



**EXPRESSION OF INTEREST**

***Consultancy Services for "Preparation of Sindh Housing Policy"***

*for*

***Directorate of Urban Policy & Strategic Planning,  
Planning & Development Department Govt. of Sindh.***

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**I) INTRODUCTION**

The Government of Sindh has established Directorate of Urban Policy & Strategic Planning (DUPSP); to carry out preparation of policies and plans as well as preparation and implementation of infrastructure development projects in Urban Sindh - on Pilot basis that will lead to economic growth, job creation, planned urban development and will also address inequities caused by intra-urban and regional disparities. One of the important components of Directorate's scope of work includes preparation of policies.

The Directorate of Urban Policy & Strategic Planning, P&DD, Government of Sindh, is now seeking to identify consultancy firm for "Preparation of Sindh Housing Policy". The objective of the policy is to address housing issues in the province & providing policy guidelines to address those issues, for meeting housing demand of the province at present as well as projected future needs, and to provide a framework for provision of adequate housing service to the people of Sindh.

All reputable Firm(s) / consortium of Firm(s) are invited to apply for participation in prequalification process and submit duly filled in attached Expression of Interest (EOI) form. Only hard copies of the form with the Firm(s) / consortia seals on every page will be accepted.

The EOI document contains the following sections:

- Section I - Introduction
- Section II - Terms of Reference
- Section III - Instructions to the Applicants
- Section IV - EOI Submittal Forms
- Section V - Appended Forms
- Section VI - Evaluation Criteria

**II) TERMS OF REFERENCE**

**A-1 Introduction:**

Since housing constitutes a significant component of social dimension of sustainable development, its adequacy in terms of quantity and quality plays a dominant role in gauging the level of development as well as indicating a person's standard of living in a society. The need for an effective housing delivery mechanism to stimulate progressive urbanization in our cities thus constitutes a critical challenge to urban governance and development in Pakistan in general, and in Sindh in particular.

A vibrant, flexible, and efficient system for the production of quality housing is essential for continued growth of an economy. A major part of the capital stock of Sindh, housing supply must be built up in line with infrastructure, industry, and community facilities such as schools and hospitals. Housing production is a highly productive economic activity, capable of generating direct employment, income multipliers and employment linkages at least equivalent to those of other conventional "productive" sector such as agriculture, industry,

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and services. Housing is also a social good, responding to basic needs of population. The welfare of individuals, families, and communities depends on steady growth and improvement of housing stock.

**A-2 Objectives of the Housing Policy**

The following are the objectives of Sindh Provincial Housing Policy:

1. Provision of adequate and quality housing with comprehensive facilities and a conducive environment
2. Housing development through capacity building of formal and informal sectors.
3. Facilitating availability of suitably located and affordable land and develop land delivery process
4. Encouraging- indigenous approaches in Research and Development to support housing activity particularly for low income groups.
5. Provision of safeguards against malpractices, inefficiencies, institutional weakness and mafia assaults
6. Provision of incentives through tax rationalization, reduction in property tax and registration, simplification of procedures and enforcement of effective foreclosure laws
7. Support research and development for economical building material input and support modernization of the Construction Technology such as introduction of Industrialized Building System (IBS)
8. Developing indigenous and cost effective approaches particularly for low income group
9. Creating platform for development of regularized Katchi Abadis along with Monitoring & Evaluation Framework
10. Provision of institutional mechanism for improved housing delivery for rural areas
11. Introduction of a firm and clear-cut institutional and legal frame work at different levels of Government with well-defined roles and responsibilities. Removals of shortcoming, gaps and overlaps and devising institutional coordination mechanisms, transparency and accountability
12. Realization of importance of role of Private Sector, and introduce incentives to encourage their full participation
13. Supportive policy for Construction Sector standardizing of contract procedure and enforcement of quality control measure
14. Promoting women participation in this important national building activity.
15. Suggesting a province wide program of developing small and medium size towns having development potential
16. Formulation of system to monitor and evaluate implementation of guidelines provided under Housing Policy and ensure coordination with other national level development strategies
17. Provision of affordable housing to the poor, and to low & middle income households (medium cost housing)
18. Exploring easily accessible housing finance facilities and to devise an affordable housing finance mechanism. Identification of different sources for financing the

