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For the Planning and Development Department, Government of Sindh

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Asian Development Bank

ACRONYMS

ADB	Asian Development Bank
FY	Financial Year
GoS	Government of Sindh
HEC	Higher Education Commission
IBA	Institute of Business Administration
IUCN	International Union for Conservation of Nature
LEAD	Leadership for Environment and Development
LGD	Local Government Department
LUMS	Lahore University of Management Sciences
MICS	Multiple Indicator Cluster Surveys
MIS	Management Information System
MoU	Memorandum of Understanding
NED	University of Engineering and Technology
O & M	Operation and Management
OPP-RTI	Orangi Pilot Project Research and Training Institute
P&DD	Planning and Development Department
PETS	Public Expenditure Tracking Survey
PHED	Public Health Engineering Department
PIDE	Pakistan Institute of Development Economics
PP & H	Physical Planning and Housing
PSP	Private Sector Participation
QSDS	Quality of Service Delivery
SCIP	Sindh Cities Improvement Investment Program
SDSSP	Sindh Devolved Social Services Program
SEPA	Sindh Environmental Protection Agency
SME	Small and Medium Enterprise
SPDC	Social Policy and Development Centre
SPO	Strengthening Participatory Organisations
SRPO	Sindh Regional Plan Organisation
SZABIST	Shaheed Zulfikar Ali Bhutto Institute of Science & Technology
UU-Sindh	Urban Unit-Sindh

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A. Government of Sindh's Urban Policy Statement

1. The promise of economic regeneration in Sindh can be realised if Sindh invests in a healthy and competitive urban sector, and in evolving complementary and supportive strategies for strengthening the interface between urban and rural Sindh, its large urban centres and small towns. Policy makers and politicians have to act with immediacy as 5 million poor people live in census defined urban areas, the number would probably double if the poor living in per-urban areas, areas of urban over-spill, and urban areas classified as 'rural' was included. Perhaps the one fact that drives the need for immediate and urgent action to invest and prioritise the urban sector in Sindh is that even Karachi's position in the national economy, contrary to international growth trends of mega cities, is rapidly sliding. Business climate surveys show that Karachi is trailing behind Lahore, and will most likely be overtaken by Faisalabad, Sialkot, and Gujranwala as the place of choice for business. Given the disparity between Karachi and the rest of Sindh, and the fact that Hyderabad and Sukkur (Sindh's second and third largest cities) are viewed as two of the most unattractive places to do business in Pakistan, what future does Sindh hold? Urban or rural?

2. Cities can regenerate and grow relatively rapidly if there is a coherent development strategy, investment, political will and a committed leadership¹. Cities comprise 80% of global economic growth and by 2030 over 60% of the world's population will be living in cities and for most economies are acknowledged as 'engines of growth'. National or sub-national economies can no longer be run on the assumption that rural development will lead growth, create jobs and address spiralling poverty and inflation. To promote economic growth it is imperative to make cities work.

3. The GoS recognises that the unfortunate dichotomy between urban and rural Sindh², and between the larger cities of Sindh and the medium sized and small towns in Sindh, can only be resolved and addressed through a transparent and inclusive policy and planning exercise that addresses the need for investing in the regeneration of urban Sindh.

B. Urban Unit: Vision

4. The Urban Unit – Sindh (UU-Sindh) will provide strategic and policy direction to the provincial government on formulating an urban regeneration strategy for Sindh that will lead to economic growth, job creation and one that will address inequities whether intra-urban, regional disparities or gender based.

C. Urban Unit: Mandate and Scope

5. The mandate and scope of the UU-Sindh will be to establish a process for province-wide urban development within a long- and medium-term framework. The UU-Sindh will have a two-fold challenge, one the establishment of a development planning process and secondly the placement of the urban agenda on provincial investment priorities. In order to meet this challenge UU-Sindh will work on five main outcomes for the urban sector:

¹ For a discussion on this issue see Pakistan: Securing Sindh's Future – The Prospects and Challenges Ahead, January 2006, World Bank, and Sindh Urban Sector Assessment July 2007, prepared under ADB PPTA 4534-Sindh Basic Urban Services.

² Amongst the provinces Sindh has the largest urban-rural difference in its social sector indicators.

- (i) Co-ordination and Networking with Existing Departments and Institutions
- (ii) Establishment of an Urban Provincial Planning and Policy Framework
- (iii) Establishment of an Urban Data Set and Management Information System
- (iv) Generating Research and Communication on Urban Sindh
- (v) Investment Review and Management of the Urban Sector
- (vi) Piloting Innovation and Capacity Building for Urban Economic Development

6. The geographic scope of the UU-Sindh will include all urban places in Sindh, as defined by the 1998 census, and areas that need to be included within urban Sindh (overflow outside city boundaries, urban growth nodes, ribbon development, peri-urban areas, satellite settlements, and burgeoning 'rural' settlements).

7. The sectoral scope of the UU-Sindh will include four themes:

- (i) Urbanisation and migration,
- (ii) Urban economy, communications, poverty and livelihoods,
- (iii) Urban environment and land management, and
- (iv) Urban governance and municipal services.

8. The UU-Sindh will be established by the GoS within the P&D Department.³ The UU-Sindh will be established by the GoS through support from ADB loan and grant assistance and from its own funding. It will receive additional loan funding as a sub-component under SCIP. The GoS will pool resources from ongoing donor supported programmes and will seek bi-lateral grant funding for the UU-Sindh.

1. Co-ordination and Networking with Existing Departments and Institutions in Urban Sindh

- 9. The UU-Sindh will pro-actively co-ordinate with other government departments.
- 10. The UU-Sindh will establish a working relationship with the relevant sections within P&DD and other line departments. The GoS will issue a notification stating that all policies and projects that have relevance to urban areas in Sindh the Urban Unit be copied to the UU-Sindh. The UU-Sindh in collaboration with the FAS in P&DD will establish a one-window relationship with external support agencies and civil society.
- 11. The UU-Sindh will support and guide line departments with their ongoing initiatives such as the LGD, Municipal Development Planning Unit especially for the establishment of Metropolitan Planning Mechanism, municipal finance and municipal capacity building. It will work closely with the PSU for the SCIP.
- 12. The UU-Sindh will build a working relationship with the UU-Punjab and other reform initiatives within other provincial governments.
- 13. Over a three year period the UU-Sindh through a process of consultation with line departments will develop an assignment of roles and responsibilities for the urban sector from policy, regulation, monitoring and execution. Institutional Audits will be conducted of select District Governments, TMAs and Union Administrations; PHE Directorate, Town Planning Directorate, PP&H Section, LGD, and SEPA. In collaboration with the line departments, relevant public sector agencies (SEPA) and

³ See Schedule II, Sindh Government Rules of Business, Distribution of Business Among Departments, which has ample provision for this.

institutes and local governments the UU-Sindh will have these presented to the parliament for amendment to the Sindh Government Rules of Business.

