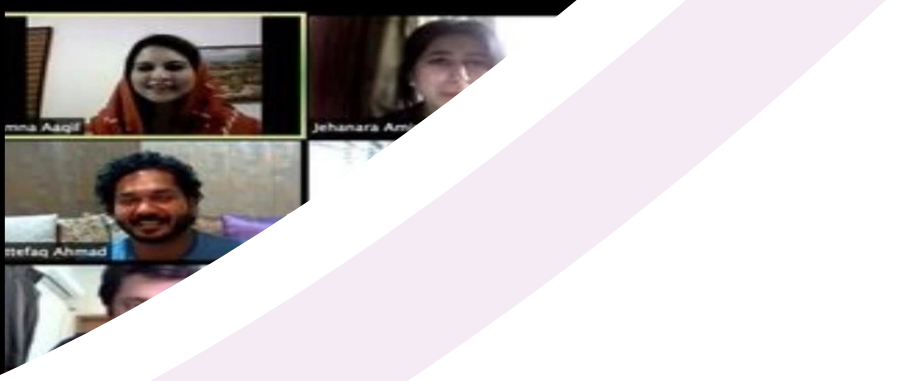
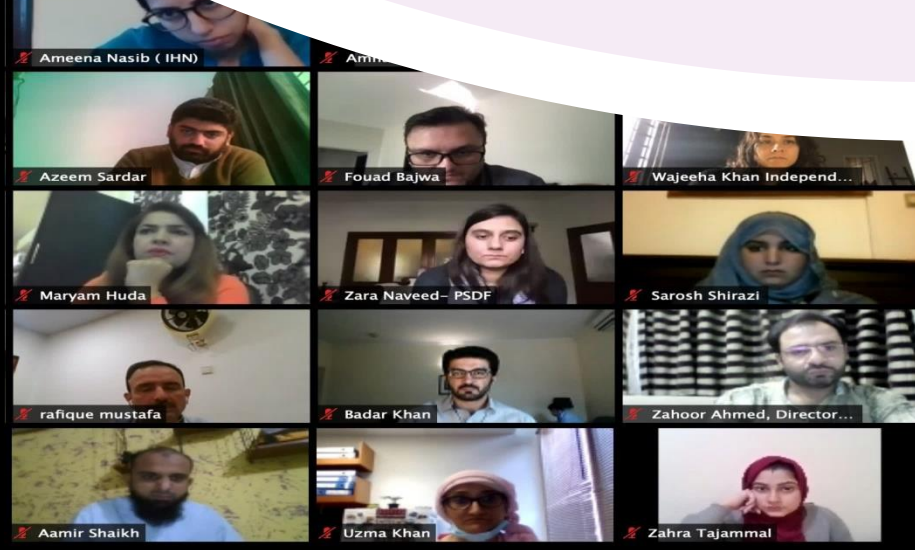
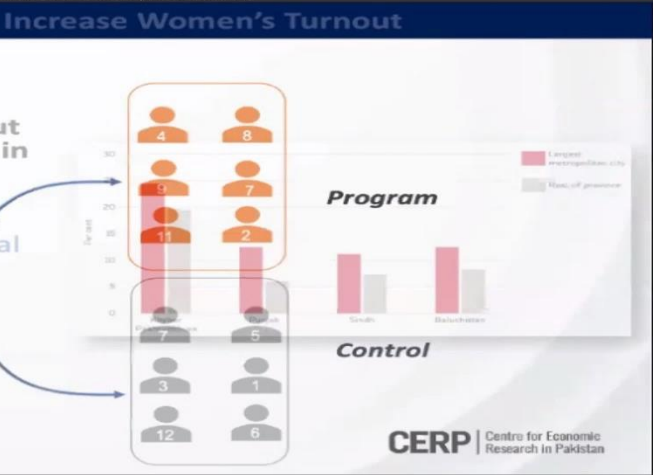




# PC-1 Appraisal & Evaluation Techniques

Research and Training Wing collaborated with the Institute of Business Administration (IBA-Karachi) for a rigorous and comprehensive training to impart practical knowledge and skills pertaining to the appraisal and analysis of the all the facets of PC-I Project Proposal. Focus of this program and each session was on the 'reading comprehension', 'critical thinking' and 'critical analysis' of PC-I proposals shared by executing agencies/line departments.