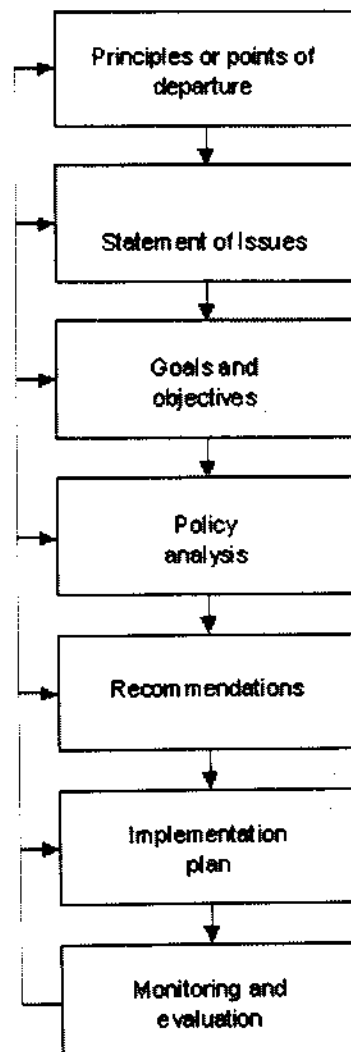
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- Housing Units, including, mortgage loans, refinance facility, and introduction of finance schemes
19. Mobilization of resources through Government Initiatives, Savings, Pension, and Provident Funds. Induction of Housing Insurance to cover risks associated with Housing
  20. Conservation and Restoration of private residential property from public funds that is considered as Heritage building
  21. Spatial planning of available land suitable for housing in order to avoid formation of housing on agricultural lands
  22. Formation and establishment of Model villages in areas where unplanned migration is recorded. Thus to control influx on nearby towns and cities that are not able to adjust unexpected migrants
  23. Rationalization of housing demand with respect to the socio-economic profile of Urban & Rural areas, focusing upon Metropolitan and secondary cities as well as rural areas

**A-3 Methodology**

The consultant will follow a standard policy formulation process as per the given diagram.



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**A-4 (1) Data Types**

- A. Quantitative data of Housing Sector
- B. Qualitative Data of Housing Sector
- C. Any other informal mean if emerged.

**A-4 (2) Sources of Data**

For Quantitative data: Relevant GOP/GOS Departments/Agencies/ State Bank of Pakistan, Banks/ Financial Institutions, SBCA, Area Development Authorities & others

For Qualitative Data: Workshops / Focus group Discussions and Interviews with Housing specialists, Urban Planners, SBCA, Area Development Authorities, Financial institutions, communities etc.

**A-5 Focus points of the Policy**

- Improvement of overall housing conditions in Sindh
- Improving Rural basic infrastructure
- Low cost affordable housing
- Land Bank and its management
- Housing Finance
- Urban Renewal Program
- Public Private Partnership
- Rental Housing
- Real Estate Management
- Management of Heritage and local construction techniques.

**B- DETAILED TERMS OF REFERENCE (TOR)**

**B-1 Review of Past Trends, Policies, Development Strategies & Prevalent Conditions**

The consultant would conduct analysis/ review of the past trends in Sindh regarding housing sector involving housing demand and supply, household size and number, occupancy rate, housing backlog etc. housing services and measures / strategies/ policies adopted by the relevant authorities to cope with the changing nature of issues in the form of different development strategies and exercises. The Consultants will be required to evaluate these strategies and exercises on the basis of the development objectives and criteria adopted. The consultant will collect necessary data and conduct sample surveys wherever deemed essential. The consultants will also be required to carry out a detailed review of existing conditions including;

- a. Housing Profile and trends
- b. Utility services and Infrastructure services
- c. Housing finance services
- d. Urban slums, squatter settlements and Katchi Abadis
- e. Existing Institutional Frame work
- f. Existing Housing Industry

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- g. Availability of Amenities (Social Services)
- h. Local Available Building Materials and Technologies
- i. Important residential structures that qualify to be protected as Heritage
- j. Housing on marginal and environmentally sensitive lands/ areas facing natural and man-made threats
- k. Land bank for future extension of existing urban centers

The consultant will be required to carry out stakeholder's consultation, focus group meetings and spatial studies and to conduct sample surveys (5000 Households) to identify housing & household characteristics. By way of above analysis, the consultant will identify problems & issues of Housing Sector in Sindh, and will suggest possible solutions & remedies to overcome the same.