14. In FY 200 the UU-Sindh will develop an internal (only GoS officials) Technical Committee to look at Urban Economic Development and Urban Investments in Sindh. The UU-Sindh will also convene a Sindh Urban Working Group with members from GoS, local governments, NGOs, private sector and research institutions.
15. Organisations that the UU-Sindh will network with actively include: Karachi University, Mehran University, NED, SZABIST, Sindh Graduate Association, LEAD, Urban Resource Centre, SPO, OPP-RTI, SPDC, IBA, PIDE, LUMS.

2. Urban Provincial Planning and Policy Framework

16. The UU-Sindh will be responsible for the formulation of a province wide urban policy along five of its themes. The UU-Sindh will commission thematic studies by internationally renown organisations on five main themes:

- (i) Urbanization and migration: urban growth, transport and communication linkages: migration patterns and trends; urban-rural interface; spatial strategies, preparation of forecasts correlated with public sector expenditure and livelihood and poverty data.
- (ii) Urban Economy, Poverty and Livelihoods:⁴ economic sector analysis, economic regeneration and livelihoods; informal sector surveys, investment and business climate surveys, business start-up and outlook surveys, comparative competitiveness of SME enterprises and service clusters, tourism, communications, investment promotion, skills development. Review of experiences from East Asia on managing and optimizing urban economic development.
- (iii) Urban Management⁵: environment including pollution (water, air and noise); toxic and hazardous substances, green environment, urban land management (demand, supply and regulation), building and urban planning standards and guidelines, review of Town Planning Act 1912 (in the event that LGD takes the lead on this the UU-Sindh will work in collaboration with LGD).
- (iv) Urban Governance and Municipal Services: urban management, local government reforms, commercialization, urban property tax. In collaboration with LGD work on a review and recommendations of local government organizations.
- (v) Urbanism: quality of life, entertainment, family structures, law and order, street children, homelessness.

17. These studies will be discussed in focus group discussions with parliamentarians, provincial policy makers, and bureaucrats.

18. On the basis of this provincial urban framework detailed medium term plans, on these themes will be formulated using different spatial frameworks for Sindh's urban regions and cities. These may include:

- (i) Province Wide Plan;

⁴ See Understanding Your Local Economy: A Resource Guide for Cities: Cities Alliance, 2007 for a general discussion (www.citiesalliance.org)

⁵ See Land Use Considerations in Urban Environmental Management: No 12, Urban Management Program; Berstein, Janis D, 1994; UNDP/UNCHS/World Bank and The Land Market Assessment: A New Tool for Urban Management, Dowall, DE. No 4, UNDP'; 1991.

- (ii) Karachi and Hyderabad Urban Region;
- (iii) Northern Sindh Urban Region;
- (iv) Karachi, Hyderabad and Sukkur,
- (v) Medium Sized Towns;
- (vi) Small Towns in Sindh;
- (vii) Heritage towns; and
- (viii) Trade Corridor Urban Places.

19. Once established and grounded within the development planning processes at the provincial level the thematic concerns of the UU-Sindh may grow to include other subject areas that underpin economic growth: urban education, urban Health Care, Homelessness, Street Children and Law and Order.

20. As a start-up activity in FY 2008-09 the UU-Sindh will undertake a short review of existing policy work on the urban sector in Sindh, identify main gaps and prepare a one year work plan for the preparation of an Urban Sindh Medium-Term Framework and will propose Urban MDGs for Sindh (including ToR for these studies). Two studies, one a scoping study for an Economic Regeneration (with an associated Provincial Spatial Strategy) and three case studies of Local Economic Development/Economic Analysis for Urban Sindh will be commissioned. A global best practice visit on urban strategies for economic growth will be organized for senior civil servants and members from the NGO/civil society sectors. The Economic Regeneration study will be commissioned with the goal of assessing the potential of and developing a strategy and vision for development of secondary cities in Sindh. The study will assess the economic base and development potential, poverty and migration issues and collect and compile basic data and information relating to the state of urbanisation and urban settlements. The study will analyse the role and potential of urban settlements and future development scenarios.

3. *Spatial and Numeric Data Set and Management Information System*

21. On the basis of the experience from other sectors with the Management Information Systems (MIS) it is recommended that to start with the UU-Sindh at the P&DD use existing government information to establish a MIS for the Urban Sector in Sindh. Moreover, given recent experience with newly designed survey instruments (such as the MICS) which the GoS was unable to release it is recommended that the UU-Sindh set up its data base initially using existing data sets (please see the Data Set compiled for the Urban Sector Assessment: Sindh Secondary Cities, for further details). This data set relies largely on:

- (i) Population Census
- (ii) Development Statistics
- (iii) Labour Force Survey
- (iv) Project Specific Surveys

22. Existing data sets can be supplemented by innovative small and targeted surveys such as:

- (i) Customer Reports Cards and
- (ii) Quality at Service Delivery Surveys (QSDS)

23. This data set will then be developed into a Geographic Information System (GIS) that will be available on a web portal of the UU-Sindh. (IKONOS 0.6m resolution pan-sharpened colour imagery is known to be available). Presenting data spatially is a very powerful tool to enhance transparency and information based decision making. The GIS will be developed from a Provincial base map. An experienced design consultant will establish the parameters of the system. The Data Set and GIS will be designed in order to allow for more

sophisticated information and usage to be presented over time. Once this MIS is functional and being utilised by the planning machinery at the provincial level discussions should be taken with the Federal and Provincial Bureau of Statistics to refine their existing data base (and with relevant line departments). This GIS can form the basis for an integrated spatial strategy.

24. In FY 2008-09 the UU-Sindh will commission a study for review by an internationally renowned organisation on the existing data. On the basis of this study, over a two year period, a data and mapping base and system will be developed incrementally. At the end of two years a data set linked with maps will be designed and developed that will include analysis both for policy and project management (including SCIP). This will be placed on the UU-Sindh's website.

4. Communication and Awareness on Urban Sindh

25. The UU-Sindh will be responsible for generating research on urban Sindh. It will actively work towards increasing the knowledge base amongst public sector and development practitioners on Sindh's urban sector other than Karachi. The Research and Communication Section will focus on the five main themes:

26. Information Dissemination:

- (i) **Website.** The UU-Sindh will maintain a website on the Urban Sector in Sindh. All public information will be available on this website which will include the GIS. GoS staff will be able to access restricted data. The UU-Sindh will study the upcoming UU-Punjab portal, Development Gateway IUCN and other best practices in Pakistan and the region. The first activity to jump start this will be making the Urban Sector Assessment and its supplementary data set and maps available online, and the preparatory work done for SCIP. The website will be out-sourced to a private consultancy firm and can form one component of the SSTA. It will include the following basic information updated aerial/satellite images of all urban centres in Sindh; maps of major urban centres; and data.
- (ii) **Publication and Outreach.** The UU-Sindh will have a bi-monthly electronic newsletter in English and Sindhi. The Faisalabad Strategic Planning Unit and other electronic newsletters will be reviewed.
- (iii) **Conferences and Seminars:** The Urban Unit will organise with the support of local and international institute's seminars that are related to the urban sector in Sindh.

