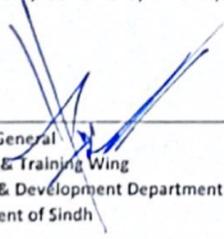




**Research & Training Wing,**  
**Planning & Development Department, Government of Sindh**  
**Annual Procurement Plan For The Year 2025-2026**

S. No.	Description	Quantity (If applicable)	Estimated Unit Cost (If applicable)	Estimated Cost	Fund Allocated	Source of Funds (ADP/Non ADP)	Method of Procurement	Anticipated Date of Start	Anticipated Date of Completion
1	Assessing Vocational Training Programs to Bridge Gaps Between Education System and Labor Market Demands	1	990,000	990,000	990,000	ADP	Hiring of Individuals Consultant	Mar-26	Jun-26
2	Results-Based Framework for Inclusion in the Public Sector Project for Monitoring of Development Projects in Planning & Development Systems	1	990,000	990,000	990,000	ADP	Hiring of Individuals Consultant	Mar-26	Jun-26
3	Structural Barriers and Challenges in Industrialization in Rural Areas (Case Study of Industrial Estate Larkana)	1	1,500,000	1,500,000	1,500,000	ADP	Hiring of Individuals Consultant	Mar-26	Jun-26
4	Social Protection in Sindh Building Resilience of Marginalized Populations Post-2022 Floods	1	1,500,000	1,500,000	1,500,000	ADP	Hiring of Individuals Consultant	Mar-26	Jun-26
5	Role of Corporate Governance in Enhancing the Effectiveness of CSR for Sustainable Business Growth	1	2,000,000	2,000,000	2,000,000	ADP	Hiring of Individuals Consultant	Mar-26	Jun-26

The above annual procurement plan is required to be hoisted on SPPRA & P&DD websites.

  
\_\_\_\_\_  
Director General  
Research & Training Wing  
Planning & Development Department  
Government of Sindh



GOVERNMENT OF SINDH  
PLANNING & DEVELOPMENT  
DEPARTMENT

NOTIFICATION

NO: SO(ADMN-I)(P&D)12(97)2012: In pursuance of Rule 67 (3) of SPPRA Rules, 2010 (Amended upto now), Consultant Selection Committee for hiring the services of individuals Consulting Firms / Training Institutions in respect of scheme namely Capacity Building of Human Resource of P&D Department and its attached offices ADP Gr. S.No. 3411 with following composition and Terms of Reference:

01	Director General, Research & Training Wing, P&D Department, GoS	Chairman
02	Deputy Secretary (Admn), P&D Department, GoS	Member
03	Representative of Finance Department, GoS (not below the rank of BS-18)	Member
04	Procurement Officer, Research & Training Wing, P&D Department	Member/Secretary
05	Technical Member from Concerned department for Consultation having adequate experience in the relevant field (not below the rank of BS-18)	Member

TERMS OF REFERENCE

1. Approval of Request for Proposal before issuance;
2. Shortlisting of consultants, responding to the Request for Expression of Interest, where applicable, in accordance with the criteria mentioned in Request for Expression of Interest;
3. Evaluation of technical and financial proposal, according to the selection method and evaluation criteria, mentioned in the Request for Proposal;
4. Finalization of recommendation based on evaluation as mentioned at sub-rule (3) of rule 8 of SPPRA Rules 2010 (Amended upto now)
5. Perform any other function ancillary, and accidental to the above.

-SHAKEEL AHMED MANGNEJO-  
CHAIRMAN, P&D BOARD, SINDH

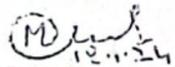
NO: SO(ADMN-I) (P&D)12(97)2012:

Karachi, 18<sup>th</sup> January, 2024

A copy is forwarded for information and necessary action to:

1. The Principal Secretary to Governor Sindh
2. The Principal Secretary to Chief Minister Sindh, Karachi.
3. The Secretary, Finance Department, Government of Sindh.
4. The Chairman/All Members of Committee.
5. The Deputy Secretary (Staff) to Chief Secretary Sindh
6. P.S to Chairman P&D Board Sindh, Karachi.
7. P.S to Secretary (Planning), P&D Board Sindh Karachi.