The consultant will be required to analyze housing situation focusing upon different nature of housing trends in Urban & rural areas particularly Metropolitan areas (Karachi & Hyderabad) secondary cities and rural areas of the province.

**B-2 The Housing Policy**

The consultants are required to study and suggest strategies and policy measures for following sectors:

**(a) Land Management**

The consultant would be required to prepare a comprehensive land management plan, suggesting possible strategies to implement the plan. This may include but not limited to identification of land for housing, land disposal system Land Banking, leasing, land consolidation, role of the private sector and public private partnership etc. The consultant will also be required to suggest scientific improvements in Land Information System with particular reference to technology support including GIS based and Multi Criteria Decision Analysis (MCDA) approaches.

**(b) Housing Production (Construction Sector)**

The consultant will provide policy frame works and suggest strategies to strengthen housing production.

**(c) Housing Finance**

The consultant would be required to analyze existing Housing Finance Market, with details of facilities extended by all the Banks/Financial Institutions/Specialized housing finance institutions, with respect to Finance Limit, Tenure, eligibility criteria, documentation, and collateral/securities required for availing the housing finance facilities. Consultant would submit formal proposals towards making Housing Finance practically accessible & affordable to the masses in general and low income groups in particular. Consultant would be suggesting a housing finance system can provide help to convert the massive housing need in the province to effective housing demand through long-term mortgage finance and short- to medium-term housing improvement loans, role of public sector and private banks, leasing companies etc.

**(d) Katchi Abadis, Squatter Settlements and Slums**

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The consultant would be required to conduct a thorough study/analysis of urban slums and squatter settlements, review of laws relating to regularization of Katchi Abadis/ squatters and urban habitations by various agencies under different laws and suggesting policy parameters and develop strategies for removal / redevelopment or up-gradation of the slum areas.

The consultant will suggest re-settlement plans for people living over embankments of canals/ rivers and other hazardous locations, also the consultant will collect data of unauthorized settlements emerged after 23<sup>rd</sup> March 1985 and suggest plans to regularize these settlements.

**(e) Planning, Building and Zoning Regulations**

The consultant will suggest possible parameters for preparation & updation of Planning, Building, and Zoning codes/ Regulations, acceleration of occupancy and construction of already developed housing schemes and to propose legal framework to curb speculation of land prices especially for lower income groups.

**(f) Construction Services, Building Materials, Construction Technology, and Research & Development**

The consultant will be required to analyze construction services, and prepare a frame work for adaption of advanced building materials, modern construction technology, safety & management, training of labor and to promote further research and development activities. The consultant will also explain adoption of specific technologies for production of housing for lower income groups and formulate integrated constructions approaches. The consultant will make suggestions for public private partnership and promotion of private sector in formal and informal housing sector.

**(g) Low Income, Low Cost, Rural Housing, and Suburban Housing**

The consultant will be required to prepare a comprehensive plan and suggest possible strategies to implement the proposed policy regarding low cost and rural housing. The consultant will be required to suggest effective & efficient model (s) for Low Cost Housing. The consultant will be required to analyze suburban housing, and various Government of Sindh initiatives on low income housing including "Benazir Basti" and "Benazir Bhutto Townships". The consultant will also make suggestions for development of the following:

- i) Agro-vils in each tehsil headquarter with all basic amenities
- ii) Agro-based industrial estates and their labour housing colonies in the vicinity of each district and Tehsil headquarters of Sindh with all basic amenities

**(h) Rental Housing**

The consultant would be required to study existing and past trends by-laws, regulations pertaining to rental housing in the province. The consultant will suggest possible strategies to promote and regulate rental housing in urban centers of the province.

