



# ***PUNJAB SPATIAL STRATEGY***

**PUNJAB JOBS & COMPETITIVENESS  
PROGRAM FOR RESULTS (P4R) PROGRAM**



**PROJECT DOCUMENT 2016-2020**

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*June 2016*

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## **A. PRELIMINARY INFORMATION**

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## **B. PROJECT DESCRIPTION**

### **1. PROJECT TITLE**

Punjab Jobs & Competitiveness Program for Results (PforR) Program  
Result Area 2: Spatial Development  
DLI 4: Punjab Spatial Strategy

### **2. SPONSORING DEPARTMENT/AGENCY**

Planning and Development Department, Government of the Punjab

### **3. EXECUTING DEPARTMENT/AGENCY**

As per the Second Schedule of the Punjab Government Rules of Business, 2011, "Formulation of Provincial Government Vision, Policies, & Strategies for economic planning and development in consultation with all stakeholders" is the core business of the Planning & Development Department.

- The Punjab Resource Management Program (PRMP) will be responsible for coordination of the preparation and implementation of the Punjab Jobs and Competitiveness PforR Program
- The Urban Unit will be responsible for execution of the Results Area 2: Spatial Development (The component includes development of Punjab Spatial Strategy and required frameworks as well as Capacity Building). Urban Unit will also help PRMP for procurement related activities with regard to the spatial strategy component.

### **4. PROJECT AREA/LOCATION**

The Spatial Strategy will be prepared for the Province of Punjab

### **5. CONCERNED DEPARTMENTS**

- HUD&PHE Department

- LG&CD Department
- Industries Department
- C&W Department
- Board of Revenue
- Punjab Board of Investment & Trade
- All Divisional Headquarters

#### **6. PROJECT DURATION (GESTATION PERIOD)**

July 2016 to June 2020

#### **7. ESTIMATED COST**

PKR 1,844.8 Millions

### **C. INTRODUCTION, DESCRIPTION & RATIONALE**

#### **1. BACKGROUND**

The government of Punjab has adopted a comprehensive strategy in 2014 (Punjab Growth Strategy) to improve economic growth. The main goals of this strategy include doubling Gross Provincial Product growth from 3.5% to 7% by 2018, while also enabling the economy to absorb one million additional workers per year, achieving 8% economic growth (real GRP growth rate) in Punjab by 2018.

The Growth Strategy's objectives will be realized by focusing on key sectors that include: industrial development, cities and urban development, agriculture, livestock, skills, education, demography and population planning, and health. However, under the current system, there is no spatial lens through which infrastructure proposals are assessed in order to align with the province-level strategic goals, including leveraging the expected advantages of China Pakistan Economic Corridor.

The Government of the Punjab aims at developing a Provincial Spatial Strategy for this purpose of implementing the Punjab Growth Strategy for which the World Bank will be providing technical and financial support through its Punjab Jobs & Competitiveness Program (J&C PforR). The development and use of the Punjab Spatial Strategy to support economic growth and investment decisions is a key priority for P&D.

The Punjab Spatial Strategy will assess the potential of Punjab's growth corridors and growth nodes (including identifying the ten cities with the highest growth potential and the constraints standing in the way of their potential), and prioritize and coordinate investments around them. This strategy will inform in particular public investments related to connectivity infrastructure, urbanization and the development of industrial zones, which will be reflected in the MDTF (Medium-Term Development Framework – a multi-year indicative budget) before approval through the ADP (Annual Development Plan – the annual budget) process.

## **2. SPATIAL DEVELOPMENT CHALLENGES IN PUNJAB**

At present, following are the key challenges to spatial development of Punjab:

1. The continued growth of industrial clusters and their competitiveness are being challenged by a poor business environment, a growing technology/skill gap and a scarcity of desirable industrial land.
2. Public investments in infrastructure, especially for industrial estates (IEs), are currently made without consideration of locational advantages or existing clusters.
3. The local level master plans are often not followed or unevenly implemented, in part because legal requirements for planning carry few incentives or penalties.
4. Population density in peripheral areas around major cities have been significantly dropped causing land uses spread across a large area, which requires people and goods to travel long distances.
5. The pattern of urban expansion has made suitable land for industrial purposes difficult to assemble
6. Industrial competitiveness is reduced because firms do not benefit from the advantages of agglomeration economies, which support knowledge transfer; improve skill matching and specialization among firms that in turn stimulate innovation and growth.
7. Lack of a strategic province-level planning framework for guiding growth and public investments has caused small and medium sized industries to cluster in urban areas where there are agglomeration benefits and have been reluctant to locate to government operated industrial estates facilities located 20-30km or more outside major cities.
8. Absence of spatial lens through which infrastructure proposals are assessed in order to align with province-level strategic goals.
9. Industrial estates tend to have low vacancy rates in part due to the poor siting and location. In addition, the persistent concerns over the lack of productive agricultural land have made development authorities reluctant to approve new industrial land conversions, as industrial estate occupation rates are low.

## **3. RATIONALE**

There are a number of benefits to a spatial planning approach that will improve the prospects for urban growth and economic investment in the province. A spatial planning approach is used to assess and order environmental, economic and social objectives and provides a framework for rationalizing and sequencing public investments through a spatial lens in order to meet these goals. The purpose of a spatial plan or strategy is not to specifically control or direct growth, but rather to provide a platform that allows policy makers to more accurately assess existing conditions, opportunities and costs. A spatial planning approach permits simplicity and efficiency in public investment decisions. For example, decisions about large infrastructure projects can be more easily assessed and sequenced compared to short-term one year budget planning horizons that are current practice in Punjab. Second, it can provide guidance for local governments in how to develop and implement plans according to their needs, as these entities typically lack the in-house technical capacity to complete these tasks on their own. This

coordination authority would improve the efficiency and complementarity of local level planning activities as they would be undertaken in line with the broader spatial strategy.

The Spatial Planning is needed to support and safeguard development and spatial order of the whole province through development of strategy options for socio economic development and the preparation of a comprehensive, super ordinate spatial and land use plans to guide, regulate and control development, and by coordinating plans and measures with spatial positive impacts.

This in return calls for:

1. *Coordination and harmonization of different spatial land uses considering both present and future demands for the development of all economic and social sectors and resolution of the conflicts which may occur during implementation of the proposed strategy and various tiers of planning.*
2. *Introduction of regulatory and control measures to secure individual spatial functions and land uses.*
3. *Development of environmental management strategy to safeguard natural and cultural assets and to secure individual spatial function and harmony among land uses.*

#### **4. OBJECTIVES**

A spatial strategy provides an organizing framework for long term development planning. An appropriate spatial strategy will provide a reflection of current trends and functional relationships throughout the province. For example, it will identify existing functional relationships between particular places (such as cities or city-regions) and broadly estimate the type, size and scope of future needs. It will provide guidance in categorizing the diversity and specific needs of different communities within the plan area in terms of sector or themes (e.g. infrastructure, transportation, economic or environmental).

Punjab Spatial Strategy will help prioritize and coordinate public investment decisions with respect to the

- (i) Location of industrial estates;
- (ii) Investments in large-scale infrastructure projects (especially related to transport connectivity); and
- (iii) Municipal infrastructure investments in order to best support economic growth.

The specific objectives are to:

- Identify and assess the potential of Punjab's growth corridors and nodes with competitive economic position
- Align where government should direct its investment to ensure improved public investment process in infrastructure while considering locational advantages of existing new proposed clusters

- Provide the spatial expression of the Provincial Growth and Development and propose strategic interventions
- Provide a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development
- Guide municipal development plans with normative principles, approach and content

## **5. PUNJAB JOBS & COMPETITIVENESS PROGRAM**

The Jobs & Competitiveness Program is proposed to be financed from Government of the Punjab through Annual Development Program (ADP). J&C PforR aims to provide support for implementation of Punjab Growth Strategy. The Punjab Growth Strategy sets an 8% annual growth target by 2018, aiming to provide jobs to the one million people entering the workforce every year. It was agreed with the Government that the J&C P4R will focus on supporting the industrial development pillar of the Punjab Growth Strategy.

The project will support Business Environment reforms, Spatial Development as well as SME and Skills Development. The project will support improvements in the five Doing Business indicators which are (at least partially) under the control of the Province. The Government will also develop a Spatial Strategy which will assess the potential of Punjab's growth corridors and growth nodes (e.g. identifying the ten cities with the highest growth potential and the constraints standing in the way).

### **A. Result Areas**

There are three result areas of the program which include the following:

1. Investment Climate Reforms
  - Improved Business Regulations
  - Compliance with GSP + Labor Conventions
  - Improved Investment Promotion
2. Spatial Development
  - Punjab Spatial Strategy
  - Industrial Infrastructure through PPPs (e.g. Industrial Estates & CETPs)
3. Clusters & Skills Development
  - Cluster Development Initiative
  - Industrial Training Scheme



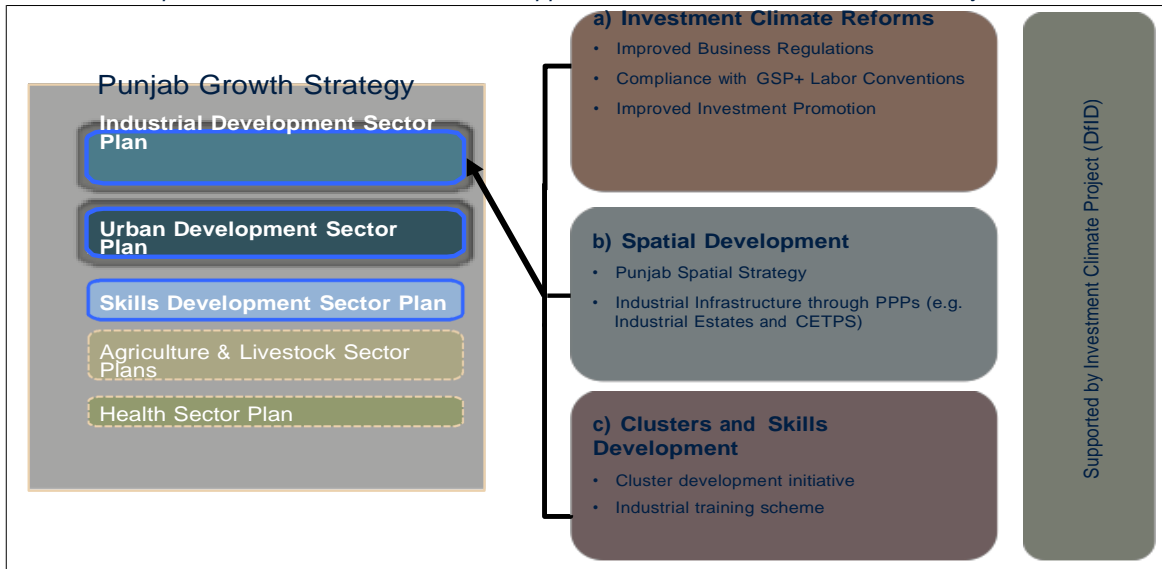
# Jobs and Competitiveness P4R with 3

## Pillars: \$200 Million (TBC) over 5 years

PUNJAB SPATIAL STRATEGY

INDUSTRIAL DEVELOPMENT SECTOR PLAN, URBAN DEVELOPMENT SECTOR PLAN, SKILLS DEVELOPMENT SECTOR PLAN, AGRICULTURE & LIVESTOCK SECTOR PLANS, HEALTH SECTOR PLAN