M/F

  
(MUHAMMAD FAISAL)  
SECTION OFFICER (ADMIN-I)  
PH: 021-991211926



GOVERNMENT OF SINDH  
PLANNING & DEVELOPMENT  
DEPARTMENT

NOTIFICATION

NO: SO(ADMN-I)(P&D)12(97)2012: In pursuance of Rule 67 (3) of SPPRA Rules, 2010 (Amended upto now), Consultant Selection Committee for hiring the services of individuals Consulting Firms / Training Institutions in respect of scheme namely **Capacity Building of Human Resource of P&D Department and its attached offices ADP Gr. S.No. 3411** with following composition and Terms of Reference:

01	Director General, Research & Training Wing, P&D Department, GoS	Chairman
02	Deputy Secretary (Admn), P&D Department, GoS	Member
03	Representative of Finance Department, GoS (not below the rank of BS-18)	Member
04	Procurement Officer, Research & Training Wing, P&D Department	Member/Secretary
05	Technical Member from Concerned department for Consultation having adequate experience in the relevant field (not below the rank of BS-18)	Member

TERMS OF REFERENCE

1. Approval of Request for Proposal before issuance;
2. Shortlisting of consultants, responding to the Request for Expression of Interest, where applicable, in accordance with the criteria mentioned in Request for Expression of Interest;
3. Evaluation of technical and financial proposal, according to the selection method and evaluation criteria, mentioned in the Request for Proposal;
4. Finalization of recommendation based on evaluation as mentioned at sub-rule (3) of rule 8 of SPPRA Rules 2010 (Amended upto now)
5. Perform any other function ancillary, and accidental to the above.

-SHAKEEL AHMED MANGNEJO-  
CHAIRMAN, P&D BOARD, SINDH

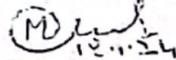
NO: SO(ADMN-I) (P&D)12(97)2012:

Karachi, 18<sup>th</sup> January, 2024

A copy is forwarded for information and necessary action to:

1. The Principal Secretary to Governor Sindh
2. The Principal Secretary to Chief Minister Sindh, Karachi.
3. The Secretary, Finance Department, Government of Sindh.
4. The Chairman/All Members of Committee.
5. The Deputy Secretary (Staff) to Chief Secretary Sindh
6. P.S to Chairman P&D Board Sindh, Karachi.
7. P.S to Secretary (Planning), P&D Board Sindh Karachi.

M/F

  
(MUHAMMAD FAISAL)  
SECTION OFFICER (ADMIN-I)  
PH: 021-991211926



**NOTIFICATION**

**NO: SO(ADMN-I)(P&D)12(97)2012** In pursuance of Rule 31 of SPPRA Rules, 2010 (Amended upto now), a Complaint Redressal Committee (CRC) to receive grievance (s) during hiring the services of individuals Consulting Firms / Training Institutions in respect of scheme namely **Capacity Building of Human Resource of P&D Department and its attached offices ADP Gr. S.No. 3411** with following composition/TORs:-

01	Secretary (Planning), Planning & Development Department, Government of Sindh	Chairman
02	Representative of Accountant General, Sindh	Member
03	An Independent Professional from relevant field (To be nominated by Head of Procuring Agency)	Member

**TERMS OF REFERENCES (TORs)**

- The Complaint Redressal Committee (CRC) upon receiving a complaint from an aggrieved bidder may, if satisfied;
- Prohibit the Procurement Committee from acting or deciding in a manner, inconsistent with these rules and regulations;
- Annul in whole or in part, any unauthorized act or decision of the Procurement Committee; and
- Recommend to the Head of Department that the case be declared a mis-procurement if material violation of Act, Rules, Regulations, orders, instructions or any other law relating to public procurement has been established.
- Reverse any decision of the Procurement Committee or substitute its own decision for such a decision; Provided that the complaint Redressal committee shall not make any decision to award the contract.