**(i) Real Estate Management**

The consultant will be required to review Real Estate Business Sector and suggest comprehensive proposals for Real Estate Management in particular reference to the following areas of importance.

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- Regulating Real Estate Business
- Taxing Real Estate Business Incomes
- Property Taxes – Review & Realistic Revision
- Regulating Prices of Housing Units
- Stamp Duty – Review & Realistic Revision

**(j) Infrastructure Development**

The consultant will be required to suggest suitable strategies to ensure timely availability of trunk infrastructure and to improve quality of infrastructure within the planned areas, In order to ensure creation of a healthy and live able environment. Improvement of rural basic infrastructure will also be taken into account.

**(k) Environmental Considerations**

The consultant would be required to carry out the study regarding environmental issues related to the housing sector, such as environmental friendly and construction materials etc. The consultant will also be required to suggest measure for solid waste management for all residientary uses and related land uses of amenities, commercial and industrial areas.

**(l) Development of Intermediate and Secondary Towns.**

In order to ensure that the development activity spreads throughout the province, employment opportunities are available to the rural and suburban population close to home and to reduce pressures on the urban centers, it is absolutely necessary that steps are taken by the Provincial Government to develop satellite, intermediate, secondary and industrial towns. The consultants are required to prepare a policy framework for development of secondary cities of the Sindh.

**(m) Role of Women and Community Participation**

The consultant is required to prepare policy parameters and suggest strategies for effective women and community empowerment and involvement in decision making for housing sector, as well as the measures for public awareness and behavior, communication change (BCC) in decision making for housing and all other urban/ rural sector.

**(n) Urban Renewal Program**

The consultant would be required to propose parameters for urban renewal practice in highly congested cities of Sindh. These parameters would be set out for urban renewal of CBD areas and congested residential areas of cities separately. For CBD areas or core areas, way and means to be suggested for decongestion and revitalization by decentralization of financial district and proposing new urban centres, for other congested residential areas and slum areas suggestions to be made for slum clearance and urban renewal of the area.

**(o) Introduction of Seismic and Building Energy Provisions**

The consultant should propose strategies to introduce and implement seismic and building energy codes and provisions to ensure their application in housing sector to prevent disaster risks.

**(q) Implementation**



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The consultant will be required to propose an implementation framework in order to implement the housing policy and propose measures for its effective accomplishment in a planned and coherent manner. This may include but not limited to the following:

- Implementation strategy
- Institutional reforms
- Regulatory Framework/Mechanism

**(r) Monitoring and Evaluation**

The consultant will be required to prepare a comprehensive and well defined Monitoring & Evaluation framework for effective implementation of the Policy.

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**III) INSTRUCTIONS TO THE APPLICANTS**

- a. Submittals should be prepared keeping in view the scope of work of the assignment as mentioned in section II above.
- b. A total of 70 marks out of a total of 100 have been fixed for qualification
- c. Completed EOI forms are to be submitted not later than **3:00 p.m. on 19<sup>th</sup> March 2015** along with Pay Order/Bank Draft of Rs.1,000/- (Non-Refundable) in favour of the Directorate of Urban Policy & Strategic Planning, Sindh.
- d. The EOIs will be opened at **3:30 p.m. on 19<sup>th</sup> March 2015**.
- e. In case of date of submission and opening of EOIs is declared as a public holiday by the Government due to any reason, the next immediate official working day will be the date of submission and opening of EOIs at the same time and venue.
- f. Short listing of the firms would be made strictly as per SPPRA Rule 2010.
- g. Only the shortlisted Firm(s) / consortia will be issued Request for Proposal. DUPSP reserves the right to cancel the bidding process at any time prior to the acceptance of the bid or proposal.
- h. The EOI documents complete in all respects should be submitted at the following address:

Office of The Director General,  
Directorate of Urban Policy & Strategic Planning,  
Planning and Development Department, Govt. Of Sindh.  
Bungalow No. 37 E/2, P.E.C.H.S., Block 6, Karachi, Pakistan.  
Phone No. 021- 34300552 & 34300555-57 Fax: 02-34300554