To improve the investment climate and support sustainable industrial clusters in Punjab



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### B. Result Area 2: Punjab Spatial Strategy (Responsibilities):

Results area 2 requires the Government to develop a Spatial Strategy, which will assess the potential of Punjab’s growth corridors and growth nodes (e.g. identifying the ten cities with the highest growth potential and the constraints standing in the way). This strategy will inform in particular public investments related to connectivity infrastructure, urbanization and the development of industrial zones which should be reflected in the MTFD before approval through the ADP process.

As per the Second Schedule of the Punjab Government Rules of Business, 2011, “Formulation of Provincial Government Vision, Policies, & Strategies for economic planning and development in consultation with all stakeholders” is the core business of the Planning & Development Department. Thus, the Planning & Development Department, GoPb will be responsible for development of Punjab Spatial Strategy with PRMP and Urban Unit in support role as specified below:

- The Punjab Resource Management Program (PRMP) will be responsible for coordination of the preparation and implementation of the Punjab Jobs and Competitiveness PforR Program
- The Urban Unit will be responsible for execution of the Results Area 2: Spatial Development (The component includes development of Punjab Spatial Strategy and required frameworks as well as Capacity Building). Urban Unit will also help PRMP for procurement related activities with regard to the spatial strategy component.

### 6. IMPLEMENTATION SUPPORT

This work needs to start with the start of data collection for inventory. To have smooth implementation, the following tasks need to be done prior to the development of strategy:

- I. Legislative changes needed beyond changes already made to facilitate the preparation of the spatial strategy;
- II. An institutional and legislative Framework that identifies the organizations involved in implementation and their roles.

**a) Legislative Framework Needed (Provincial Planning Act and Implementation Regulations)**

The absence of a legal planning framework in Punjab contributes to making accountability and enforceability unresolved matters. The Provincial Local Government Ordinance (PLGO), of 1979 empowered urban local councils to prepare master plans for of their respective areas of jurisdiction. In 1997, the non-mandatory task of preparing the master plans was also granted to rural local councils, but none of them could complete the task due to lack of capacity. The Punjab Land Use Rules of 2009 (Amended in 2013) instructed TMAs and DAs to prepare peri-urban structure plans to control land development in urban fringes, and set February 2015 as the deadline for their completion. None of these plans has materialized. The rules do not include any incentives or penalties for the authorities relating to the creation of the plans.

The absence of a framework clearly defining who does what results in piecemeal development which will not be able to cope with the scale and complexity of urbanization in Punjab. The institutional complexity is extraordinary, with city district governments, development authorities, housing and physical planning authorities and town municipal authorities engaged in managing the scale and diversities of these cities. Each of these bodies is responsible for multiple services within its own land jurisdiction and in many cases has its own set of regulatory laws and frameworks. Adding to this labyrinth are Cantonment boards and Defense Housing Authorities (DHA) which have separate land uses, building codes and permitting processes. In Lahore, various different bodies are responsible for planning and issue construction permits. It is difficult to expect that Punjab will be able to make the most out of urbanization without conducting a thorough review of its functional and jurisdictional fragmentation with a view to establishing a legal framework by which difficult but necessary decisions for facilitating cohesive urban development will need to be made.

**Developing a Subnational/Provincial Planning System for Punjab**

Preparing and implementing the spatial strategy requires proper planning system with clear mandates for the various key organizations within the system. This entails some changes in institutional and legal framework of planning. The Urban Unit shall conduct an in-depth review of the existing planning and administrative structures that guide land use and capital investment planning in the Province will need to be conducted. The objective of such review is to identify gaps in the process and procedures through which spatial plans are created and approved and how capital investment plans and investment proposals are submitted and approved. Measures need to be taken to identify the challenges, constraints and bottlenecks that inhibit the coordination of land use and master planning among districts and municipalities/tehsils. A planning system needs to be devised to improve the coordination of planning and infrastructure investment activities across the province.

The planning system will need to revise and align the two planning agendas of the Provincial and the Local administrations in Punjab, (re)introducing the concept and practice of “spatial development planning”. Specifically

*The Provincial administration should no longer understand local planning as just the “localization” (the break-down by districts and municipalities) of sectoral plans/programs. Instead the Public Investment Programs should combine both Provincial and local interdependent but distinct programming exercises*

*Local governments, on the other hand should no longer understand planning as a “sectoral” exercise in land use management, but embrace the more comprehensive concept of “spatial development planning”, embarking in the formulation of development strategies (including spatial development frameworks) based on current and anticipated needs and linking them to their statutory capital programming and annual budgeting exercises.*

The planning system should allow for the linking of “strategic” and “statutory” planning. In a nutshell, Provincial and Regional Spatial Plans are about the province and constituent districts and municipalities identifying their priorities, issues and problems, which determine their vision, objectives and strategies followed by the identification of projects to address the issues.

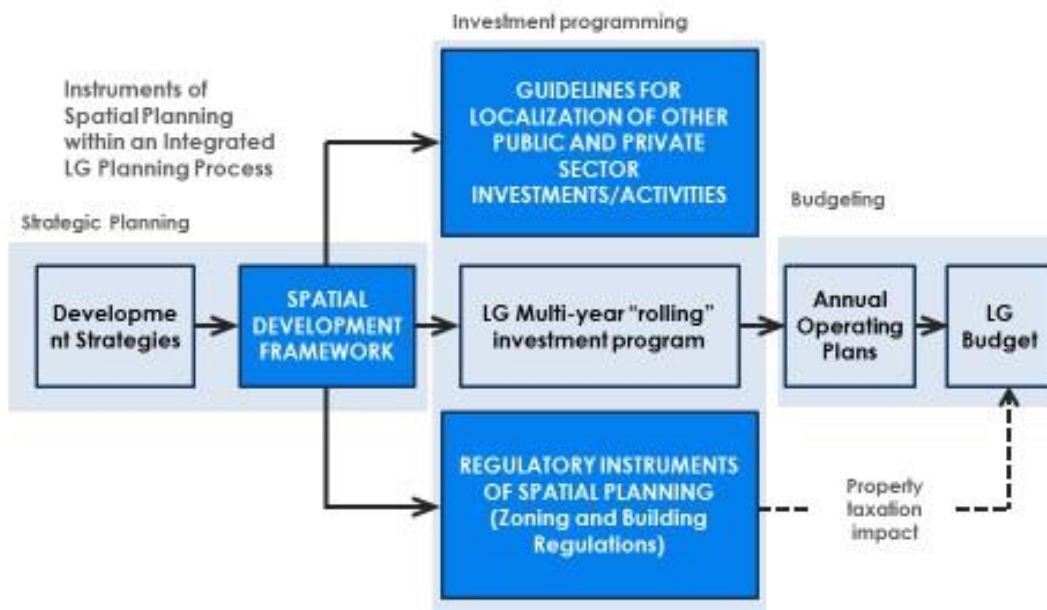
#### **Linking Punjab Spatial Strategy to Investment Planning**

The PSS will identify the major visions and core principles that will guide planning and investment. This will include a long term timeframe of 20 years. It will also provide a categorization of different urban areas and regions within the province according to these principles. This classification will inform the identification of key sectors for future investment.

Based on this, a second component of the strategy, the spatial planning framework, will provide guidance on the specific type of investments that should be pursued in different areas according to need. The framework will be developed in consultation with local governments and line departments, using the strategy as a platform to assist in this dialogue. The framework will then identify a sequence of investments that will support the vision of the strategy and categorize them in mid-term investment frameworks of 5 years.

The spatial framework will provide a basis for the development of a series of 5-year Medium Term Development Frameworks that will be used for planning and budgeting purposes by P&D. The MDTF will then identify projects for inclusion in Annual Development Programs, which is a 1-year budget planning document. The key DLI for this results area will be the number of projects included in the MDTF and ADP that are consistent with the strategy and framework and which have a value of at least 2 billion rupees.

A very critical phase of local development planning (at integration stage) is to link planning to the budgeting (i.e. allocation of internal or external funding) of multiple budgeting (public and private) agencies operating in the districts, or in the province at the district level. To ensure that the spatial planning is a strategic planning instrument that effectively translates into the statutory planning instruments (documents regulated under the public finance management systems, like multi-year capital programs and annual budgets) of the participating institutions.