The training focused on comprehending, analyzing, filtering and refining technical proposals in a way that can be presented to the senior P&DD officials (e.g. Chief Economist, Members of the Board, Sec. Planning, Chairman P&D Board) to take effective decisions, based on the quality of information provided. The overarching aim was to solidify the foundations of the Decision Support System (DSS) by effectively strengthening and improving the analytical skills of the Planning Officers and Assistant Chiefs.







# Monitoring & Evaluation Boot Camp

Research and Training Wing collaborated with Center for Economic Research in Pakistan (CERP) to ensure participation from the Government of Sindh's Planning & Development Department in CERP's virtual training on 'Monitoring & Evaluation'. The training program was taught by leading M&E specialists and global experts, with the aim to strengthen participants' technical skills pertaining to monitoring and evaluation, qualitative and quantitative research methodologies, and project management.

The monitoring and evaluation skills, that are essential to professionals working in the development sector, were imparted during the training to enhance the capacity to effectively monitor and evaluate projects and programmes. The four-day rigorous training was attended by Officers from P&DD technical sections, Monitoring & Evaluation Cell, and the Research & Training Wing.





# CONSULTATIONS





# COVID-19 Impact in Sindh

## Macro-Economic and Social Impact and Framework for Development Response

After the fiscal year 2019-20 ended, P&D Department engaged the team of European Union-Public Financial Management Support Program for Pakistan in Sindh to develop a comprehensive report that details the macroeconomic & social impact of COVID-19 in Sindh along with actionable recommendations for the Government to undertake strategic short-term and medium- to long-term actions to mitigate the impact.

Dr. Vaqar Ahmed, EU PFM Advisor, and his team developed the report along with the action matrix mapped against corresponding departments. The salient points of this report were presented to the relevant departments on 8<sup>th</sup> December, 2020. The main task of this report was to develop an improved understanding of the medium-term macroeconomic and social impact of the pandemic along with implications for the fiscal performance. Subsequently, feedback from priority departments was utilized to provide concrete short- and medium- to long-term recommendations. The report was submitted to and approved by the Honorable Chief Minister Sindh for dissemination to the priority departments.





# Social Policy & Community Building in The Age of Digitalization

Research & Training Wing collaborated with Nanyang Technological University of Singapore to organize a multi-country webinar on 'Social Policies and Community Building in the Age of Digitalisation – Post Covid-19 Norm'. Senior Government Officials from Indonesia, Singapore, Philippines and Thailand to discuss how governments could leverage digital platforms and collaborate with civil society organisations, businesses, social entrepreneurs in designing and implementing social policies and public services to rebuild the community in the new normal. Chief Economist presented on Pakistan's evolution of poverty reduction and social protection efforts and Sindh-specific poverty reduction strategy and its implications in Post COVID-19 context.







# Pakistan Competitive Cities Index

Based on the directives of the Chairman P&D Board, R&T Wing worked under the guidance of Special Secretary with regards to the data collection from relevant agencies for computations of Hyderabad city vis-à-vis World Bank's 'Pakistan Competitive Cities Index (PCCI)'. The specific indicators included public-private dialogue, own-source revenue, construction permits, water supply, solid waste management, and vocational training.

R&T Wing coordinated with the World Bank team and relevant government agencies for provision of the required data for PCCI computation for Hyderabad city. Data was collected from Sindh Building Control Authority, STEVTA, Local Government Department, Commissioner Office, Hyderabad Development Authority, Hyderabad Municipal Corporation, and Hyderabad Water & Sanitation Agency. Following the data consolidation and competitive cities index computation, a virtual capacity-building workshop was conducted on 31st March, 2021 for all the relevant stakeholders, including R&T Wing.





# Strengthening Sindh Bureau of Statistics

In February 2021, Ernst & Young Ford Rhodes (EYFR) team, engaged by Economic Reforms Unit of the Finance Department, 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. 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 assessment of the current SBoS employees at a granular level.

In light of EYFR report, section wise competencies were designed by R&T Wing with the objective of gauging the current job nature and competencies of employees. R&T Wing interviewed 37 SBoS Employees (BS-17 & above) at the head-office to carry out Human Resources Assessment of SBoS in order to ascertain the competencies of current employees in order to provide a micro-level analysis of the current state of the organization relative to desired state that is hoped to be achieved via revitalization and restructuring. The interim report with recommendations was submitted to Special Secretary P&DD.