Contact Person for any query:

Mumtaz Ali,  
Director Urban Policy & Planning,  
Phone No. 021- 34300552 & 34300555-57

Zulfiqar Ali Kumbhar  
Dy Director, Housing  
Phone No. 021- 34300552 & 34300555-57

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**IV) EOI SUBMITTAL FORMS**

Forms are placed for submitting the EOI documents in the following order:

- STATEMENT OF QUALIFICATION including Profiles of the Firm(s), Incorporation Certificates Organization and Financial Standing – Separate profiles for consortium partners, in case of Consortium of Firm(s) – Form A
- PROJECT EXPERIENCE including summary list of the projects handled by the Firm(s) for development master plans (Form B)
- PERSONNEL including a list of key management and technical personnel(Form C) with short CVs
- LITIGATION HISTORY (to be submitted on a legal stamp paper)

**STATEMENT OF QUALIFICATION - Form-A**

Company/Firm(s) Name			
Abbreviated Name			
National Tax No.		Sales Tax Registration No.	
No. of Employees		Company's Date of Formation/Incorporation	

Incorporation Document \_\_\_\_\_

Please attach copies of NTN, GST Registration and Incorporation Certificates

Type of Firm(s)	Private Limited		Sole Proprietor		Joint Venture	Partnership	
Type of Business	Other Type (Please Specify)						

Registered Office Address		State/province	
City/Town		Postal Code	
Phone		Fax	
Email Address		Website Address	

Branch Office	
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Address			
City/Town		State/province	
Country		Postal Code	
Phone		Fax	

**Banking Details**

Bank(s) Name			
Title of Account			
Account Number		Branch Code/Name	
Type of Account		City/Country	

**Financial worth of the Company**

Company Net Worth			
Company Turn Over			
Last 3 years of Company Profit	Year	Profit/Loss	

**\*In case of Private Limited, Please attach Audited Balance Sheet for the last three years**

CEO/Chairman Name		National ID Number	
Mailing Address			
Phone		Fax	
Email			

**List of Board of Directors of Partners or Management**

	Name	Position	Phone	e-mail
1				
2				
3				
4				
5				

**Company Profile**

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1	Primary Business Details	1	
		2	
		3	
		4	
2	List of Items/Services	1	
		2	
		3	
		4	
3	List of Authorization from the Principals	1	
		2	
		3	
		4	
4	Any Other Information that Company may like to provide		

(A written description of the Firm(s) may also be attached in addition to information given in these performas/matrices)

**List of Current Customers (Companies/Organizations/Business)**

	Name of Company/Organization	Current Business/Scope of work	No. of Years	Annual Contract Volume	Approximate Value of Business
1					
2					
3					
4					

(Attach documentary proof with proper reference for the companies/organization mentioned above)

The information given is true to the best of our knowledge; we undertake to inform DUPSP of any changes that may take place later in the status of company in business/agency or the management.

Signature \_\_\_\_\_

Name :

Designation:

Date:

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Note: In case of insufficient space against any column, please attach, separate sheet(s) for detail s/information.

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**SECTION (V)**  
**APPENDED FORMS**

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**PROJECT EXPERIENCE: SUMMARY LIST OF PROJECTS HANDLED BY THE FIRM(S) - Form B**

Sr. No.	Title of the Project/ Contract	Location Province / Country	Client	Value of Contract	Start / Completion	Handled as: <ul style="list-style-type: none"> <li>• Single Firm(s) : S</li> <li>• Lead Firm(s) : L</li> <li>• Joint Venture : J</li> <li>• Partner</li> <li>• Associate : A</li> </ul>	Total Cost of Consultancy Services	Cost of Services provided by the Firm(s)	Nature of Services	Scope of Services



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**PERSONNEL - Form C**

**LIST OF TECHNICAL PERSONNEL WITH QUALIFICATIONS IN PERMANENT EMPLOYMENT OF THE FIRM(S)**

No.	Name	Designation	Qualification	Years of Services	Experience	Responsibility
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Attach short Cvs on the prescribed format signed by the individual professional and/or the authorized persons.