*Integration of Spatial Planning in LG Planning Process*

**b) Institutional Framework Needed for Strategy Development**

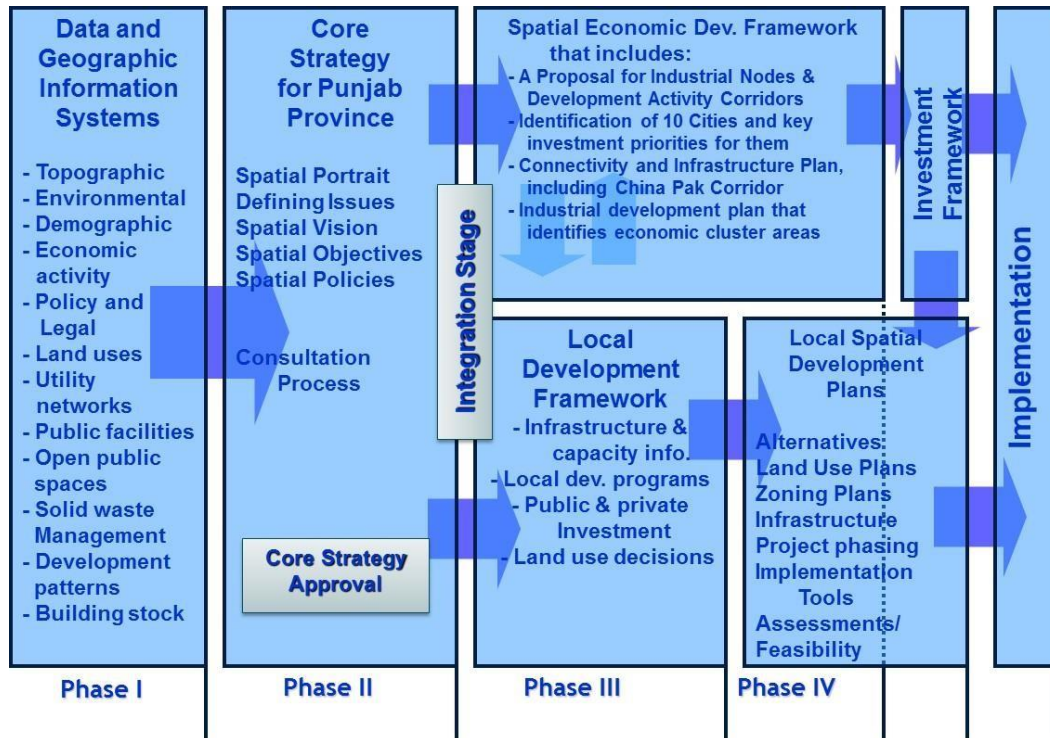
The first step in the process of preparing the spatial strategy plan would be the creation of a Punjab Spatial Commission at P&D to act as the custodian of the development and enforcement of the province-wide unified spatial growth plan. The commission would include representation from different sectoral departments as well as localities to ensure relevance, inclusiveness, and an integrated approach bringing together economic and industrial development, land use, and connectivity. This Commission will be responsible for the elaboration of the Punjab Spatial Development Growth Plan which could be supported by the J&C PforR and J&C TA going forward.

While principal responsibility for Spatial Strategy Development would rest with the P&D, other departments of government also would influence the policy development process. The Departments of Transport and Communications and Works for example would be responsible for the regional transport strategy, which forms part of the spatial strategy, and the Treasury and the Department of Industries, Commerce and Investment maintain a strong interest in ensuring that planning does not unduly restrict economic growth. Dedicated ‘planning teams’ should be established in these two departments, while other departments of the provincial government have a less heavily engaged involvement with spatial planning.

**7. DEVELOPMENT PROCESS & TASKS**

The Provincial Spatial Strategy will consist of a core strategy that guides a spatial economic development framework and local development framework. The latter should reflect the various policies emphasized by the core strategy at the regional level and would lead local plans and planning initiatives. The spatial economic development framework will identify investment priorities that support economic development with particular focus on industrial estate. Prior to

embarking on the preparation of the plan, the consultant should conduct proper assessment to its information management system.



The Strategy shall set out the long-term spatial vision and the strategic policies and proposals required for delivering that vision. The whole process is divided into different phases with following tasks:

**A. Phase I: Data Collection and Geographic Information System**

The spatial information systems are critical to guarantee the effectiveness of the plan. The consultant shall assess the spatial information and data management systems and identify gaps. A massive effort to collect and analyze the primary data from the site and the secondary data collected from various organizations to fill the data gaps will need to be completed early on in the planning process. Apart from the census, which was last completed in 1998, relevant data sets include the Pakistan Social and Living Standards Measurement Survey, Labor Force Survey, Census of Manufacturing Industries, Multiple Indicator Cluster Survey and night time lights maps. This material could be used for value chain analyses, cluster mapping and location quotient analyses to refine knowledge of existing industrial activities throughout the province. It is required by the World Bank however, that part of the work should be completed as pre-planning study to complement the preparation of an RFP for the plan.

The data collection and specific analysis would cover, but not be limited to, the following headings:

1. Past plans
2. Geological, and climatic studies;
3. Environmental and natural elements

4. Population trends
5. Economic analysis
6. Policy, legal and institutional frameworks for planning
7. Land use
8. Transportation
9. Utilities
10. Existing public facilities and community services;
11. Open public spaces
12. Development patterns
13. Pakistan social and living standards measurement survey, labor force survey, census of manufacturing industries, multiple indicator cluster survey and night time lights maps.

### **B. Phase II: The Core Strategy Development**

The Consultant shall prepare Core Strategy setting out the long-term spatial vision and the strategic policies and proposals required for delivering that vision. The spatial vision and spatial objectives shall be prepared in the context for the strategic policies. Many of the strategic policies will be based on broad spatial policies, rather than specific land-use policies and they will certainly influence the relevant future regional and local strategies and plans. To prepare the Core Strategy a spatial portrait needs to be created identifying spatial issues to be tackled. A spatial vision would be crafted which would lead to identification of spatial objectives and policies. The whole process shall involve following tasks;

#### Task II-A: Spatial Portrait (Situation Analysis)

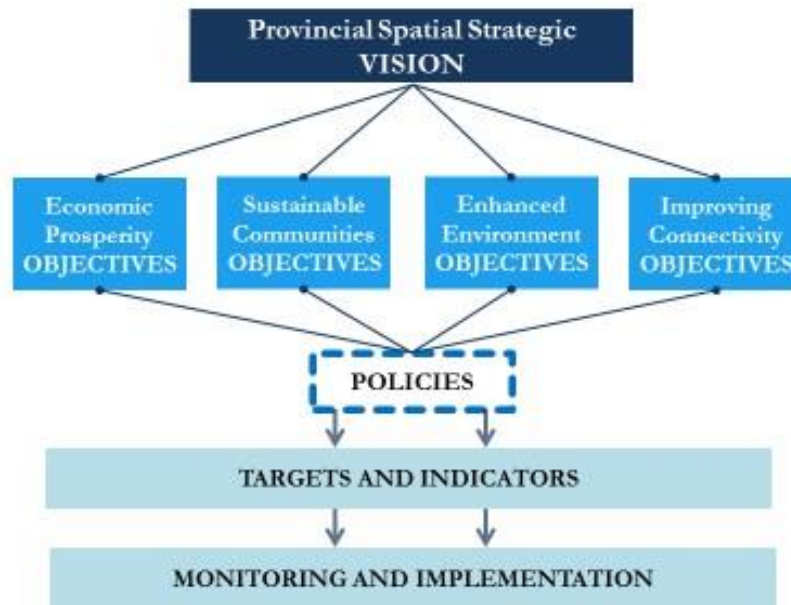
The Consultant shall prepare a spatial portrait which will set the context for the development framework as a whole. It will show clearly what the main attributes of Punjab are in terms of its geography, economy, environment, social and cultural characteristics, patterns of movement etc. Analysis of the portrait shall identify the strengths, weaknesses, opportunities and threats associated with the profile of the Province.

In addition the spatial portrait would investigate specifically the current situation of the industrial sector and assess the spatial dimensions of the industrial growth strategy. As part of this assessment, the portrait will provide preliminary assessment of the current economic potential of cities in the province based on industrial clusters. The government of Punjab has announced plans to prioritize investments to 10 cities that demonstrate the greatest potential for economic growth and job creation in the industrial sector. The assessment of the economic potential of cities shall provide the base by which these cities can be identified. Having identified the main issues and drivers of change facing the area through the spatial portrait, the approach then entails examining in detail the issues requiring attention. This should draw upon the various sectoral strategies and other strategies concerned with quality of life issues, other local initiatives and any strategic objectives for the wider region. This could cover a range of environmental, economic, social and cultural issues, in addition to physical issues.

**Task II-B: Development of Spatial Vision and Objectives**

The Consultant shall come up with a clear spatial vision to guide the development and set out the objectives of development. Stakeholders to be consulted to have their contribution to formulating the vision through workshops, public meetings and other forms of engagement. The preferred vision shall attempt to articulate a sense of local identity in physical, economic, social and environmental terms. The vision would reflect sustainable development principles, have regard to the communities of place, and explain how the area might change, both in terms of its geography and its socio-economic characteristics. It also needs to identify clearly the outcomes sought.

Drawing upon the identified issues, the Consultant shall come up with several alternatives of a comprehensive spatial vision and spatial strategy can be developed through a participatory process. Each alternative vision will attempt to articulate a sense of identity in physical, economic, social and environmental terms. The alternatives however should not be restricted to matters that can be implemented through the existing planning system. They need to give expression to other strategies and programs, including regeneration, economic development, transport, education, housing, health, waste, energy, recycling, environmental protection and culture. In that sense, reexamining the planning system and amending some of its tools and institutions is necessary to facilitate the preparation and implementation of the spatial strategy.



*Vision, Objectives and Policies - Typical Preparation Process*

The Consultant shall also develop a criteria for assessing the various alternatives and based on that, a preferred alternative would be chosen. The criteria will be based on development preferences, which include sustainability principles, development needs and local concerns. In particular, it will focus on alternatives that entice economic development and tackles challenges facing spatial distribution of industrial estates. A

preferred alternative would be identified and will be developed further to craft the Spatial Vision, Objectives and Policies.

The spatial objectives would be derived from the identified issues and the spatial vision. They will illustrate, in a meaningful way, how the strategy contributes to the outcomes outlined in the spatial vision. Whilst the objectives should be clear, focused and concise, they will not be overly narrow or mechanistic. Spatial objectives will have spatial reference, specificity and focused outputs. Some of them will be more refined and tailored to the locality with clear outputs, targets and indicators. Others will remain more general and alternatively will be detailed as part of the development of spatial policies. In particular, the objectives, while emphasizing sustainable development as an ultimate goal, will place emphasis prioritizing the industrial fabric as key element in identifying investment opportunities.