**-SHAKEEL AHMED MANGNEJO-  
CHAIRMAN, P&D BOARD, SINDH**

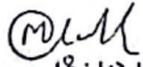
**NO: SO(ADMN-I) (P&D)12(97)2012:**

**Karachi, 18<sup>th</sup> January, 2024**

A copy is forwarded for information and necessary action to:

- The Accountant General Sindh, Karachi.
- The Chairman/All Members of Committee.
- The Director General, Research & Training Wing, P&D Department
- P.S to Chairman P&D Board Sindh, Karachi.
- P.S to Secretary (Planning), P&D Board Sindh Karachi.

M/F

  
18.1.24  
**(MUHAMMAD FAISAL)**  
**SECTION OFFICER (ADMIN-I)**  
**PH: 021-991211926**



No. RTW/P&DD/GOS/ID/001-005/2025-26  
GOVERNMENT OF SINDH  
PLANNING & DEVELOPMENT  
DEPARTMENT  
RESEARCH & TRAINING WING

Dated: 17<sup>th</sup> March, 2026

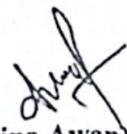
To,

The Director (Advertisement),  
Information & Archives Department,  
Government of Sindh,  
Karachi,

**SUBJECT: - PUBLICATION OF ADVERTISEMENT FOR NIT.**

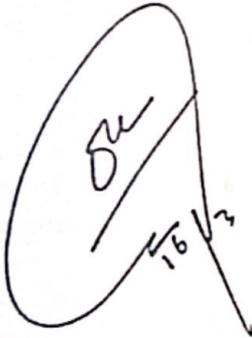
I am Directed to enclose herewith 07 (07) copies of Advertisement for following Expression of Interest (EOI) of Planning & Development Department, Government of Sindh, Karachi.

1. Request for Expression of Interest (REOI) for Hiring of Individual Consultants for the Research Studies.
2. It is requested to kindly get the same published in leading Newspaper of English, Urdu and Sindhi.

  
(Hina Awan)  
PROCUREMENT OFFICER

CC:

1. P.S. to Chairman, P&D Department, Government of Sindh, Karachi.
2. P.S. to Secretary (Planning), P&D Department, Government of Sindh, Karachi.
3. Master File

  
16/3

O/c



PLANNING & DEVELOPMENT DEPARTMENT  
(RESEARCH & TRAINING WING)  
GOVERNMENT OF SINDH

Tender No. RTW/P&DD/GOS/TD/001-005/2025-26

Karachi, dated: 17<sup>th</sup> March, 2026

REQUEST FOR EXPRESSION OF INTEREST (REOI)

For Hiring of Individual Consultants for the Research Studies

Research & Training Wing of the Planning & Development Department, Government of Sindh inviting CVs from individuals who have the required considerable experience (minimum of 05 years), minimum Master's Degree (18 years of education) in Social Sciences, Economics, Public Health, or other relevant field(s) (As mentioned in TORs), and professional expertise in undertaking research studies that analyze social sector initiatives, strategies, and policies to inform public sector planning and investments. The proposed studies with objectives are as under:

S. No.	Name of the Study	Main Objective	Duration of the Study
1	Assessing Vocational Training Programs to Bridge Gaps Between Education System and Labor Market Demands	To evaluate the effectiveness of vocational training programs in aligning educational curricula with the skills demanded by the labor market	1 months
2	Results-Based Framework for Inclusion in the Public Sector Project for Monitoring of Development Projects in Planning & Development Systems	To develop a robust framework for results-oriented monitoring and evaluation of public sector projects.	1 months
3	Structural Barriers and Challenges in Industrialization in Rural Areas Case Study of Industrial Estate Larkana	To identify barriers hindering industrial growth in rural areas and propose actionable solutions	1.5 months
4	Social Protection in Sindh Building Resilience of Marginalized Populations Post-2022 Floods	To examine the effectiveness of social protection programs in Sindh in reducing poverty and vulnerability, and to assess how these initiatives strengthen the resilience of marginalized and low-income populations against economic, social, and climate-related shocks.	1.5 months
5	Role of Corporate Governance in Enhancing the Effectiveness of CSR for Sustainable Business Growth	To analyze the role of corporate governance structures in strengthening CSR implementation and improving long-term sustainable business performance.	1.5 months

The Interested Individuals may submit their detailed Resume indicating Experience, description of similar assignments, experience under similar conditions, staff etc along with a covering letter, addressing to the Director General Research & Training Wing, Planning & Development Department, Government of Sindh using EPADS on the time of submission mentioned below and one hard copy should be submitted on the address given at the bottom up to 6<sup>th</sup> April, 2026 at 2:00 pm. Any proposal that is not submitted through EPAD will not be considered.