27. In FY 2008-09 the senior communication specialist will work with consultants to design a communication strategy, the cornerstone of this strategy will be to raise awareness on Urban Sindh and to make information available to the public. A website will be put online within the first quarter. The management of the website will be out-sourced and the website will be updated quarterly.

5. Investment Review and Management in Urban Sindh

28. The UU-Sindh will be responsible for the review and monitoring and evaluation of investments in the urban sector (those resources of the PP&H section that include review and monitoring and evaluation of investments in the urban sector would be pooled into the UU-Sindh).

29. UU-Sindh will publish on its website all investments made by the public sector in Urban Sindh. These will be collated and published in the form of an MIS and will be available online.

30. The UU-Sindh will maintain an up-to-date Urban Sector Public Expenditure Tracking System (PETS). A quarterly Urban Sector PETS will be published by the UU-Sindh.

31. The UU-Sindh will also function as the Program Support Unit for SCIP. The UU head will be member of the SCIP Program Steering Committee. To carry out functions required of the PSU, the UU-Sindh will establish internal committees. If required existing staff strengths will be supplemented by consultancies.

- (i) Function as the secretariat of the Program Steering Committee.
- (ii) Ensure coordination between program implementation activities
- (iii) Appraising work programs for processing of tranches associated Periodic Financing Requests (PFR)
- (iv) Develop and oversee implementation of the Investment Program Performance Monitoring System (IPPMS) system

32. In FY 2008-09 the UU-Sindh will place online as a pilot a draft Urban PETS. In parallel the UU-Sindh will work on Improved Project Management Procedures and Practices- as these emerge UU-Sindh will develop an associated training program.

33. In subsequent years the UU-Sindh will commission a study to review investments in Urban Sindh over the past ten years and their impact on improved services. This will form the basis for a re-design of more effective input and output indicators for project review and appraisal. In particular project review and appraisal procedures will be reformed to focus and prioritise service delivery and not capital investments. The UU-Sindh will prepare outline investment plans, with an emphasis on O&M, based on the investments identified in Provincial Planning Framework.

6. *Piloting, Innovation and Capacity Building in Urban Sindh*

34. The UU-Sindh will encourage learning and innovation in urban development planning, both at the provincial and city. Criteria will be established for funding both provincial and city level best practices, and should develop from existing initiatives to improve development planning practices in the urban sector through Annual Sector Plans, Local Economic Development Plans and Urban Management Plans. At the provincial level improved urban development planning and at the local level urban planning is essential to support economic development and manage growth and resources. Up to date maps, appropriate staff skills, and an agreed framework for policy, investments, regulation and preparing and approving plans to manage economic and physical growth are essential parts of operational planning system. At present there are major deficiencies in the each of these aspects of the system.

35. Three Awards will be established:

- (i) Sindh Urban Best Practice Award
- (ii) Sindh Best Urban Nazim Award
- (iii) Sindh Best TMA Award

36. A Sindh Urban Best Practice Award for urban sector development planning will be established. The Award Committee will announce clearly defined areas and interventions that are eligible for the Award for the first three years. The Award shall be of a total value of US \$50,000. Staff from LGD, SDSSP, MTRI, TMAs and Urban UAs will be eligible to apply. NGOs and private sector individuals will be eligible only if the pilot has been undertaken in close collaboration with a public sector body. The Award will allow for a Study Visit, Short course – 3-6 month, and Infrastructure for Office. These will be approved by the Sindh Urban Working Group. In FY 2008-09 the Award will be eligible for people who have worked on:

- (i) GIS, Mapping and Data Bases
- (ii) Revenue Enhancement

37. The UU-Sindh will provide encouragement to new initiatives through supporting pilots and innovations at the local level. The current attempt by Sukkur to develop a GIS for two UAs, in collaboration with the Survey of Pakistan (SoP) could be supported. Once an entire management process around monitoring and assessment for UIPT has been developed the team can apply for the Sindh Urban Best Practice Award.

38. Best TMA Award will be set up as a benchmarking pilot. In FY 2008 Benchmarking will be given for the introduction of a computerised management system. An Award of US \$ 15,000 will be given to the TMA, and \$5000 each will be given to the TMO and the relevant TO.

39. Best Urban Nazim Award for a total value of US \$20,000 will be given to a Nazims (TMA and/or Urban Union Councils) on the basis of open competition announced around two themes: public information, consumer feedback and/or improved financial management. A minimum of five Nazims will be short listed by the Sindh Urban Working Group (if less than five Nazims are short listed the award will be postponed to the following year). Awards will be announced in an open ceremony.

7. Capacity Building and Training

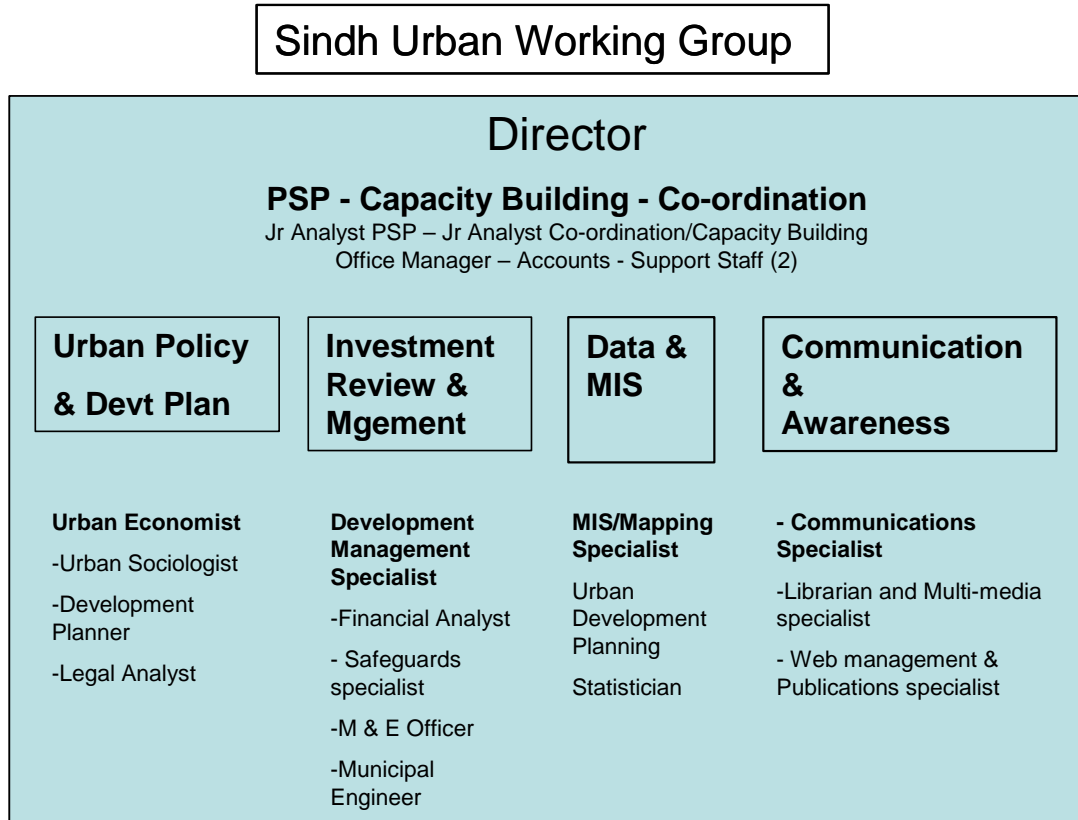
- (i) In FY 2008-09 a Capacity Building Strategy will be formulated based on a needs assessment. The main thrust of the strategy will be the integration of new procedures and practices into mainstream operations in P&D and LGD, and local governments. The strategy will also explicitly address the lack of capacity in the private and NGO sector on urban issues.
- (ii) **Scholarships.** The UU-Sindh shall manage a scholarship program for studies at internationally recognized universities for both public and private sector candidates. The scholarship process will be managed in collaboration with the Higher Education Commission (HEC) based on criteria proposed by the UU-Sindh. Preference will be given to female candidates and candidates working on the five central themes of the UU-Sindh.
- (iii) **Links with Research and Planning Institutions.** The UU-Sindh will enter into a Memorandum of Understanding on specific collaborative activities with established institutes, research centres and universities such as SPDC, Karachi University, Mehran University, PIDE, NED, SZABIST, IBA and LUMs. The purpose of the MoU will be to catalyse a body of research and working within these institutions.
- (iv) All new practices and procedures emerging from the preparation of provincial economic plan and the introduction of PETS and revised investment review and management processes will be rolled out to staff through targeted training proposed in the capacity building strategy.
- (v) **Study Tours** are a useful way for government officers to see new approaches in practice. A program of early study tours is proposed for senior government staff involved in setting up the Unit which may include visit to Punjab Urban Unit, exposure to urban and provincial strategic planning (World Urban Form, 2008; Indonesia, China, Hong Kong).