#### Task II-C: Identifying Spatial Policies

Having developed the context for spatial strategy policies (by way of the spatial portrait, spatial vision and spatial objectives), the Consultant shall translate the objectives into meaningful spatial policies. Developing these policies will be based on understanding the relationship between the output sought and what is required to achieve that output. The output will be defined from the spatial objectives and then all the strategies, initiatives and actors within the various regions that will have an impact in terms of achieving the output will be mapped. The spatial policies will identify the spatial structure of Punjab and how it will develop over the lifetime of the plan in a way that is internationally competitive, socially cohesive and environmentally sustainable. The elements of policy and actions that need to be put in place to achieve this should be set out through the various policies.

The policy will need to identify the elements that can enhance this structure and target strategic centers with the potential to be drivers of development at the national and provincial level and within their own regions. Similarly, the policy will need to include the smaller towns and rural areas in the process to achieve fair distribution of development opportunities, and identify ways bring about development to lagging regions. Accordingly, the role of regions (divisions), cities, towns and tehsils will need to be clearly defined. Development corridors and nodes will be identified based on through investigation of the economic potential as discussed above. The output of this phase will be a Core Strategy that is produced through a consultative process.

### **C. Phase III: Provincial Spatial Economic Development Framework**

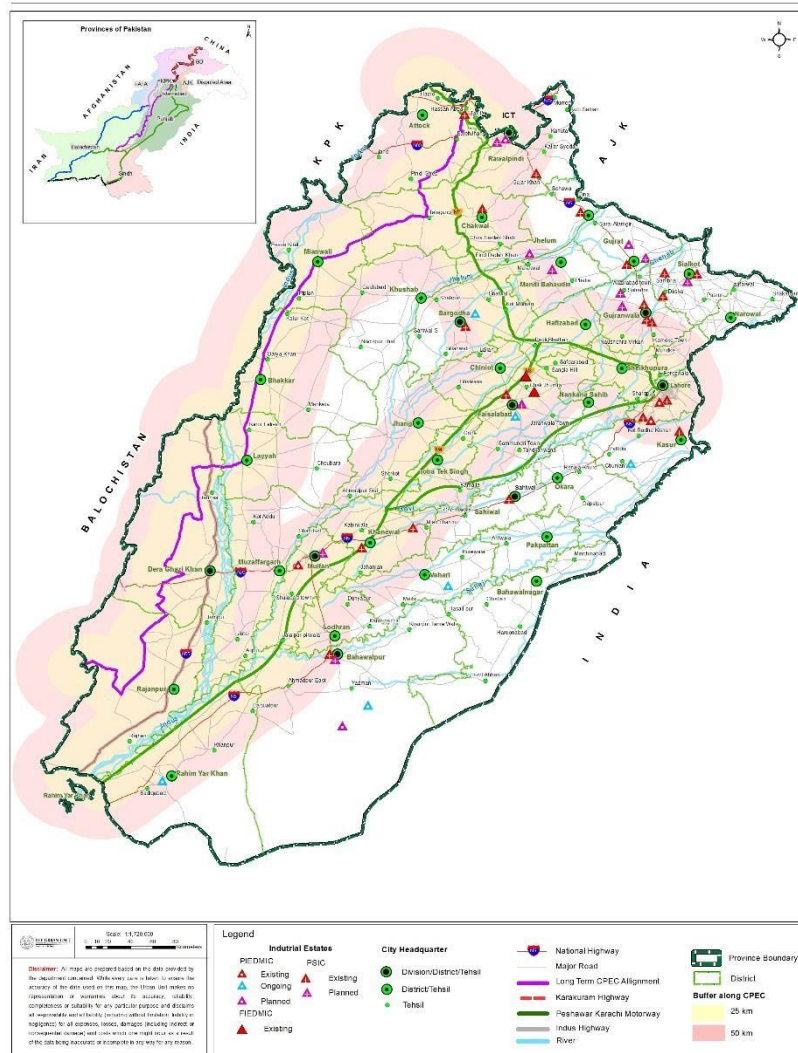
The Consultant shall also prepare a Provincial Spatial Economic Development Framework. The Punjab Government is targeting a GDP growth rate of 8% by 2018 in order to absorb the growing workforce. The industrial sector has the potential to be the driving force in achieving the target growth rates for income, employment and investment.<sup>1</sup> The Spatial Economic Development Strategy would be intended to focus where government directs its investment and development initiatives to ensure sustainable and maximum impact. The

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<sup>1</sup> Punjab Industries Sector Plan 2018: Promoting Industrial Development and Investment, 2015, p.5.



particular focus of this framework is on investment in infrastructure to support industrial development.

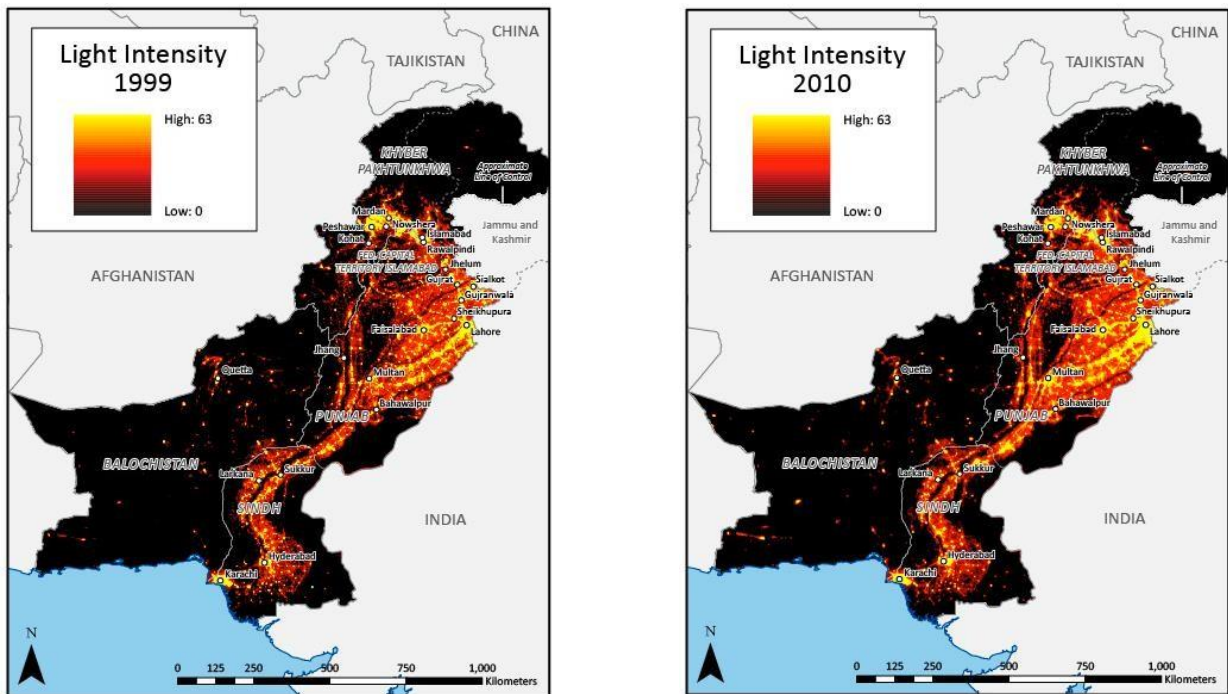


*Industrial Estates and the China-Pakistan Economic Corridor in Punjab*

Source: The Urban Unit, Lahore, Punjab, 2015

**Task III-A: Identification of Growth Nodes and Activity Corridors**

The framework will have to be based on the fact that settlements and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centers. Having considered the strengths, weaknesses, opportunities and threats associated with the Profile of the Province, “corridor development” should be pursued as a stimulus to economic growth in the Province. For example, the use of night time lights data shows the concentration of existing economic activity along these corridors from 1999 and 2010 (see below). The framework should endeavor to identify such main growth centers and the related nodes and corridors. Punjab Growth Strategy recognizes the critical importance of the spatial dimension of investment planning to identify and leverage growth poles and corridors (while ensuring balanced and sustainable growth), with productive urban development at the core of this system.



**Map 1: Light Intensity in Punjab: 1999 and 2010**

*Source: Punjab Urban Sector Assessment*

The spatial framework will need to focus on identifying these activity/development corridors, which are not intended to be the basis for a transport logistics network. The majority of these corridors have already been identified under the spatial strategy. It is however essential that the development corridors are adequately served by appropriate transport and logistics infrastructure. From the classification of economic potential a matrix of development corridors and nodes would be identified which will serve to serve two functions.

To facilitate the increased growth of existing centers and corridors of economic development in the province, the nodes and development corridors should include both existing well-established nodes and corridors, as well as nodes and corridors, which currently don't exist or are very weak. For instance, several of the proposed investments under the China-Pakistan Economic Corridor (CPEC) will be made in Punjab and this could provide opportunities that need to be properly envisioned and planned for. In addition, the government capacity to assess and propose specific investments under such partnerships needs to be strengthened to ensure that Punjab benefits. Identification of proper corridors and nodes under this framework will serve in optimizing these investments. Similarly, an analysis of growth in Punjab, carried as part of the 2014 Pakistan Urban Sector Assessment, shows that growth is occurring most rapidly around the Lahore area, to the north and east in the golden triangle toward Sialkot and Faisalabad, to the south to Kasur and all the way to Sahiwal (there is a separate growth cluster around Multan-Muzaffargarh), and to the north in the

corridor along the motorway to Pindi. These corridors – and others – need to be closely studied and supported through appropriate integration of land use planning, transport and other infrastructure, and industrial estate development.

Identified corridors will need to be categorized based on classifications that support the spatial objectives identified in the core strategy. A classification of nodes should also be introduced. A basic classification can identify primary and secondary nodes based on economic growth and the potential for expansion thereof and/or its significance to the national and provincial economy.

**Examples of Potential categories Of Nodes**

**Primary Node (PN):** An urban center with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.

**Secondary Node (SN):** An urban center with good existing economic development and the potential for growth. Services the regional economy.