AA

The individual consultant should have Master's degree in social Sciences, Economics, Public Health, or other relevant field(s) with 5 years' experience in the relevant field (As mentioned in TORs). The shortlisted individuals will be informed through letter as well as by posting report on SPPRA website.

This EOI along with detailed Terms & References is also available on the websites of Research & Training Wing and SPPRA i.e. [www.rtw.sindh.gov.pk](http://www.rtw.sindh.gov.pk) & [www.ppms.pprasindh.gov.pk](http://www.ppms.pprasindh.gov.pk) respectively.

"The Procuring Agency may reject any proposal subject to relevant provision of SPP Rules 2010(Amended up-to now) and may cancel the process at any stage as per Rule -25(i) of said rules of SFP Rules 2010(Amended up-to now)." No claim in connection with preparation and submission of RFP will be entertained as per Rule 72 (8).

**Address for submission of Proposal:**

Director General, Research & Training Wing, Planning & Development Department, Government of Sindh

Address: Fayyaz Centre, Mezzanine Floor, Opp. FTC Building, Shahrah-e-Faisal, Karachi.

Ph: # (021) 99332153

  
**HINA AWAN**  
Procurement Officer  
Research & Training Wing  
Planning & Development Deptt.  
Government of Sindh



**GOVERNMENT OF SINDH**  
**PLANNING & DEVELOPMENT DEPARTMENT**  
**(RESEARCH & TRAINING WING)**

Tender No. RTW/P&DD/GOS/TD/001/2025-26

**Terms of Reference for the Research Study on**  
**'Structural Barriers and Challenges in Industrialization in Rural Areas:**  
**A Case Study of Industrial Estate Larkana,**

**1. Background and Introduction**

- 1.1 Industrialization plays a critical role in economic growth, employment generation, and poverty reduction. In Sindh, the Government has established several industrial estates to promote industrial development and encourage private sector investment across the province. However, industrial development in rural areas remains limited due to a variety of structural and institutional constraints.
- 1.2 Industrial Estate Larkana was established with the objective of promoting industrial activity and economic development in the northern region of Sindh. Despite its strategic importance, the industrial estate has not achieved its full potential in attracting industrial investment and generating employment opportunities.
- 1.3 Several factors may be responsible for the slow pace of industrialization in rural areas, including inadequate infrastructure, limited access to finance, regulatory bottlenecks, weak market linkages, shortage of skilled labor, and logistical constraints.
- 1.4 This research study aims to identify the structural barriers and operational challenges affecting industrial development in Industrial Estate Larkana and propose practical policy recommendations to support sustainable industrial growth in rural areas of Sindh.

**2. Objectives of the Study**

2.1 The primary objective of this research study is to identify the structural and institutional barriers hindering industrialization in rural areas and to develop evidence-based recommendations to improve the industrial ecosystem in Industrial Estate Larkana.

2.2 The specific objectives of the study are to:

- a. Conduct a situational analysis of industrial development in Industrial Estate Larkana.
- b. Identify key structural, infrastructural, financial, and regulatory challenges affecting industrial growth in rural areas.
- c. Assess the availability and adequacy of infrastructure and utilities, including electricity, gas, water supply, roads, and logistics facilities.
- d. Analyze issues related to access to finance, investment climate, and business environment for industries operating in rural areas.

- e. Examine challenges related to availability of skilled labor, technical expertise, and human capital development.
- f. Develop policy recommendations and strategic interventions to enhance industrial development in rural areas of Sindh.