D. Organogram

- 40. The UU-Sindh will be headed by a Director who will be a Secretary, GoS.
- 41. The Urban Unit will include four sub-departments:

- (i) Policy and Planning
- (ii) Investment Review and Management
- (iii) Data and Management Information System
- (iv) Communication and Awareness

42. The Director UU-Sindh will manage the Pilot, Innovation and Capacity Building functions directly. See organogram below for details.



PROPOSED STAFFING

Position	Level
A. Director's Office	
Director	Director
PSP Analyst	Junior Analyst
Gender	Junior Analyst
B. Provincial Urban Policy and Development Planning	
Urban Economists	Senior Analyst
Urban Sociologist	Junior Analyst
Development Planner	Junior Analyst
Legal Analyst	Junior Analyst
C. Investment Review and Management	
Development Management Specialist	Senior Analyst
Financial Analyst	Junior Analyst
Safeguards (Resettlement and Environment) Specialist	Junior Analyst
Monitoring and Evaluation Officer	Junior Analyst
Municipal Engineer	
D. Provincial Urban Spatial and numeric data set and MIS	
MIS/ Mapping Specialist	Senior Analyst
Urban Development Planner	Junior Analyst
Statistician	Junior Analyst
E. Sindh Urban Communications and Awareness	
Communications Specialist	Senior Analyst
Librarian and Multi-Media Specialist	Junior Analyst
Web Management and Publications Specialist	Junior Analyst
F. Urban Sector Capacity Building	
Capacity Building Advisor	Consultant
Capacity Building Coordinator	Junior Analyst

43. The Urban Unit will have a simple non-hierarchical three tiered structure Director – Senior Analyst – Junior Analyst - with a skill mix.

E. Job Description and Qualifications

1. Urban Unit – Sindh Cities Working Group /Board

44. The Urban Unit shall come under the overall guidance of the Additional Chief Secretary (P&DD). A working group will be established to provide strategic direction to the unit. At quarterly meetings the working group will review progress against the Annual Workplan.

a. Director of the Urban Unit

Qualification

- Social scientist, masters' degree from a foreign university.

Experience:

- At least fifteen years experience in development administration, management, project planning and implementation. Preference will be given to candidates with a sound knowledge of the urban sector and who have been effective in a change management role in a similar context. Familiarity with strategic policy and planning will be an advantage. Effective oral and written communication skills and computer literacy essential.

Job Description

- Will be an active promoter of the urban sector in Sindh and resource on urban issues.
- Will have overall responsibility for the establishment and administration of the Urban Unit.
- Will be responsible for guiding and managing the team to delivery the objectives of the Unit as set out in the Annual Workplan.
- Will be responsible for monitoring the performance of the staff members within the UU.
- Will facilitate co-ordination between the Government Departments, Local Governments, donors and other agencies.
- Will direct the work in priority areas for the urban unit: on public/private partnerships (PSP), Capacity building and Coordination with existing institutions and departments in Sindh.
- Undertake any other tasks assigned by the Additional Chief Secretary, P&DD

b. Senior Analysts

1. **Urban Economist** will be responsible for establishing the urban development planning framework. S/he will work with the other Senior Analysts and will have a team comprising of an Urban Sociologist and a Law and Development specialist. S/he will hire in consultants and firms to undertake studies and undertake consultations around the Urban Planning and Policy Framework but review of the legislative framework and the conceptual design of the Planning and Policy Framework will be developed internally.

Experience:

Masters degree in Economics/Economic Geography/Public Finance preferably from a reputed foreign university. M.Phil/ PhD degree would be preferred. A minimum of seven years experience working on economic development issues. Example in economic data analysis and presentation.

Job Description

- Commission background studies and provide guidance and support in the preparation of strategic urban economic development plans.
- Assess data available for undertaking strategic economic assessment (e.g. economic structure, local endowments, human capital and institutions). Prepare plans to address data constraints.

- Assist P&DD and local governments in the development of policy and implementation of reforms in with regard to addressing urban poverty and livelihoods.
- Assist P&DD to develop policies and implement reforms to promote economic development including investment and business climate surveys investment promotion and skills development.
- Provide technical input to P&DD in the preparation of a provincial strategic plan for urban centers in Sindh and their development as engines of growth.
- Any other task assigned by the Director Urban Unit.

2. **Development Management Specialist** will be responsible for introducing modern project management, review and monitoring systems. S/he will work with a team of two Junior Analysts with specialist skills in urban planning (in particular to take the remit of the project review and management out of the restrictive PC-1 culture) and with the Project Management Officer for SCIP. The Senior Specialist will hire in consultants/firms for review of engineering designs and project management of SCIP.

Qualification

Masters degree in development, business administration or equivalent from a reputed foreign university.

Experience

A minimum of seven years relevant experience in development management. Experience in project evaluation and management systems preferable.

