



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, 18th 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

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



GOVERNMENT OF SINDH
PLANNING & DEVELOPMENT
DEPARTMENT

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01	Director General, Research & Training Wing, P&D Department, GoS	Chairman
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5. Perform any other function ancillary, and accidental to the above.

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

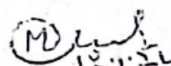
NO: SO(ADMN-I) (P&D)12(97)2012:

Karachi, 18th January, 2024

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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



(32)

**GOVERNMENT OF SINDH
PLANNING & DEVELOPMENT
DEPARTMENT**

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, 18th January, 2024

A copy is forwarded for information and necessary action to:

1. The Accountant General Sindh, Karachi.
2. The Chairman/All Members of Committee.
3. The Director General, Research & Training Wing, P&D Department
4. P.S to Chairman P&D Board Sindh, Karachi.
5. 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: 17th March, 2026

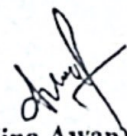
To,

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

SUBJECT: - PUBLICATION OF ADVERTISEMENT FOR NIT.

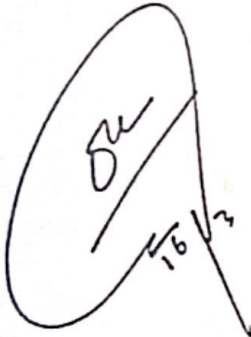
I am Directed to enclose herewith 07 (07) copies of Advertisement for following Expression of Interest (EOI) of Planning & Development Department, Government of Sindh, Karachi.

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


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

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

Karachi, dated: 17th 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 6th April, 2026 at 2:00 pm. Any proposal that is not submitted through EPAD will not be considered.

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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 & www.ppms.ppr.sindh.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 SPP 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
'Role of Corporate Governance in Enhancing the Effectiveness of CSR for
Sustainable Business Growth,

1. Background and Introduction

- 1.1 Corporate Social Responsibility (CSR) has emerged as an important element of responsible business practices worldwide. It reflects the commitment of organizations to operate in an economically, socially, and environmentally sustainable manner while contributing positively to society. In recent years, businesses have increasingly recognized that CSR initiatives can play a significant role in building corporate reputation, strengthening stakeholder relationships, and promoting sustainable economic development.
- 1.2 However, the effectiveness of CSR initiatives largely depends on the strength of corporate governance frameworks within organizations. Effective corporate governance ensures transparency, accountability, ethical conduct, and strategic alignment between business objectives and social responsibilities.
- 1.3 In Pakistan, many companies have adopted CSR initiatives; however, the extent to which these initiatives are strategically aligned with corporate governance structures remains unclear. Weak governance mechanisms may limit the impact of CSR programs and reduce their contribution to sustainable business growth.
- 1.4 This research study aims to explore the relationship between corporate governance practices and the effectiveness of CSR initiatives, and how improved governance frameworks can enhance CSR outcomes for sustainable business growth.

2. Objectives of the Study

2.1 The primary objective of this research study is to examine how corporate governance mechanisms influence the effectiveness of CSR initiatives and contribute to sustainable business growth.

2.2 The specific objectives of the study are to:

- i. Examine the current practices of Corporate Social Responsibility (CSR) among businesses in Pakistan.
- ii. Analyze the role of corporate governance structures in shaping CSR strategies and implementation.
- iii. Identify key governance mechanisms that enhance transparency, accountability, and effectiveness of CSR initiatives.

Signature

- iv. Assess the impact of CSR initiatives on business sustainability, corporate reputation, and stakeholder engagement.
- v. Identify challenges faced by companies in implementing effective CSR programs under existing governance frameworks.
- vi. Develop policy and strategic recommendations to strengthen corporate governance practices for improved CSR outcomes and sustainable business growth

3 Demographics:

3.1 The study will focus on corporate sector organizations operating in Pakistan, including companies listed on the stock exchange as well as large private sector firms implementing CSR initiatives.

3.2 The research will include consultations with stakeholders such as:

- Corporate executives and board members
- CSR managers and sustainability officers
- Regulatory authorities
- Business associations and chambers of commerce
- Academic and policy experts

3.3 The demographic scope may include analysis of sectorial representation, company size, and governance structures to understand variations in CSR practices.

4 Scope of Work:

4.1 The Research & Training Wing (P&DD) intends to hire an individual consultant to conduct the research study addressing the following areas:

4.2 Review national and international literature on corporate governance and CSR practices.

4.3 Assess the current status of CSR initiatives implemented by corporate organizations.

4.4 Examine existing corporate governance frameworks and policies influencing CSR decision-making.

4.5 Identify the relationship between board structures, governance mechanisms, and CSR effectiveness.

4.6 Analyze how CSR initiatives contribute to sustainable business growth and long-term corporate performance.

4.7 Conduct consultations with relevant stakeholders including:

- i. Corporate sector representatives
- ii. CSR practitioners
- iii. Regulatory authorities
- iv. Business associations

4.8 Identify gaps in governance frameworks affecting CSR implementation.

4.9 Prepare a comprehensive report providing strategic recommendations to strengthen corporate governance for effective CSR outcomes.



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:

- 6.1 The proposed methodology should describe the approach for conducting the study and demonstrate a clear understanding of the assignment.
- 6.2 The consultant will adopt a mixed-method research approach, which may include the following:
- 6.3 Desk review of relevant literature, corporate governance codes, and CSR frameworks.
- 6.4 Surveys or questionnaires targeting corporate organizations.
- 6.5 Key Informant Interviews with corporate leaders, governance experts, and policymakers.
- 6.6 Focus group discussions with CSR practitioners and industry representatives.
- 6.7 Comparative analysis of CSR practices and governance mechanisms.
- 6.8 Application of appropriate data analysis techniques to generate evidence-based findings and 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 2,000,000. 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 Business Administration, Economics, Public Policy, Corporate Governance, or related field and possess significant professional experience and expertise (minimum of 5 years) in conducting research studies related to corporate governance, business management, CSR policy analysis, or economic research.

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

Am X

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

[Handwritten signature]