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**FORMAT OF SHORT CV OF KEY MANAGEMENT AND TECHNICAL STAFF**

1. Name :
2. Profession/Expertise :
3. Date of Birth:
4. Nationality :
5. Position in the Firm(s) :
6. Years with the Firm(s) :
7. Membership of Professional Bodies :
8. Education :
9. Other Training
10. Languages :
11. Key Qualifications (Maximum  $\frac{3}{4}$  of a page)

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**Section – VI**  
**Evaluation Criteria**

**Important Note:**

Any document/statement provided if proved false, misstated, concocted or incorrect at any time during or after Pre-qualification will result in to permanent disqualification and black listing of the Firm(s)/company/partners/joint venture with their names displayed on SPPRA website.

Total Marks-----100

Qualifying Marks-----70

**I-Technical Standing of the Firm(s) (Marks Allocated 85)**

**A - Project experience:**

Complete data is required in the pre-qualification documents and in case of failure to submit the documents required for evaluation under these criteria no marks shall be given.

- a) **Experience in Pakistan:** (Similar nature of contracts executed) Minimum Value of Consultancy Rs. 2.5 million.

**(Marks Allocated 30)**

- |      |                       |    |
|------|-----------------------|----|
| i.   | Upto 5 Projects       | 15 |
| ii.  | Upto 10 Projects      | 25 |
| iii. | More than 10 Projects | 30 |

- b) **Experience in international context-** (Similar nature of contracts executed) Minimum Value- Rs. 10 million.

**(Marks allocated 05)**

- |      |                      |    |
|------|----------------------|----|
| i)   | Upto 2 Projects      | 02 |
| ii)  | Upto 4 Projects      | 03 |
| iii) | More than 4 Projects | 05 |

**B-Personnel Experience:** Technical Personnel in the permanent Employment of the Firm(s)/Company.

- a) **No of Personnel (Relevant Technical)**

**(MARKS ALLOCATED 05)**

- |      |          |    |
|------|----------|----|
| i)   | Up to 03 | 01 |
| ii)  | Upto 04  | 03 |
| iii) | Upto 05  | 05 |

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**b) Permanency of Relevant Technical Personal with the Firm(s)**

**(MARKS ALLOCATED 05)**

- i) For each year/professional 0.5

**NOTE:** All the relevant experience documents i.e C.V (Curriculum Vitae) of the Employees and Proprietors/Partners must be signed by the individual Professional as well as by the Firm(s)/Company.

**c) Relevant Experience**

**(MARKS ALLOCATED 25)**

- ii) For each year/professional 0.5

**d) Qualification**

**(MARKS ALLOCATED 15)**

- i) Each Professional with relevant Bachelors Degree 0.70  
ii) Each Professional with relevant Postgraduate Diploma 0.80  
iii) Each professional with relevant Postgraduate Degree 0.90  
iv) Each Professional with relevant Doctorate Degree 1.0

**II) Financial Standing / Status of the Firm(s)**

**(MARKS ALLOCATED 15)**

**a) Average annual turnover (For the last three years duly certified)**

- i) Annual turnover of more than Rs. 50 million. 15  
ii) Annual turnover of Rs. 25 to 50 million. 10  
iii) Annual turnover of upto Rs. 25 million. 05



**NOTIFICATION**

NO:SO(ADMN-I)(P&D)12(105)12: In pursuance of Rule-67 of SPPRA Rule-2010, a Consultant Selection Committee, consisting of following members, is hereby constituted for procurement of Consultancy Services for "Preparation of Housing Policy for Sindh" under Directorate of Urban Policy & Strategic Planning, Planning, Development & Spl. Initiatives Department, Government of Sindh :-

i.	Director General Directorate of Urban Policy & Strategic Planning (UP&SP)	Chairman
ii.	Deputy Director (Procurement) Directorate of UP&SP.	Member/Secretary
iii.	Representative of P&D Department, Government of Sindh.	Member
iv.	Representative of Finance Department, Government of Sindh.	Member
v.	Representative from Housing Town Planning Wing of Local Govt. Rural Dev. PHE & HTP Department, Government of Sindh.	Member

2 The Director, Urban Policy & Strategic Planning, Directorate of UP&SP will serve as a co-opted member of the committee. No Representative member of the Committee will be below BPS-18.