Job Description

- Oversee the review and monitoring and evaluation of investments in the urban sector.
- Oversee the introduction of modern project management processes (PETS) and procedures for evaluating, tracking and monitoring project investments.
- Establish MIS, public expenditure tracking systems and public information systems – such as online publication associated with new project management systems.
- Develop systems for reviewing project investments against strategic provincial plans

3. **MIS and Mapping Specialist** will be responsible for the collation and review of existing data and for recommendations on improving the data and mapping on the urban sector. S/he will also be responsible for making the data and information available to the public. The Senior Analyst MIS may hire specialised services from the private sector.

Qualification

Masters degree in information management, statistics or geography/ cartography from a reputed foreign university.

Experience

A minimum of five years relevant experience in compilation of statistics and presentation of information for public consultation and management decision making.

Job Description

- Oversee the review and monitoring and evaluation of investments in the urban sector.
- Oversee the introduction of modern project management processes (PETS) and procedures for evaluating, tracking and monitoring project investments.
- Establish MIS, public expenditure tracking systems and public information systems – such as online publication associated with new project management systems.
- Develop systems for reviewing project investments against strategic provincial plans

4. **Communication Specialist** will be responsible for defining a communication strategy for the urban sector in Sindh, in particular to make politicians and policy makers and local government representatives and officials aware of the key sector issues and the urgent need for reform. S/he will work closely with the Senior Analyst Urban Economics and Senior Analyst MIS on defining and managing the research portfolio for the UU-Sindh. S/he will have a team of Junior Analyst Publications and a senior Librarian/Multi-Media person. The website and communication strategy will be out-sourced. The newsletters will be produced internally.

Qualification

Masters degree in Mass Communication of a related field.

Experience

A minimum of five years experience in dealing with mass communication, public awareness and/or social mobilisation

Job Description

The Communication Specialist will

- Define a communication strategy for the urban unit and the urban sector in Sindh specifically to raise awareness of the key sector issues among politicians, policy makers and local government.
- Establish and maintain a website on the urban sector in Sindh.
- Publication and outreach including preparation of a regular newsletter.
- Organise networking events including conferences and seminars on issues related to SCIP and the urban sector
- Any other task assigned by the Director Urban Unit Sindh.

c. **Junior Analysts**

Provincial Urban Policy and Development Planning

1. **Urban Sociologist** will work with Senior Analyst Policy and Planning in defining the policy and research agenda for the urban sector. The Junior Analyst will have a degree in Urban Sociology.

Experience

A minimum of three years experience working in development, experience in addressing urban poverty and livelihoods, stakeholder consultation and participatory planning processes. Masters degrees in law and development or equivalent from a reputed foreign university.

Job Description

- Work with the Senior Analyst on defining a policy and research agenda for the urban sector.
- Provide specialist support and input on urban poverty and livelihoods aspects.
- Provide specialist support and input on urbanisation and migration. Defining studies required to explore province wide migration patterns.
- Advice on stakeholder consultation and participatory planning processes as required.

2. **Development Planning** analyst will work with Senior Analyst MIS on reviewing the current data in the sector and on recommendations related to the restructuring and usage of data. S/he will also work closely with the SCIP M&E Project Officer. Masters degrees in law and development or equivalent from a reputed foreign university.

Experience

A minimum of three years experience working in development and knowledge of the urban management.

Job Description

3. **Urban Development Planner** will work with the MIS and Mapping specialist on building up the Provincial Urban database and linking this with spatial information. The development planner will have a good background in statistics and be competent in the analysis of data to determine urbanisation and migration trends. Presentation of information for decision makers and for public information will be key aspect of the role co-ordinated with the communications officer.

4. **Legal Specialist** will work the Senior Analyst Policy and Planning and will review all laws and regulations related to the urban sector in Sindh and will help in the formulation of the sector policies, rules and regulations. The Junior Analyst will have a degree in law

and development or a degree in law and work experience in the development sector. Masters degrees in law and development or equivalent from a reputed foreign university.

Experience

A minimum of three years experience working in development and knowledge of the urban management.

Job Description

- will act as the focal point for all legal matters associated with the introduction of reforms in the urban sector.
- will advise on legal aspects of the operation and functioning of the North Sindh Urban Services Corporation
- will draft as required and review regulations, bylaws and rules of business associated with implementation of policies by the UU
- Any other task assigned by the Director Urban Unit.

5. **Financial Analyst** will work with the Development Management Specialist in introducing modern project management, review and monitoring systems, focussing on the introduction public expenditure tracking and new financial appraisal systems. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

6. **Safeguards Specialist** will examine the social, environment and resettlement impacts of proposed investments, meeting requirements under the SCIP and introducing routine appraisal processes that address impacts. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

7. **Monitoring and Evaluation** specialist will be responsible for carrying out routine monitoring and evaluation of investment approvals and tracking implementation and delivery to meet new monitoring and evaluation requirements established with the introduction of the Public Expenditure Tracking System. The M and E function will include reporting requirements associated with SCIP. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

8. **Municipal Engineer** will examine the technical aspects of infrastructure investments against newly established appraisal criteria including sustainability, value for money and the application of appropriate standards. S/he will work with financial analyst, gender and safeguards specialist. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

9. **Web management and Publications Officer** will be responsible for the bi-monthly newsletter and managing seminars and conference Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

10. **PSP specialist** will work directly with the Director UU-Sindh to ensure that thematic concerns related to private sector participation are integrated in the working of the UU-Sindh's work plan. The Junior Analyst PSP will have a specialised degree in private sector participation, SME's, or utility management. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

11. **Gender specialist** will work directly with the Director UU-Sindh to ensure that gender dimensions are integrated into all aspects of the Units work. Promoting the compilation of data and analysis that disaggregates by gender and allows gender based analysis, communication vehicles targeted at women and planning processes that include women may form part of the Gender specialist ongoing role. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

12. **Capacity building co-ordinator** will work directly to the Director, co-ordinating capacity building on an ongoing basis in line with the capacity building strategy. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

14. **Statistician** will support the Urban Development Planner and MIS/Mapping Specialist liaising with GoP on national statistics issues and contributing to the design and development of Sindh Urban Information System. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

15. **Librarian** and multi-media specialist will work with the communications specialist managing the library and resources on UU Sindh. A substantial library has already been built up by SRPO which may be contributed to by the UU. The specialist will also advise on the use of other media (video, internet, CDs, radio) in delivering the communications strategy and promoting Urban Sindh's participation. Masters degrees in law and development or equivalent from a reputed foreign university and a minimum of three years experience.