**Tertiary Node (TN):** A center which should provide service to the sub-regional economy.

**Quaternary Node (QN):** A center which should provide service to the localized economy

**5th level Node (5N):** A center which provides service to a ward

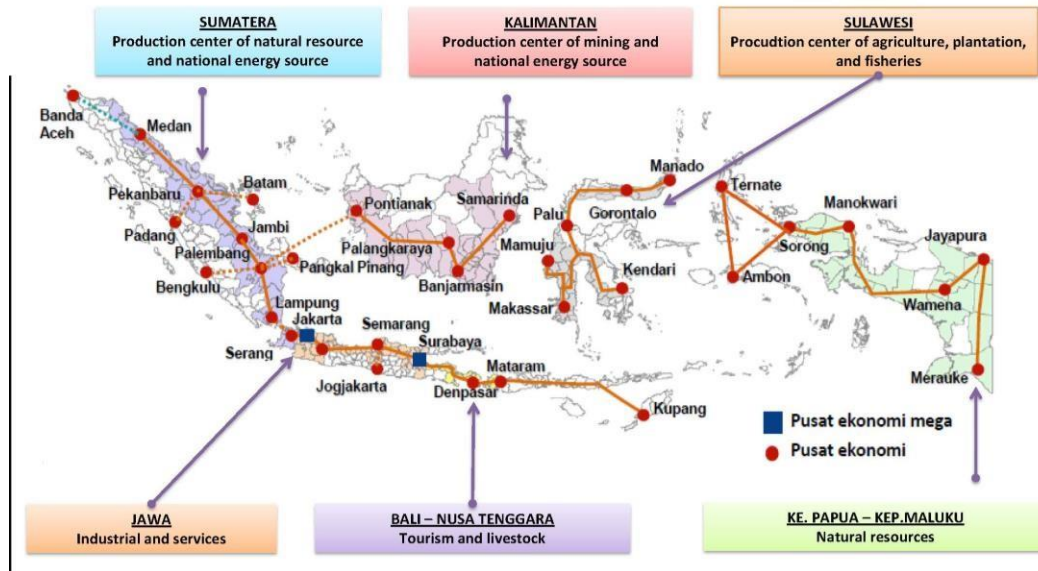
**Example of Potential Economic categories of corridors**

1. Production of high value, differentiated goods not strongly dependent on labor costs, focused on local & global niche markets – i.e. manufacturing
2. Production of labor intensive, mass produced goods more dependent on labor costs, affordable transport linkages – i.e. agriculture and mining
3. Innovation and experimentation – research and development
4. Retail and private sector services – large employer of skilled & semi-skilled workers in advanced economies
5. Tourism – dependent on tourism attractions
6. Public service and administration

*Plates 1: Examples of Potential Categories of Nodes and Corridors*

Interventions as part of the implementation of the core strategy and to serve its development objectives should be defined based on the classification of nodes and corridors. For our purposes in this project, the priority cities can be identified based on such classification. This might include all primary nodes, and perhaps extends to include some of the secondary nodes. The classification, and prioritization, of nodes need certainly to be completed though extensive consultation with local governments especially when it comes to the identification of the lower order nodes. Only those corridors which are identified as having the potential for greatly impacting on economic growth and the development of impoverished areas have been prioritized. Those corridors not prioritized will still form an important part of the provincial economy and should not be neglected. Based on the classifications, the framework will identify those policies that define investment priorities in the province based on industrial clusters. This places more emphasis on the importance of the regional and local planning initiatives initiated by the government. Further planning is required in order to detail projects required to ensure the successful implementation of the spatial strategy.

**PUNJAB SPATIAL STRATEGY**  
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*Economic Development in 6 Corridors by their Potentials*

Sources: Indonesia's Plan for Connectivity: MP3EI Project, National Development Planning Agency, Republic of Indonesia, 2012.

**Task III-B: Prioritization of 10 Cities By Economic Potential**

Based on the spatial strategy, and the policies that define investment priorities within the Spatial Economic Development Framework, there is need to conduct a complete assessment of the economic potential of cities in the province based on industrial clusters. The assessment will rely on analysis utilizing existing data sources and previous analytical work including the World Bank's Economic Potential Index.<sup>2</sup> Additional data analyzing sector-specific industrial location patterns through the Census of Manufacturing Industries and other sources need to be developed. In consultation with relevant stakeholders, the consultant will then develop a method for estimating opportunities for industrial growth in the "regions/zones" identified in the provincial spatial strategy given the following: 1) demographic and labor force characteristics, including the absorption of labor into different value chain segments, 2) improved connectivity and access to markets, 3) cost and availability of land for IE siting, and 4) the cost of power, roads, water and waste collection/treatment facilities.

The Output of this phase includes,

- i. Connectivity and infrastructure plan, including the China-Pakistan corridor
- ii. 10 cities prioritization plan to prioritize investments for cities to enhance growth

<sup>2</sup> The index uses a set of five measures (including population and income per-capita densities, human capital and transport costs) that are correlated with economic growth in order to rank cities according to how favorable they would be for supporting. See World Bank, 2014 "Leveraging Spatial Development Options for Uttar Pradesh" for an application of this model to cities in Uttar Pradesh.

- iii. Industrial development plan that identifies economic cluster areas

Task III-C: Assessment of Proposed New City Plan

Based on the analysis completed to prioritize the 10 cities, and the spatial development framework, the Consultants shall prepare an analytical assessment of the proposed New Economic City based on existing estimates and cost projections. There has not been a rigorous demand analysis for justifying the location and costs of this city compared to either 1) possible alternative sites or 2) investments in infrastructure to support industrial growth in existing cities.

Drawing from the Provincial Spatial strategy and the top 10 city prioritization components, an analytical study shall be prepared and shall identify alternative case study locations. The Government of Punjab shall recruit an international consultant (Firm) to prepare a study of the New Economic City which shall include detailed feasibility and site location studies including:

1. A basic site location assessment including demographic characteristics, growth projections, congestion and traffic burdens, land values/market trends;
2. a comparative assessment using initial cost estimates for infrastructure provision for the city including assessment of the costs of providing the same facilities and investments to the alternative locations (e.g. schools, health facilities, parks, kilometers of paved roads, public safety facilities, solid waste, sewage, etc.) and the number of expected beneficiaries; and
3. A comprehensive cost-benefit framework to compare planned public investments in the proposed city to investments in alternative locations based on projections of likely employment generation and estimated economic impacts to key industries that are expected to benefit from relocation to the city. While this task will be reviewed as part of the framework, it will be a standalone project by itself.

Task III-D: Guiding Framework for the Improvement of Existing Industrial Estates

Drawing from the industrial spatial development plan, a guiding framework for prioritizing infrastructure investment in support of specific industrial estates shall be prepared. The framework shall be developed in consultation with the industrial estates companies to identify initial locations for detailed location feasibility and demand studies. The studies shall include:

- a. The analysis of trade data and trends in the region overall and in the sector/cluster of the area examined, including assessments of value chain constraints and advantages for select industries.
- b. Assessment of comparative advantages of the location, including labor, housing, transportation costs, input costs, and level of market access.
- c. Views of current and potential investors in different locations through focus groups, surveys and interviews. This would highlight how potential investors decide where to locate, and what institutional or administrative constraints they report facing that would limit investment.

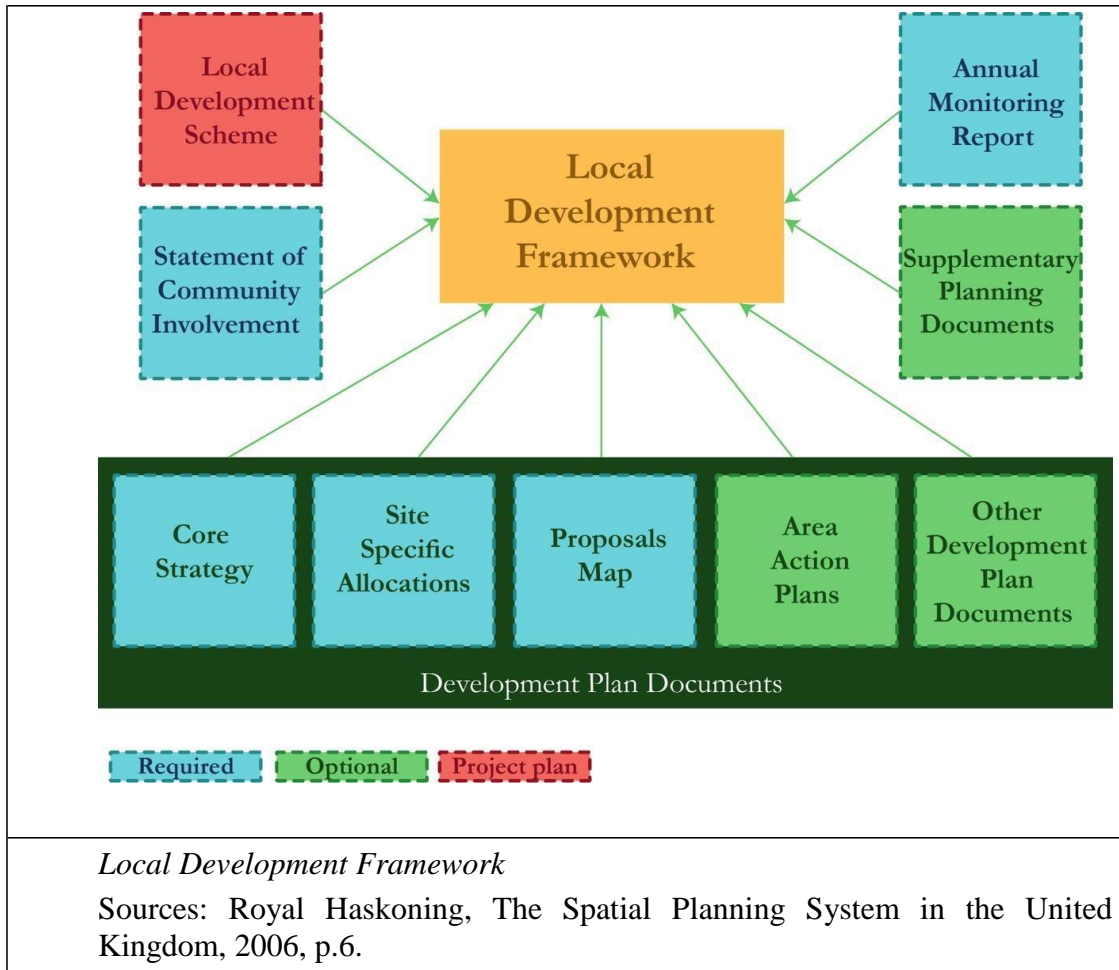
- d. A detailed matrix for benchmarking that will allow for comparison of costs and benefits against alternative locations.
- e. A description of the next steps the client will need to undertake to acquire the land and develop business and management plans for developing, marketing and operating future industrial estates.