**Terms of Reference (TORs)**

The consultants Selection Committee shall perform the following functions:

1. Short listing of consultants, responding to the request for Expression of Interest, where applicable, in accordance with the criteria mentioned in request for Expression of Interest.
2. Approval for request for Proposal before issuance
3. Evaluation of technical and financial proposals, according to the selection method and evaluation criteria, mentioned in the request for proposal;
4. Finalization of recommendation based on evaluation.

MUHAMMAD WASEEM  
ADDITIONAL CHIEF SECRETARY (DEV)

Karachi dated the 26<sup>th</sup> Sept., 2014

NO: SO(ADMN-I)(P&D)12(105)2012:

A copy is forwarded for information & necessary action to:-

1. Secretary to Govt. of Sindh, Finance Department, Karachi.
2. Secretary to Govt. of Sindh, Local Govt. Rural Dev. PHE & HTP Deptt.
3. Accountant General Sindh, Karachi.
4. Director General, Urban Policy & Strategic Planning Unit, Sindh, P&D Deptt.
5. Deputy Secretary (Admn) P&D Deptt. Govt. of Sindh, Karachi.
6. Deputy Secretary (Dev-I), Finance Department, Govt. of Sindh, Karachi.
7. Superintendent, Sindh Govt. Printing Press, Karachi.
8. P.S. to ACS(Dev), P&D Deptt. Govt. of Sindh, Karachi.
9. P.S. to Secretary (P) P&D Deptt. Govt. of Sindh, Karachi.
10. Officers concerned.
11. Master File.

(IMRAN SIBTAIN)  
Section Officer (Admn-I)  
Ph: 021-99211926  
26/09/2014

h  
29/9/14  
D/S AFM  
D/S (Chd) 29/9



GOVERNMENT OF SINDH  
PLANNING, DEVELOPMENT &  
SPL. INITIAIVE DEPARTMENT

**NOTIFICATION**

NO:SO(ADMN-I)(P&D)12(105)/12: In pursuance of Rule-31 of SPPRA Rules, 2010 a Redressal Committee, comprising the following, is hereby constituted to grant right to the bidders as a legal obligation to represent against the decisions of Directorate of Urban Policy and Strategic Planning, Planning, Development & Spl. Initiatives Department, Government of Sindh for all consultancy services:-

01.	Secretary (Planning) P&D Department, Government of Sindh.	Chairperson
02.	Representative of Accountant General Sindh (not below an Officer in BPS-18)	Member
03.	An independent professional from relevant field.	Member

**Terms of Reference (TORs)**

TORs of the committee are as provided under Rule-31 of SPP Rule-2010 and to perform any other function ancillary and incidental to the above.

**MUHAMMAD WASEEM**  
Additional Chief Secretary (Dev.)

NO: SO(ADMN-I)(P&D)12(105)/2012:


Karachi dated the 22nd October, 2014

A copy is forwarded for information & necessary action to:-

1. Secretary to Govt. of Sindh, Finance Department, Karachi.
2. Accountant General Sindh, Karachi.
3. Director General, Urban Policy & Strategic Planning Unit, Sindh, P&D Deptt.
4. Deputy Secretary (Admn) P&D Deptt. Govt. of Sindh, Karachi.
5. Deputy Secretary (Dev-I), Finance Department, Govt. of Sindh, Karachi.
6. Superintendent, Sindh Govt. Printing Press, Karachi.
7. P.S. to ACS(Dev), P&D Deptt. Govt. of Sindh, Karachi.
8. Officers concerned.
9. Master File.

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24/10/14

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ARM/  
DO (Pro)

  
(IMRAN SIBTAIN)  
Section Officer (Admn-I)  
Ph: 021-99211926