16. Other Staff:
- (i) Accounts Officer
 - (ii) IT Officer
 - (iii) Support Staff

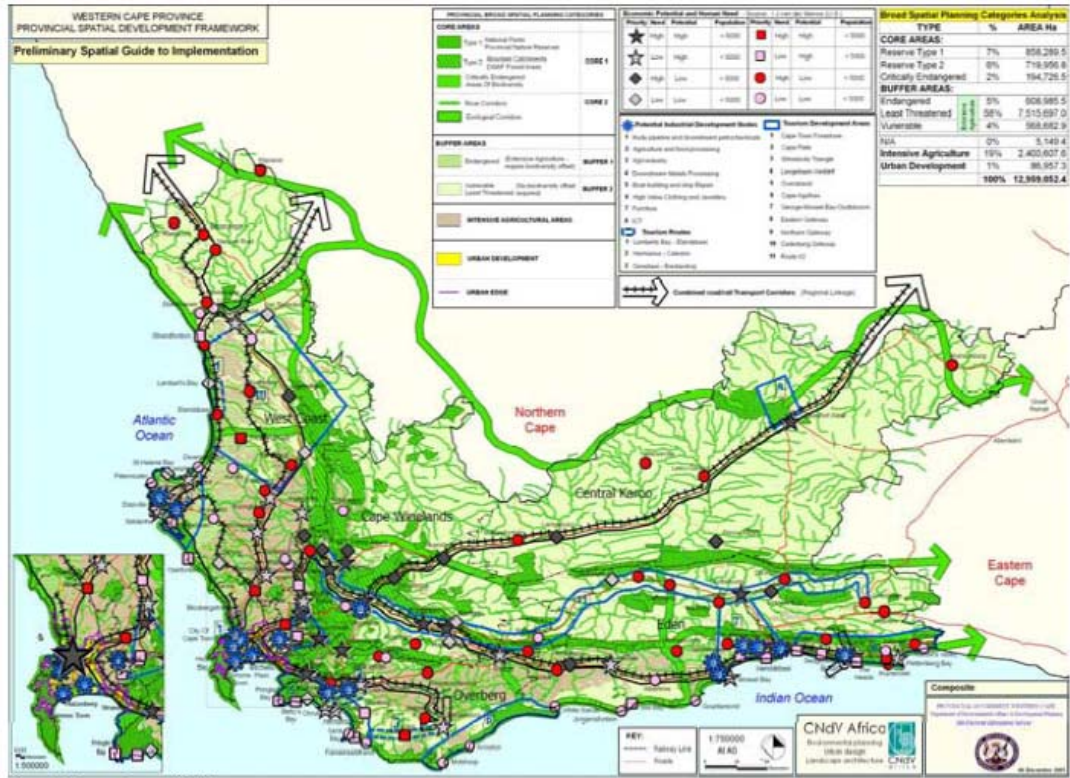
F. Studies

45. The work plan for the Urban Unit proposes a number of studies that will be commissioned to initiate work in each sub area.

1. Economic Regeneration and Provincial Spatial Strategy scoping study

46. To assist the policy and planning unit prepare a provincial framework for urban economic development and growth a scoping study is proposed. The type of outputs the strategy would deliver is illustrated below. The main value of the strategy is in presenting a spatial vision for the future of a region or sub region. A core strategy would define key communication corridors, links of regional significance (rail road), priority growth areas and areas for economic development defining potential growth areas, strategic economic links, priority areas for assistance and higher education institutes – important in assessing local skills assessment.

47. The maps below illustrate the type of output that might be anticipated from regional spatial strategy⁶. For more information see supplementary paper⁷

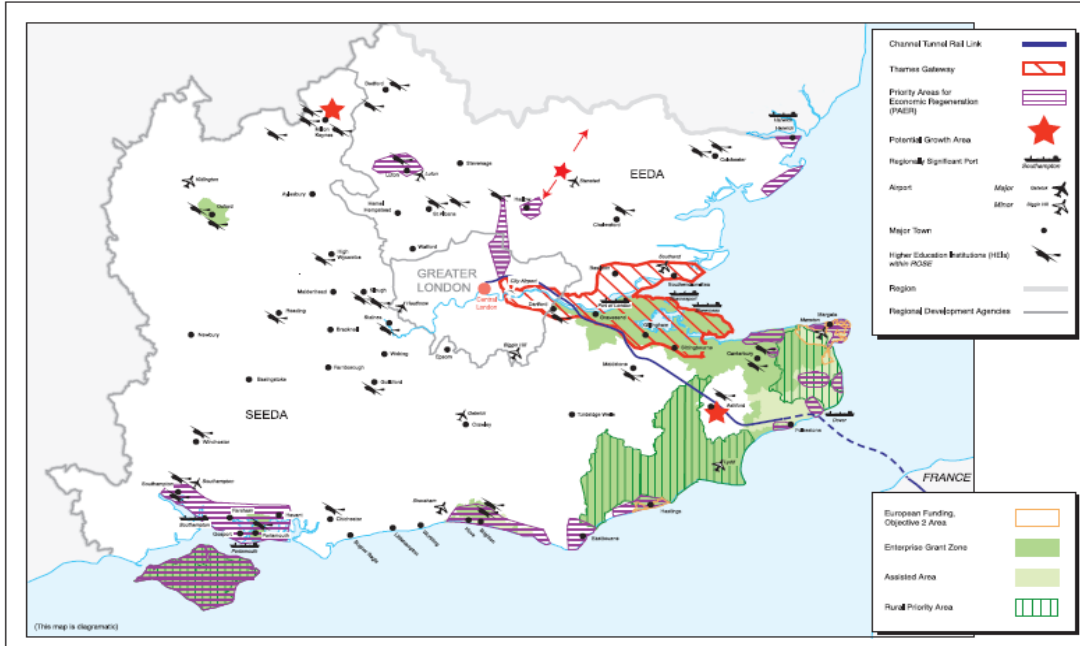


⁶ Regional planning guidance for the South East (RPG9) March 2001 London: The Stationery Office. Government Office for the South East.

(http://www.capegateway.gov.za/Text/2005/12/8_vospa_pages_345-420.pdf)

⁷ Supplementary Paper C: International and Regional Experience in Provincial Planning by Fiona McCluney.

Map 5 - Economic Development



48. A rapid assessment and scoping study should be undertaken to: assess the steps required to prepare a mapping base adequate for preparation of a provincial spatial strategy; examine province wide information available for overlay on communications (road, rail, air links, dry port) on environmental issues and constraints. The study will assess the economic base and development potential, poverty and migration issues and analyse the role and potential of urban settlements and future development scenarios. The scoping study should prepare terms of reference for preparing an economic development and spatial strategy for the Province.

2. Policy review

49. A short review will be undertaken of existing policy work on the urban sector in Sindh. The policy review will identify the main policy gaps and prepare a work plan for preparation of an Urban Sindh Medium Term Framework. The policy review should be linked to the Millennium Development Goals tailored to the Urban Sector. The medium term framework will represent the operational/implementation side of the provincial spatial strategy.

3. Case studies on economic analysis of Sindh Cities

50. Three case studies of local economic development for cities in Sindh are proposed. Focusing on the information available for economic analysis and testing various approaches to the preparation of a city economic regeneration strategy, the case studies will provide early feedback and information on the opportunities for preparing plans at a city level or data, information or attitudinal hurdles that must overcome before such an approach could be adopted more widely⁸.