In Summary, the Output of this phase includes a Spatial Economic Development Framework that includes the following:

- (i) Industrial development plan, identifying economic cluster areas, along with connectivity and infrastructure plan, including the China-Pakistan corridor
- (ii) 10 cities prioritization plan to prioritize investments for cities to enhance growth
- (iii) Assessment of proposed new city plan, including detailed feasibility and site location studies
- (iv) Guiding framework for prioritizing infrastructure investment in support of specific industrial estates

#### Task III-E: Developing Local Development Framework and Detailed Planning

The Consultant shall develop a Local Development Framework that translates the provincial core strategy at the local level. Local Development Framework for each local planning authority area will contain spatial considerations that are wider and more dynamic than previous land-use plans. This will comprise local development documents, which include development plan documents, that are part of the statutory development plan and supplementary planning documents which expand policies that are set out in a development plan document or provide additional detail. The local development framework will also include the statement of community involvement, the local development scheme and the annual monitoring report.



Following the Local Development Framework, the consultants will need to develop an action plan for extending the spatial planning approach to the divisions and/or districts/cities. The action plan will take forward a full-fledged spatial planning effort through integrating the strategy into the local planning system. Based on the classification of settlements proposed in the Core Strategy, the nature of the spatial plans to be prepared at the local level would be defined. The action plan can include the following items with timeframe for the completion of the work:

- i. Preparation of **Integrated Strategic Development Framework for the Nine Divisions**. These frameworks will guarantee the cohesion and cohesiveness of the implementation of the PSS. They are particularly

**Integrated Strategic Development Framework**

- Infrastructure & Capacity Information
- Local Development Programs
- Public & Private Investment
- Land Use Decisions

important to enhance the urban-rural linkages under the new local governance structure.

ii. Preparation of **Local Spatial Development Plans** at the City/District level. These documents cover a wide spectrum including transport, land use, environment, etc. These documents

- Local Spatial Development Plans**
- Alternatives Land Use Plans
  - Zoning Plans
  - Infrastructure Project phasing
  - Implementation Tools
  - Assessments/ Feasibility

will reflect the various policies included the PSS and ISDFs. In particular they will provide action plans for the implementation of the various urban and rural development policies and strategic infrastructure Priorities at the regional level.

Rank	City
1	Lahore
2	Faisalabad
3	Rawalpindi
4	Multan
5	Gujranwala
6	Sargodha
7	Sialkot
8	Bahawalpur
9	Jhang
10	Sheikhupura

Table 1: Largest Cities in the Province by Population (estimate from 1998 Census)

**D. Phase IV: Implementing the Punjab Spatial Strategy**

The Consultant shall also prepare an implementation plan for the Punjab Spatial Economic Development Framework. The plan would take into account the legislative changes and institutional alignment carried out in the first two quarters of the Project and will include:

- I. The projects and public investment programs that are needed to achieve the objectives of the spatial strategy; and
- II. Capacity Enhancement Program.

Approval of the PSS would be the last step in the preparation of the plan prior to putting it into actual execution. The PSS should be approved by the Spatial Commission and endorsed by the Cabinet. This endorsement would give legitimacy for the strategy, and would guarantee the buy in of the various provincial department considering their representation in the assembly. (Composition of the Commission with Functions and Responsibilities is given in *Annexure A*).

The Consultant shall also need to develop an action plan for extending the spatial planning approach to the divisions and/or districts/cities. The recommendation for the Consultant is to move forward with the full fledge spatial planning effort through integrating the strategy into the local planning system. Based on the classification of settlements proposed in the Core Strategy, the nature of the spatial plans to be prepared at the local level would be



defined. The action plan can include the following items with timeframe for the completion of the work;

- I. Preparation of Integrated Strategic Development Frameworks for the nine divisions. These plans will guarantee the cohesion and cohesiveness of the implementation of the PSS. They are particularly important to enhance the urban-rural linkages under the new local governance structure. A similar effort is currently being undertaken by the Lahore Development Authority for the Lahore Division. The effort is in its preliminary stages, and it can benefit significantly from the preparation process of the PSS.
- II. Preparation of the various local development documents at the City/District level. These documents cover a wide spectrum including transport, land use, environment, etc. These documents will reflect the various policies included the PSS and ISDPs. In particular they will provide action plans for the implementation of the various urban and rural development policies and strategic infrastructure Priorities at the regional level.

For the actual implementation, it is essential that

- a. The PSS is approved
- b. Structures and mechanisms are being put in place to ensure that the spatial strategy will influence the spatial aspects of public sector planning, policies and programs, including future decisions on investment priorities.
- c. Regional and local authorities will be engaged through the preparation and adoption of regional and local planning guidelines.

#### TASK IV-B: Public Consultation and Capacity Enhancement

One of the key elements needed to enable successful implementation of the plan is the buy-in from the various stakeholders and the communities of place. Accordingly, it is paramount that a participatory approach is adopted all through the preparation of the spatial strategy. This entails preparing an engagement plan that would guarantee stakeholder engagement from inception to implementation.

In addition, preparing the spatial strategy requires high skills in spatial planning at both provincial and city level. The weak capacity may risk the project implementation and the potential efficiency of the plan. Accordingly, a main component of this pillar need to focus on the capacity of the concerned institutions (local government entities and departments responsible for implementing investments in infrastructure) to prepare and implement spatial strategies. Prior to the preparation of the plan, a capacity assessment should be completed and gaps in the capacity to plan should be identified. A capacity enhancement program needs to be designed. The program would entail training, exchange and knowledge sharing as well as on-the-job training.

## **8. PROJECT BENEFITS**

There are a number of benefits to a spatial planning approach that will improve the prospects for urban growth and economic investment in the province. A spatial planning approach is used to

assess and order environmental, economic and social objectives and provides a framework for rationalizing and sequencing public investments through a spatial lens in order to meet these goals.

The purpose of a spatial strategy is not to specifically control or direct growth, but rather to provide a platform that allows policy makers to more accurately assess existing conditions, opportunities and costs. A spatial planning approach permits simplicity and efficiency in public investment decisions. For example, decisions about large infrastructure projects can be more easily assessed and sequenced compared to short-term one year budget planning horizons that are current practice in Punjab. Second, it can provide guidance for local governments in how to develop and implement plans according to their needs, as these entities typically lack the in-house technical capacity to complete these tasks on their own.

#### **A. Financial impact**

The Province, and the country in general, need significant measures to meet its growing needs. Currently investment is actually decreasing in terms of its share of GDP, dropping from 20% in 2006 to 14% today. This has in turn slowed GDP growth and job creation. Investment in industrial sectors has stagnated, with manufacturing at only 25% of GDP. The local economy in Punjab is consequently struggling as talent in education, leisure, health, and real estate is leaving for areas where more opportunities exist. This loss of resources, combined with a still nascent research culture, has meant that the Pakistani economy is not responsive to world technological shifts and remains low on business competitiveness.

The primary cause of low levels of industrial investment is a lack of well-located, well-served industrial land. Most of Punjab's current industrial estates are too remote from high-demand areas and have infrastructure that is too unreliable to attract significant investment. Consequently, industrial investors have been finding what limited space is available in urban and peri-urban areas, which are not always well-suited for industry from either an investment or socio-environmental perspective.

The estimated \$13 million invested in the Punjab Spatial Strategy and the improvements in the systems related to its implementation should help improve the economic return of public investments in support of urban development/connectivity (as per the Punjab Growth Strategy) – a one percentage point increase in the return of these investments would generate US\$60 million of value – more than four times the amount invested in the Punjab Spatial Strategy and the systems around it).

#### **B. Economic Impact**

The Punjab Spatial Strategy will promote the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas which will permit simplicity and efficiency in public investment decisions. For example, decisions about large infrastructure projects can be more easily assessed and sequenced compared to short-term one-year budget planning horizons that are current practice in Punjab. Second, it can provide guidance for local governments in how to develop and implement plans according to their needs, as these

entities typically lack the in-house technical capacity to complete these tasks on their own. This coordination authority would improve the efficiency and complementarity of local level planning activities as they would be undertaken in line with the broader spatial strategy.

**C. Social benefits**

The aims of the various experiences in spatial planning show a clear trend towards setting human aspects into focus: quality of life for all, sustainable and livable future, better places to live and related issues, etc. Hard facts like the allocation of infrastructure or the more ‘classical’ aims like ‘balanced development’ are top level aims in Malaysia’s National Physical Plan. However, spatial plans from other countries like Ireland, South Korea, and France regard these aims as rather preconditions or instruments to reach quality of life, etc.

The Punjab Spatial strategy will provide guidance in categorizing the diversity and specific needs of different communities within the plan area in terms of sector or themes (e.g. infrastructure, transportation, economic or environmental). Through this exercise, the plan will articulate important drivers of change, in terms of social, demographic, economic or environmental trends and seek to organize future activities to address these areas by developing an a well-defined strategy and objective and a means to coordinate local government activities to meet these goals.

**D. Employment Generation**

The Employment-intensive economic growth is one the prime considerations in Punjab Growth Strategy, that will require a focus on employment generation by revival of employment-intensive sectors and creation of quality jobs by addressing critical gaps in human capital. Under the Punjab Spatial Strategy, identification of potential growth nodes and corridors will align new investments, transforming the local towns as the center of new local capitals providing a range of services and employment opportunities to the local population. Within the strategy, the potential of rural areas will also be drawn upon the local strengths supported by a stronger structure of smaller settlements and villages as a focus for social and economic activity.

**E. Environmental Impacts**

The institutions and the processes and procedures for environmental management at the Provincial level do not have adequate capacity to operate the system as designed and exists on paper. Considering the environmental concerns under Punjab growth strategy such as climate change and environmental variations, salinity and water logging, the Punjab spatial strategy will come up with an environmentally sustainable spatial structure of Punjab while specifically focusing on improving Land Resources and Environment and mitigating the impact of Climate Change.