# PARTNERSHIPS





## MoU Signing Between IBA and R&T Wing

In the presence of Chief Economist, the Wing entered into a partnership with the Institute of Business Administration (IBA). The MoU was signed between the Secretary (Planning – P&DD) and Director (Center for Executive Education-IBA Karachi). MoU has been signed to foster partnerships in the field of actionable research and capacity development. The MoU will also enable collaboration to design customized training programs for P&DD Officials with the aim of adopting modern approaches to public sector development planning.

Research and Training Wing has already signed MoUs with SZABIST and NEDUET in the past to formalize partnerships with academia. R&TW has undertaken this endeavor of MoUs with academia in the context of Government of Sindh's strong willingness to create an eco-system for meaningful collaboration with academia that permeate across different sectors to contribute to knowledge diffusion and capacity development in order to find innovative solutions to the development challenges facing the province.

# GOVERNMENT-ACADEMIA LINKAGES







## MoU Signing Between IoBM and R&T Wing

The Research & Training Wing and Institute of Business Management (IoBM) has entered into a partnership and has formally signed a MoU to promote linkages between Academia and Government. It is hoped that through the MoUs between the P&DD-Govt. of Sindh and Academic Institutions, potential avenues for effective collaboration for Sindh's development are explored and defined.

R&T Wing is working in collaboration with IoBM to conduct customized trainings for P&DD Officials and its attached offices. The core staff of R&T Wing has also visited IoBM to explore avenues of potential collaboration in the areas of academic research, capacity development and knowledge creation that can be feed into public sector development planning and other strategic initiatives.





# ADVISORY





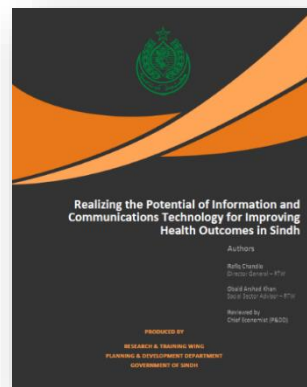
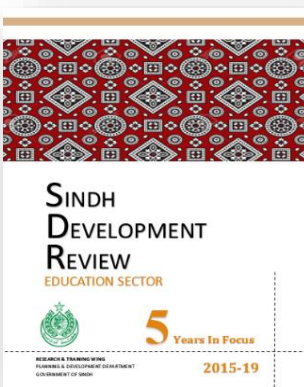
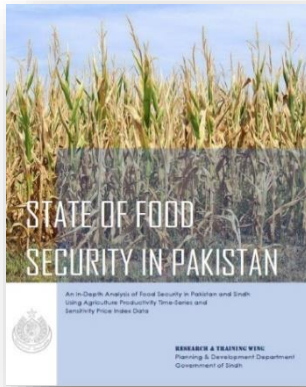
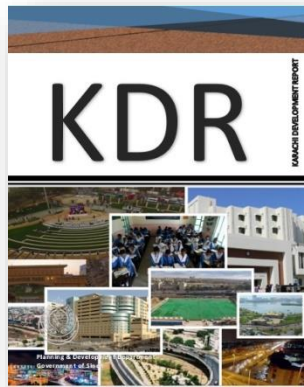
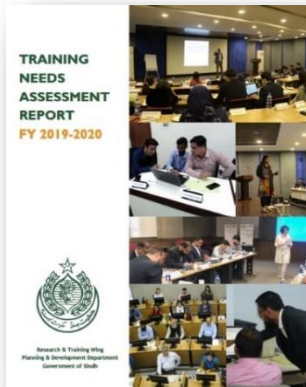
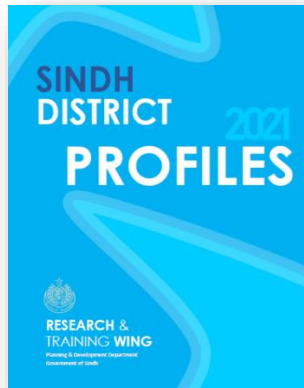
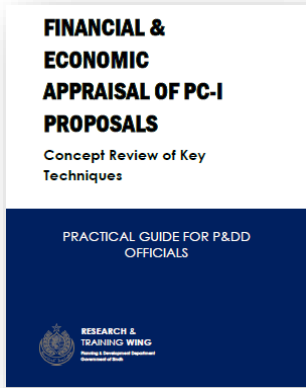
The institutional strength, readiness and responsiveness are truly revealed when a country is faced with an unforeseen shock or disaster. COVID-19 Pandemic has drastically affected the entire world and Pakistan is no exception. The most immediate public health impact has been the most important concern for the Government. However, the economic impact of the pandemic (and lockdown) has also been the center of attention from a public policy perspective. The negative economic growth during FY 2019-20 has been a challenge for the country and the province, but it has also provided us with an opportunity to leverage technological solutions expediently to pivot towards digitalization of the key sectors of the government and economy. With dwindling fiscal space, an evidence-based approach to improve allocative efficiency is imperative.