⁸ See footnote 3

4. Introduction of Urban Public Expenditure Tracking System (PETS) and improved project management procedures and practices

51. The purpose of this study is twofold. To undertake a Public Expenditure Tracking Survey (PETS) for the Urban Sector, a draft of which will be published online. The study will also recommend the resources and establishment required to maintain and publish the PETS on a quarterly basis. In addition the study will propose a programme of improved project appraisal and management procedures and practices. The introduction of procedures that focus and prioritise service delivery and not simply capital investments.

5. Spatial and management information scoping and design study

52. To initiate the systems and procedures of the Data and MIS unit a scoping and design study is required. Based on the work already undertaken in the Sindh Secondary Cities Assessment, a design study will consolidate data and mapping generated and already in place and recommend staged steps for building up the data base and links to spatial information for the Province. The resources and systems required to implement the steps will be identified and a costed action plan prepared for implementation.

6. Communications Strategy

53. A communications strategy will be prepared that examines the opportunities and vehicles for raising the profile of urban issues in Sindh. The communications strategy will publicise research, plans and policy generated by UU. It will also promote urban policy and reform issues from wider sources, regional and international conference and workshops, websites.

WORKPLAN	FY 1				Y2	Y3	Y4	Y5
	Q1	Q2	Q3	Q4				
A. Director's Office								
Appointment of Director	XX							
Establish Office	XX							
Procure Hardware	XX							
Set up Sindh Urban Working Group	XX							
Recruitment	XX							
Unit vision and workplanning (5yr reform objectives/1yr action plan)	XXX							
B. Provincial Urban Policy and Development Plan								
<i>Studies</i>								
Economic Development and Provincial Spatial Strategy Scoping Study		XXX						
Local Economic Development/Economic Analysis - Urban Sindh		XXX						
<i>Sector Activities</i>								
Prepare strategic development framework								
Integrate framework into province, district and TMA development plans								
Identification and Conceptualisation of new Investments					XX			
Seminars					X	X	X	X
Global Best Practice Visit		XXX						
C. Investment Review and Management								
<i>Studies & Trainings</i>								
PETS Design Study			XXX					
Training on Improved Urban Project Management Practices				X	XX			
<i>Sector Activities</i>								
Public Expenditure Tracking System								
Priorities for Improved Urban Project Management								

D. Provincial Urban Spatial and Numeric Data Set and MIS								
<i>Studies & Trainings</i>								
Spatial and MIS scoping study		XX						
Confirm steps for incremental development of system		XX						
<i>Sector Activities</i>								
Develop Mapping Base								
Develop Data Base								
Feedback to FBS and Bureau of Statistics			XX	XX	XX	XX	XX	XX
Liaison with Survey of Pakistan			XX	XX	XX	XX	XX	XX
<i>Awards</i>								
Mapping/GIS				X	X	X	X	X
E. Sindh Urban Communications and Awareness								
<i>Sector Activities</i>								
Communications Strategy		XX						
Website (Out-sourced)								
Newsletter			X	X	X X X X	X X X X	X X X X	X X X X
Seminars and Networking			X		X X	X X	X X	X X
Library								
Expenditure on Foreign Delegations								
F. Urban Sector Capacity Building								
<i>Sector Activities</i>								
Urban Sector Capacity Building Strategy		XX						
Program Support to LGD for Municipal Planning								
Technical Assistance Support to NUSC								
Innovation and Pilot Awards				X	X	X	X	X
Study Tours		XX			X		X	
Short Courses								
<i>Awards</i>								
PSP Partnership Award				X	X	X	X	X

G. Discussion Points for GoS

1. Scope and Mandate

54. Should Karachi and Hyderabad within scope of UU-Sindh?

55. Should all sectors proposed by included? Should the unit have an economic regeneration focused -growth strategy for urban clusters.

2. Links within P&DD

56. The Sindh Regional Planning Organisation (SRPO) was established in 1975. It was chaired by very senior and powerful bureaucrats and conducted nearly 200 studies. However, the organization was deemed redundant in 2001 and restructured under an initiative of the provincial finance minister in 2002 (it is now the Research and Training Wing).

57. Links with PP&H. Ideally all the urban related sections within P&DD should be pooled into the UU-Sindh. With clear links with the FAS etc.

3. Links with Other Government Departments & Divisions

58. The Urban Unit in P&DD will work with the key government departments.

- (i) Federal Government:
 - AKHTCRD&MA:
 - Asad Ali Shah, Planning Commission:
 - MTRI
 - ME - LGD:
 - PIDE:
 - EAD, GoP:
 - Higher Education Commission: The Scholarship program can be run and managed with the HEC
 - IPDF, Ijaz Ahmed
- (ii) Government of Sindh:
 - Chief Secretary's Secretariat:
 - Finance Department:
 - PHE
 - LGD
 - Municipal Unit
 - Town Planning
 - DAs
 - SEPA
 - Other Departments:
 - Excise and Taxation
 - Local Governments
 - Karachi Master Planning Unit:
 - SCIP TMAs

4. Funding

59. The establishment of the Urban Unit can be included as a component of the SCIP support. The budget has been prepared on using mark rates for salary and fixed

costs. A consultancy package can be designed to support GoS in the establishment and running of the unit. The Urban Unit will be established by the GoS prior to SCIP loan approval through the ADP.

5. Capacity and Personnel

60. Both the public and the private sectors in Pakistan are highly constrained by lack of capacity on the urban sector. How will this be addressed in the short term?

6. Location and Infrastructure

61. The Urban Unit will be established within the P&DD building for the first three years. At the end of three years the GoS may decide to incorporate it as an independent commission or body? Could the Urban Unit/PSU be located in the barrack offices currently accommodating the Research and Training wing. The library, conference facility and office facilities located close to the Secretariat could form the basis of shared facilities and would be conveniently located for regular communication with the P&DD.

7. Study Tours to the expose government to urban development / Punjab Urban Unit

62. GoS may choose to visit the Punjab UU. Is the Punjab model viable for Sindh? What other best practices are possible and where can these be observed - World Urban Forum 2008 or India study visit (Andhra Pradesh / Chennai to observe Tamil Nadu Municipal Development Fund, Good Governance Centre, Hyderabad, Andhra Pradesh Urban Services for the Poor) or South Asia (Indonesia, Malaysia, Singapore) What are the gaps that the GoS staff would like the UU-Sindh to fill themselves?