**9. IMPLEMENTATION SCHEDULE & SUPPORT**

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

Sr. No	Implementation Schedule Activity	YEAR															
		2016-17				2017-18				2018-19				2019-20			
		01	02	03	04	01	02	03	04	01	02	03	04	01	02	03	04
<b>1.</b>	<b>Pre-Actions</b>																
1.1.	Establish the Punjab Spatial Commission (the main consultative and coordinating body)																
1.2.	Preparation of Terms of Reference for Consultants by World Bank																
1.3.	Preparation of Terms of Reference for Sr. Chief Spatial Strategy																
<b>2.</b>	<b>Implementation Framework</b>																
2.1.	Legal Framework																
a.	Review & Consolidation of Legal instruments with details on their roles and responsibilities																
b.	Development of Provincial Urban Planning Framework																
c.	Integration of Spatial Planning Framework with Capital Investments																
d.	Integration of Spatial Planning Framework with Local Government System																
2.2.	Restructuring of existing institutions																
<b>3.</b>	<b>Procurement of Consultant for Developing Spatial Strategy</b>																
3.1.	Issuance of EOI for Spatial Strategy																
3.2.	Evaluation of EOI																
3.3.	Issuance of RFP for Spatial Strategy																
3.4.	Award of Contract to successful bidder																
3.5.	Consultants Mobilization																
<b>4.</b>	<b>Phase I: Data Collection &amp; Geographic Information System</b>																
a.	Assess current system																
b.	Identify gaps																
<b>5.</b>	<b>Phase II: Core Strategy</b>																
a.	Spatial Portrait (Situational Analysis)																
b.	Development of Spatial Vision and Objectives																
c.	Identifying Spatial Policies																
d.	Consultation and Consensus on Core Strategy (Key stage in the process)																
<b>6.</b>	<b>Phase III: Provincial Spatial Economic Development Framework</b>																
a.	Identification of Nodes and Activity Corridors																
b.	Prioritization of 10 Cities By Economic Potential																
c.	Assessment of Proposed New City Plan																
d.	Guiding Framework for the Improvement of Existing Industrial Estates																
e.	Developing A Local Development Framework and Detailed Planning																
<b>7.</b>	<b>Phase IV: Implementation Framework Continued</b>																
a.	Public Consultation and Capacity Enhancement																
<b>8.</b>	<b>Prepare Integrated Strategic Development Frameworks &amp; Local Spatial Development Plans</b>																
a.	Prepare Integrated Strategic Development Framework (Division Scale)																
b.	Local Spatial Development Plans City/District level																
I	Alternative Land Use Plans & Zoning Plans																
ii	Infrastructure Projects Phasing																
iii	Assessments/Feasibility & Implementation Tools																

## **A. KEY TASKS**

### **a) Data Inventory**

The data inventory for the Punjab Spatial Strategy will be developed by the Urban Unit. Detailed cost estimates for this task has been made in the following section.

### **b) International Consultancies**

The preparation of Punjab Spatial Strategy includes preparation of the Core Spatial Strategy, Spatial Economic Development Frameworks, Local Development Framework, Local (Divisional level) Spatial Development Plans with implementation framework as well as Capacity Development of concerned Provincial Departments and 9 divisions of Punjab. The TORs for the Punjab Spatial Strategy are given at **Annexure B**. Additionally, Feasibility Study of the M-2 New Economic City along motorway will be conducted from this component based on the findings of the on-going pre-feasibility study. Both these tasks will be carried out by the International Firms, hired through competitive process.

The tasks have been divided into activities like data collection, International Consultancies including Punjab Spatial Strategy and Feasibility of the M-2 New Economic City, Capacity building activities including workshops, seminars, project management support.

### **c) Capacity Development**

The Capacity Development in this Project is not restricted to holding workshops and seminars, but includes human capital development at the Divisional level as well as key Provincial Departments.

To maximize benefits of the proposed project, a Stakeholders consultation had been suggested by the Planning & Development Department. The said consultation for gathering opinions of professionals, officials and experts has been carried out where the following were suggested to be ensured during development and implementation of the Punjab Spatial Strategy (Minutes of consultation attached at **Annexure D**):

- a. All local governments to be extensively consulted and given lead being responsible for spatial planning function, and*
- b. Capacity building of concerned departments and local bodies to be able to implement the strategy once it is developed*

### ***Project Nodes at Provincial Level***

The Strategy will not only require ownership and feedback of the Provincial Government Departments, but will also require ensuring implementation of MTDF in line with the Spatial Strategy. Five Nodes are being developed under this Project at the following Departments:

1. Planning & Development Department
  - (i) Position of Chief Spatial Strategy
  - (ii) 3 Positions of Senior Analysts
  - (iii) 2 Positions of Research Associates
  
2. Housing, Urban Development & Public Health Engineering Department
  - (i) 3 Positions of Senior Analysts
  - (ii) 2 Positions of Research Associates
  
3. Local Government & Community Development Department
  - (i) 3 Positions of Senior Analysts
  - (ii) 2 Positions of Research Associates
  
4. Department of Industries
  - (i) 3 Positions of Senior Analysts
  - (ii) 2 Positions of Research Associates
  
5. Communication & Works Department
  - (i) 3 Positions of Senior Analysts
  - (ii) 2 Positions of Research Associates

***Project Notes at Divisional Level***

A node is being developed under this Project at each of the Divisional Headquarters with following support

- (i) 4 Senior Specialists
- (ii) 3 Positions of Senior Analysts
- (iii) 2 Positions of Research Associates

***Workshops/Seminars & Publications***

Quarterly workshops are proposed and costed at each of the 9 Divisions and 5 Departments. Printed material and information dissemination for stakeholders' consultation and implementation support. Cost estimates of all capacity building activities is given in ***Section 12 F***.

**B. MANAGEMENT STRUCTURE**

For efficient functioning and completion of tasks on time, a lean management structure is proposed including the following:

1. Project Director
2. Project Manager
3. Sr. Manager Finance/Accounts
4. Sr. Procurement Specialist
5. Communications Specialist
6. Sr. Manager Internal Audit
7. Support Staff (Naib Qasid, Drivers)

International Consultancies:

1. International Firm for Punjab Spatial Strategy & other components
2. Four consultants (two local, two international) selected by the World Bank and Urban Unit to serve as the panel of experts
3. International Firm for Feasibility Study of M-2 New Economic City along Motorway (Not costed in this Project Document)

**a) Technical Team**

Counterpart Team of Specialists will be hired at the Urban Unit to prepare TORs, review consultants' report, collect and analyze data inventory, and developing Capacity building programs etc. The following Specialists will be hired for this purpose (JDs of specialists is given in *Annexure C*):

2. Sr. Specialist, Urban Planning
3. Sr. Specialist, Economics
4. Sr. Specialist, SEZ
5. Sr. Specialist, Institutional Development
6. Sr. Specialist, Infrastructure Development
7. Sr. Specialist, Capacity Development
8. Sr. Specialist, HRD
9. Sr. Specialist, GIS
10. Sr. Specialist, GIS Development
11. Sr. Specialist, Environment
12. Sr. Specialist, Transportation
13. GIS Managers for Head Office as well as Divisions

***Workshops/Seminars & Publications***

Quarterly workshops are proposed and costed at each of the 9 Divisions and 5 Departments.

**C. MONITORING & EVALUATION FRAMEWORK**

<b>Rating</b>	<b>Red</b>	Not Achieved.	■
	<b>Amber</b>	Delayed	■
	<b>Green</b>	Achieved	■
	<b>Blue</b>	Work not yet initiated	■

Work Plan ID	Tasks	Deadline	Progress Update	Responsible TL / TM	Evidence	Status
001	Data Inventory					
002	International Consultancies					
003	Capacity Development					
004	Establish the Punjab Spatial Commission (the main consultative and coordinating body)					
005	M-2 New City prefeasibility (EOI, RFP and Consultancy Award)					
006	Preparation of Terms of Reference for Consultants by World Bank					
007	Procurement of Consultant for Developing Spatial Strategy					
008	Issuance of EOI for Spatial Strategy					
009	Evaluation of EOI					
10	Issuance of RFP for Spatial Strategy					
11	Award of Contract to successful bidder					
12	Consultants Mobilization					
13	Establish the Punjab Spatial Commission (the main consultative and coordinating body)					
15	Phase I: Data Collection & Geographic Information System					
	<ul style="list-style-type: none"> <li>• Assess current system</li> <li>• Identify gaps</li> </ul>					
16	<b>Phase II: Core Strategy</b>					
	<ul style="list-style-type: none"> <li>• Spatial Portrait (Situational Analysis)</li> <li>• Development of Spatial Vision and Objectives</li> <li>• Identifying Spatial Policies</li> <li>• Consultation and Consensus on Core Strategy</li> </ul>					



**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

Work Plan ID	Tasks	Deadline	Progress Update	Responsible TL / TM	Evidence	Status
	(Key stage in the process)					
17	<b>Phase III: Provincial Spatial Economic Development Framework</b>					
	<ul style="list-style-type: none"> <li>• Identification of Nodes and Activity Corridors</li> </ul>					
	<ul style="list-style-type: none"> <li>• Prioritization of 10 Cities By Economic Potential</li> </ul>					
	<ul style="list-style-type: none"> <li>• Assessment of Proposed New City Plan</li> </ul>					
	<ul style="list-style-type: none"> <li>• Guiding Framework for the Improvement of Existing Industrial Estates</li> </ul>					
	<ul style="list-style-type: none"> <li>• Developing A Local Development Framework and Detailed Planning</li> </ul>					
18	<b>Phase IV: Implementation Framework for the Punjab Spatial Strategy</b>					
	<ul style="list-style-type: none"> <li>• Developing a Subnational/Provincial Planning System for Punjab</li> </ul>					
	<ul style="list-style-type: none"> <li>• Public Consultation and Capacity Enhancement</li> </ul>					
19	<b>Prepare Integrated Strategic Development Frameworks &amp; Local Spatial Development Plans</b>					
	a) Prepare Integrated Strategic Development Framework (Division Scale)					
	b) Local Spatial Development Plans City/District level					
	<ul style="list-style-type: none"> <li>• Alternative Land Use Plans &amp; Zoning Plans</li> </ul>					
	<ul style="list-style-type: none"> <li>• Infrastructure Projects Phasing</li> </ul>					
	<ul style="list-style-type: none"> <li>• Assessments/Feasibility &amp; Implementation Tools</li> </ul>					

**D. LOGICAL FRAMEWORK**

**E. RISK MITIGATION PLAN**

Once risk has been identified it must be analysed by determining how it might affect the success of the project. The probability of the risk occurring is assessed and given a rating of Very Low (VL), Low (L), Medium (M), High (H), or Very High (VH) likelihood.