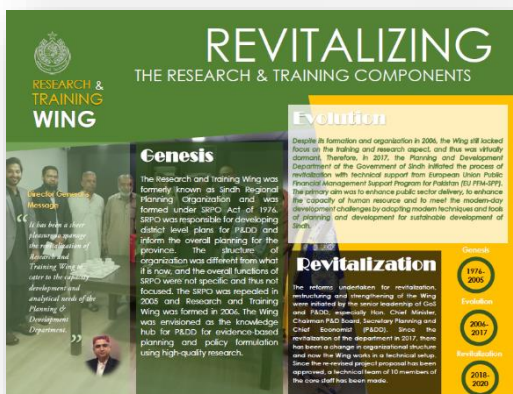
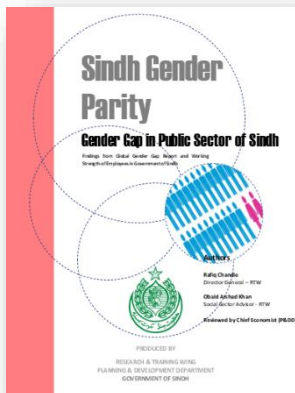
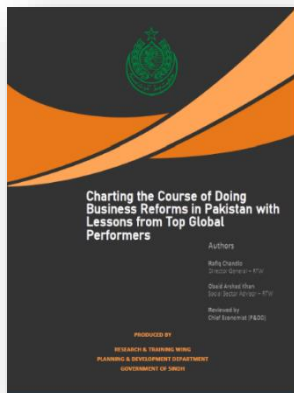
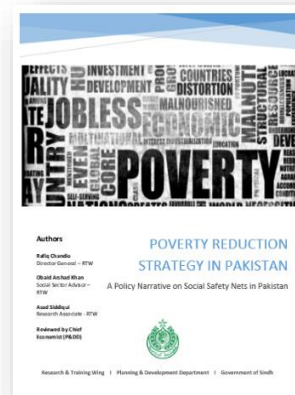
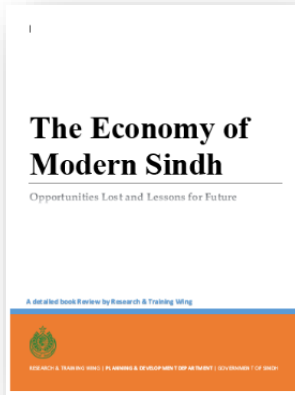
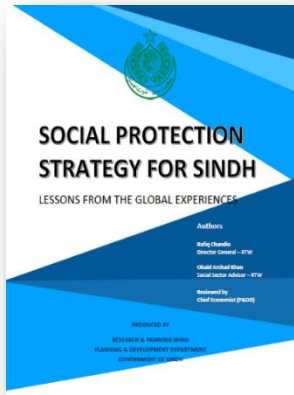
Health systems' strengthening is the need of the hour with a focus on increase in health facilities, human resource capacities and active surveillance systems to cater to the emergent situation. Social protection efforts need to be coupled with investments in productivity-enhancement and value-addition in the economic sectors. 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. 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. Catalyzing innovative economic growth with inclusivity needs to be the guiding principle to inform the policy imperatives in the post-COVID norm.



# LIST OF PUBLICATIONS

Visit Our Website to View Our Works











## **ANNUAL REPORT 2021 RESEARCH & TRAINING WING**

PLANNING & DEVELOPMENT DEPARTMENT  
GOVERNMENT OF SINDH

Office of the Director General – Research & Training Wing,  
Mezzanine Floor, Faiyaz Center, S.M.C.H.S.,  
Shahrah-e-Faisal, Karachi.

Visit our website:  
[www.rtw.sindh.gov.pk](http://www.rtw.sindh.gov.pk)