S.No	Name of Officer	Designation	Department/ Organisation	Contact Phone Numbers	Contacts Email	Contact Postal Address
1.			A.E.R.C Karachi University			
2.	Mr. Fatah Mari	PM	Action Aid Pakistan Karachi.			
3.	Mr.Manzoor Ahmed Dahri	Chairman	C.R.P Dept Mehran University Jamshoro			
4.	Mr. Nasir Panhwar	Program Manager.	I U C N.			
5.	Mrs.Sadiqa Salhauddin	C.E	I.R.C			
6.			IBA			
7.			LEAD			
8.			LUMS			
9.	Mr.Rasool Bux Soomro	Regional Director	N.R.S.P Hyd			
10.	Prof. Nouman Ahmed	Head of Architect Deptt.	NED University.			
11.			OPP-RTI			
12.	Mr.Zulifqar Ali Shah	Manager	P.I.L.E.R			
13.			PIDE			
14.	M.Nazar Memon	C E.	S R S O			
15.	Mr. Farrukh Mian	General Manager	S.P.D.C			
16.	Mr.M Umer Qazi	D.G	S.R.P.O			
17.	Mr.Mushtaq Ahmed Mirani	Executive Director	S.R.S.P Hyd			

S.No	Name of Officer	Designation	Department/ Organisation	Contact Phone Numbers	Contacts Email	Contact Postal Address
18.	Mr.Tasneem Ahmed Siddiqui	Chairman	SAIBAN			
19.	Mr.Shahab Mughal	Asst. Professor	Sindh dev. Studies Center Sindh University Jamshoro.			
20.			SZABIST			
21.	Dr Sono		TRDP			
22.	Mr. Masud loahr	National Co- Coordinator	U.N.D.P			
23.	Dr.Asif Aslam	Program Manager	UNICEF			
24.			URC			

H. Resources and References

63. The following documents were reviewed for the purpose this note:
- (i) The Sindh Government Rules of Business, Revised Edition 2006
 - (ii) The GoS Vision 2030 Draft
 - (iii) The Sindh Government Gazette, Provincial Assembly of Sindh, Notification, 2nd January 1976: The Sindh Regional Planning Organization Act 1976
 - (iv) SRPO: List of Publications
 - (v) Terms of Reference for, Investigating the Overall Growth Potential of Sukkur into a major Urban centre through multidimensional Studies, Author and Date Not Given
 - (vi) GoS Notification, 25th May 2006, repealing the SRPO Act 1976
 - (vii) GoS, Finance Department, Expression of Interest, Medium Term Budget Framework
 - (viii) GoS, SDSSP, PSU, Terms of Reference for Individual Consultants as Municipal Planning and Development Specialist
 - (ix) GoS, SDSSP, PSU, Terms of Reference for Individual Consultants as Master Planning Specialist
 - (x) GoS, SDSSP, PSU, Concept Paper on Municipal Planning and Development Unit Sindh, January 2008
 - (xi) GoS, SDSSP, PSU, Concept Paper on Development of Master Plans for TMAs in Sindh, March 2007
 - (xii) GoS, Presentation to TMA Nazims and Staff on Sindh Cities Improvement Program, by M. Iqbal Memon, 25th January 2008
 - (xiii) Ministry of Finance, Government of Pakistan, Guidelines on Viability GAP Funds for PPP Projects
 - (xiv) ADB, Urban Municipal Services Sector Assessment Sindh (draft final), July 2007, PPTA 4534-Pak
 - (xv) ADB, Sindh Cities Improvement Program, Fiona McCluney, GHK International, September 2007, PPTA 4534-Pak
 - (xvi) ADB, RRP Punjab Resource Management Program, November 2003
 - (xvii) ADB, RRP, Punjab Devolved Social Services Project
 - (xviii) World Bank, Punjab Economic Report
 - (xix) World Bank, PAD, Punjab Municipal Services Improvement Program, PAD, May 6th 2006
 - (xx) Policy Management by the NWFP Government
 - (xxi) GoPb Provincial ADP (not available – to be reviewed)
64. The following web searches were conducted:
- (i) Government of Punjab
 - (ii) UU-Punjab
 - (iii) World Bank website: DPL, PMSIP, Punjab Urban
 - (iv) ADB website: SBUSP, PRMP, PDSP
65. The following documents were made available by the UU-Punjab:
- (i) Punjab Municipal Solid Waste Management Guidelines, Local Government and Community Development Department, 2007, Government of Punjab
 - (ii) Solid Waste Management: An Introduction: Volume 1, UU-Punjab The World Bank Infrastructure and Energy Department, Korea Environment Institute, Sudokwan Landfill Site Corporation, Korea International Cooperation Agency, 2007

- (iii) Urban Land and Housing Markets in the Punjab: The World Bank Infrastructure and Energy Department and the UU-Punjab, June 2006
- (iv) The Urban Unit, Brochure, UU-Punjab
- (v) UGIS: An Introduction, Flyer, UU-Punjab
- (vi) Punjab Urban Research Program, Flyer, UU-Punjab
- (vii) PSP Model for WASA Faisalabad, Flyer, UU-Punjab
- (viii) Drivers Training Program, Flyer, UU-Punjab
- (ix) The Urban Gazette: Introductory Issue, UU-Punjab
- (x) The Urban Gazette: Issue 2, UU-Punjab
- (xi) Urban News: March 2008, UU-Punjab

66. Email discussions were held with:

- (i) Mr. Mahmood Akhtar, Strategic Planning Unit, Faisalabad City District
- (ii) Mr. Masroor Ahmed, WSP-SA, World Bank

67. The following meetings were held by Sara F Azfar:

- (i) Mr. Iqbal Memon, Rehana Memon and Khalid Siddiqi, P&D, GoS, 27th March 2008-04-19
- (ii) Mr. Umar Qazi, Research and Training, GoS, Sindh Barracks, 28th March, 2008
- (iii) UU-Punjab Staff, 9th April 2008, Lahore
- (iv) Dr Nasir Javed, Director
- (v) Gulzar Ali Khan, Junior Economist
- (vi) Waseem Akram, Junior Transport Planner
- (vii) Mr. Basharat, Research Assistant, Sociologist
- (viii) World Bank, Islamabad: Mihaly Kopanyi, Senior Infrastructure Specialist 3rd April 2008
- (ix) WSP-SA, Islamabad: Mark Ellery, 7th April 2008
- (x) Consultant NWFP, Islamabad: Kenneth Sigrist, 5th April 2008
- (xi) Planning Commission, GoP, Islamabad: Asad Ali Shah and Maqbool Elahi, 5th April 2008.

68. The following meetings were held by Fiona McCluney

- (i) Rehana Memon, Special Secretary
- (ii) Khalid Siddique, P &DD
- (iii) Naheed Durrani, Finance Special Secretary
- (iv) Kabir Kazi, Program Director
- (v) Roshan Ali Sheikh, LSU Karachi Mega Cities Sustainable Development Program
- (vi) Hafiz Muhammed Javed, Master Plan Group of Offices
- (vii) Umar Kazi, Director Research and Training Unit – P&DD

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5.	Mrs.Sadiqa Salhauddin	C.E	I.R.C			
6.			IBA			
7.			LEAD			
8.			LUMS			
9.	Mr.Rasool Bux Soomro	Regional Director	N.R.S.P Hyd			
10.	Prof. Nouman Ahmed	Head of Architect Deptt.	NED University.			
11.			OPP-RTI			
12.	Mr.Zulifqar Ali Shah	Manager	P.I.L.E.R			
13.			PIDE			
14.	M.Nazar Memon	C E.	S R S O			
15.	Mr. Farrukh Mian	General Manager	S.P.D.C			
16.	Mr.M Umer Qazi	D.G	S.R.P.O			