### 3 Demographics:

3.1 The study will focus primarily on Industrial Estate Larkana, located in District Larkana, Sindh. The demographic and economic context of the surrounding rural areas will be considered to understand the availability of labor, socio-economic conditions, and the potential for industrial development.

3.2 The study will involve consultations with relevant stakeholders from both the public and private sectors, including industrialists, government departments, local business associations, and labor representatives.

### 4 Scope of Work:

The Research & Training Wing (P&DD) intends to engage an individual consultant to conduct the study on "Structural Barriers and Challenges in Industrialization in Rural Areas: A Case Study of Industrial Estate Larkana," addressing the following aspects:

- 4.1 Review of national and international literature on industrialization in rural and underdeveloped regions.
- 4.2 Assessment of the current status of industrial activities in Industrial Estate Larkana.
- 4.3 Identification of infrastructural constraints, including utilities, transportation, and logistics facilities.
- 4.4 Analysis of institutional and regulatory barriers affecting industrial investment.
- 4.5 Evaluation of financial access constraints, including availability of credit and investment support mechanisms.
- 4.6 Consultation with relevant stakeholders including:
  - Industrialists and entrepreneurs
  - Local government authorities
  - Chambers of Commerce
  - SMEs and business associations
- 4.7 Identification of gaps in policy implementation and institutional coordination affecting industrial development.
- 4.8 Preparation of a comprehensive study report containing actionable policy recommendations to promote industrialization in rural areas.

### 5 Time Frame:

The study is expected to be completed within 1.5 months from the date of effectiveness of the contract. The detailed timeline for submission of reports is provided in the reporting section.

### 6 Methodology:

The proposed methodology should describe the execution of the study in terms of the following:



6.1 Demonstrate clear understanding of the assignment and propose a detailed research approach and work plan.

6.2 Identify appropriate research frameworks and analytical tools to assess industrialization challenges in rural areas.

6.3 Design effective data collection instruments suitable for the study.

Methods/instruments may include any one or a combination of the following:

- (i) Surveys (telephone/physical)
- (ii) Questionnaires (mail or web-based)
- (iii) Focus group discussions with relevant stakeholders
- (iv) Key Informant Interviews (KIIs) with industrialists, policymakers, and experts
- (v) Selection of appropriate data analysis techniques to evaluate findings and develop policy recommendations.

### 7. Reporting Requirements and Time Schedule for Deliverables

The consultant shall submit progressive periodic deliverable reports for review to the client during the course of their assignment

Sr #	Description of Services	Time Frame
1	Inception Report - (methodology, work plan, and research framework).	Within 7 days of the Effectiveness of the Contract.
2	Progress Update / Preliminary Findings	Within 21 days of the Effectiveness of the Contract.
3	Draft Report documenting findings, analysis, and preliminary recommendations (02 hard copies and soft copy).	Within 35 days of the Effectiveness of the Contract.
4	Final Report (incorporating comments)	Within 45 days of the Effectiveness of the Contract.

### 8. Payment

The total estimated budget for this consultancy is PKR 1,500,000. The consultant will receive 40% of the total contract amount upon submission of the Progress Update / Preliminary Findings and the remaining 60% upon approval of the Final Report.

### 9. Qualification of Key Professional Staff (Whose CV and Experience would be evaluated).

The consultant should possess a minimum Master's Degree (18 years of education) in Economics, Development Studies, Public Policy, Business Administration, or a related discipline and possess significant professional experience and expertise (minimum of 5 years) in conducting research studies related to industrial development, economic policy, or regional development planning.

**Note:** The Interested Individuals may submit their detailed Resume indicating Experience, description of similar assignments, experience under similar conditions, staff etc. along with a covering letter, addressing to the Director General Research & Training Wing, Planning & Development Department, Government of Sindh using EPADS on the time of submission mentioned below and one hard copy should be submitted on the address



given in REOI up to 6th April, 2026 at 2:00 pm. Any proposal that is not submitted through EPAD will not be considered.

A handwritten signature in black ink, consisting of stylized, cursive letters that are difficult to decipher.