Probability (Likelihood)	Impact (Seriousness)				
	Very Low	Low	Medium	High	Very High
Very High					
High					
Medium					
Low					
Very Low					

***Monitoring of Risk***

Following Risk Monitoring table will be used to identify and analyze risks during the project.

ID	Description of Risk	Impact on Project (Identification of consequences)	Risk Level	Change	Date of Review	Mitigation Actions (Preventative or Contingency)	Individual/ Group responsible for mitigation action(s)	Cost	Timeline for mitigation action(s)	Status
001										
002										
003										
004										
005										

Following is the table to determine how risks will be treated in terms of preparation and/or deployment of mitigation strategies during the life of the Project.

<b>GRADE</b>	<b>POSSIBLE ACTION</b>
<b>A</b>	<i>Mitigation actions, to reduce the likelihood and seriousness, to be identified and implemented as soon as the project commences as a priority.</i>
<b>B</b>	<i>Mitigation actions, to reduce the likelihood and seriousness, to be identified and appropriate actions implemented during project execution.</i>
<b>C</b>	<i>Mitigation actions, to reduce the likelihood and seriousness, to be identified and costed for possible action if funds permit.</i>
<b>D</b>	<i>To be noted; no action is needed unless grading increases over time.</i>
<b>N</b>	<i>To be noted; no action is needed unless grading increases over time.</i>

**F. PROCUREMENT PLAN**

**PUNJAB SPATIAL STRATEGY  
PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM  
PROCUREMENT PLAN FOR SCHEMES (2016-20)  
(Consultancies)**

Sr. No	Procurement Steps	Activities	Development of Punjab Spatial Strategy	M 2 New Economic City along Motorway
		Est. Cost PKR	322,325,333	200,000,000
1.	Preparation & Approval of Bidding Documents (TORs)		July 16, 2016	October 29, 2016
2.	Advertisement of invitation of Consultants' Expression of Interest (EOI)		July 20, 2016	November 15, 2016
3.	EOI Submission Date		August 19, 2016	December 14, 2016
4.	Shortlisting of EOIs		August 31, 2016	December 24, 2016
5.	Preparation & Issuance of RFP to Shortlisted Firm		September 06, 2016	January 04, 2017
6.	RFP Submission Deadline by the Consultants		October 05, 2016	February 04, 2017
7.	Completion of Technical & Financial Evaluation		October 19, 2016	February 14, 2017
8.	Publication of Award of Contract		October 21, 2016	February 18, 2017
9.	Completion of Contract/ Work		June 20, 2018	June 20, 2020
10.	Disbursement of Payment		June 29, 2018	June 29, 2020

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Goods)**

Sr. No	Procurement Steps	Activities	Laptops (Professional Series) with OS i7	Laptops (Professional Series) with OS i5	Laptops (General Series) with OS i5	Workstation Computer
		Quantity	7	3	70	1
		Est. Cost PKR	1,120,000	420,000	7,000,000	250,000
		Method	Single Stage Two Envelope			
1.	Preparation of Bidding Documents		July 01, 2016	July 01, 2016	July 01, 2016	July 01, 2016
2.	Advertisement/Request for Quotation (RFQ)		July 05, 2016	July 05, 2016	July 05, 2016	July 05, 2016
3.	Receipt of Proposals/Quotations		July 20, 2016	July 20, 2016	July 20, 2016	July 20, 2016
4.	Evaluation of Proposals/Quotations		July 27, 2016	July 27, 2016	July 27, 2016	July 27, 2016
5.	Award of Contract		July 30, 2013	July 30, 2013	July 30, 2013	July 30, 2013
6.	Delivery of Goods		August 01, 2016	August 01, 2016	August 01, 2016	August 01, 2016
7.	Payment		August 09, 2016	August 09, 2016	August 09, 2016	August 09, 2016

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Goods)**

Sr. No	Procurement Steps	Activities	Server Machine (MR-Advance Storage)	Server Machine (MR)	Network Security Appliance	GPS Device
		Quantity	1	1	1	40
		Est. Cost PKR	1,200,000	800,000	1,200,000	1,800,000
1.	Preparation of Bidding Documents		July 01, 2016	July 01, 2016	July 01, 2016	July 01, 2016
2.	Advertisement/Request for Quotation (RFQ)		July 05, 2016	July 05, 2016	July 05, 2016	July 05, 2016
3.	Receipt of Proposals/Quotations		July 20, 2016	July 20, 2016	July 20, 2016	July 20, 2016
4.	Evaluation of Proposals/Quotations		July 27, 2016	July 27, 2016	July 27, 2016	July 27, 2016
5.	Award of Contract		July 30, 2013	July 30, 2013	July 30, 2013	July 30, 2013
6.	Delivery of Goods		August 01, 2016	August 01, 2016	August 01, 2016	August 01, 2016
7.			August 09, 2016	August 09, 2016	August 09, 2016	August 09, 2016

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Goods)**

Sr. No	Procurement Steps	Activities	LaserJet Printers (Colored & Black) (Medium Duty)	LaserJet Printer B/W Heavy Duty	Flat Bed Scanner with ADF A3
		Quantity	<b>2</b>	<b>2</b>	<b>1</b>
		Est. Cost PKR	200,000	900,000	500,000
1.	Preparation of Bidding Documents		July 01, 2016	July 01, 2016	July 01, 2016
2.	Advertisement/Request for Quotation (RFQ)		July 05, 2016	July 05, 2016	July 05, 2016
3.	Receipt of Proposals/Quotations		July 20, 2016	July 20, 2016	July 20, 2016
4.	Evaluation of Proposals/Quotations		July 27, 2016	July 27, 2016	July 27, 2016
5.	Award of Contract		July 30, 2013	July 30, 2013	July 30, 2013
6.	Delivery of Goods		August 01, 2016	August 01, 2016	August 01, 2016
7.	Inspection of Goods		August 09, 2016	August 09, 2016	August 09, 2016
8.	Disbursement of Payment		July 01, 2016	July 01, 2016	July 01, 2016



**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Goods)**

Sr. No	Procurement Steps	Activities	Photocopier Heavy duty	External Storage (2TB)	Uninterruptable Power Supply Batteries (40kVA)	Office Furniture & Miscellaneous
		Quantity	1	20	2	
		Est. Cost PKR	450,000	400,000	8,000,000	8,000,000
1.	Preparation of Bidding Documents		July 01, 2016	July 01, 2016	July 01, 2016	July 01, 2016
2.	Advertisement/Request for Quotation (RFQ)		July 05, 2016	July 05, 2016	July 05, 2016	July 05, 2016
3.	Receipt of Proposals/Quotations		July 20, 2016	July 20, 2016	July 20, 2016	July 20, 2016
4.	Evaluation of Proposals/Quotations		July 27, 2016	July 27, 2016	July 27, 2016	July 27, 2016
5.	Award of Contract		July 30, 2013	July 30, 2013	July 30, 2013	July 30, 2013
6.	Delivery of Goods		August 01, 2016	August 01, 2016	August 01, 2016	August 01, 2016
7.	Inspection of Goods		August 09, 2016	August 09, 2016	August 09, 2016	August 09, 2016
8.	Disbursement of Payment		July 01, 2016	July 01, 2016	July 01, 2016	July 01, 2016

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Goods)**

Sr. No	Procurement Steps	Activities	Stationery & Printing
		Quantity	
		Est. Cost PKR	4,000,000
1.	Preparation of Bidding Documents		July 01, 2016
2.	Advertisement in /Request for Quotation (RFQ)		July 05, 2016
3.	Receipt of quotations		July 20, 2016
4.	Evaluation of RFQs		July 27, 2016
5.	Award of Contract		July 30, 2013
6.	delivery		August 01, 2016
7.	Disbursement of Payment		August 09, 2016

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Non-Consultancy Services)**

<b>Sr. No</b>	<b>Procurement Steps</b>	<b>Activities</b>	<b>Internet Facility</b>	<b>POL</b>
		<b>Months</b>		
		<b>Est. Cost PKR</b>	11,138,400	7,796,880
<b>1.</b>	Preparation of Bidding Documents		July 01, 2016	July 01, 2016
<b>2.</b>	Advertisement in /Request for Quotation (RFQ)		July 05, 2016	July 05, 2016
<b>3.</b>	Receipt of quotations		July 20, 2016	July 20, 2016
<b>4.</b>	Evaluation of RFQs		July 27, 2016	July 27, 2016
<b>5.</b>	Award of Contract		July 30, 2013	July 30, 2013
<b>6.</b>	delivery		August 01, 2016	August 01, 2016
<b>7.</b>	Disbursement of Payment			

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**  
**PROCUREMENT PLAN FOR SCHEMES (2016-20)**  
**(Works)**

<b>Sr. No</b>	<b>Procurement Steps</b>	<b>Activities</b>	Office Space	HVAC	Electricity	Water & Maintenance
		<b>Months</b>				
		<b>Est. Cost PKR</b>	50,122,800	6,683,040	3,341,520	4,733,820
<b>1.</b>	Preparation of Bidding Documents		July 01, 2016	July 01, 2016	July 01, 2016	July 01, 2016
<b>2.</b>	Advertisement in /Request for Quotation (RFQ)		July 05, 2016	July 05, 2016	July 05, 2016	July 05, 2016
<b>3.</b>	Receipt of Quotations		July 20, 2016	July 20, 2016	July 20, 2016	July 20, 2016
<b>4.</b>	Evaluation of RFQs		July 27, 2016	July 27, 2016	July 27, 2016	July 27, 2016
<b>5.</b>	Award of Contract		July 30, 2013	July 30, 2013	July 30, 2013	July 30, 2013
<b>6.</b>	Delivery		August 01, 2016	August 01, 2016	August 01, 2016	August 01, 2016

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**10. ESTIMATED COST**

**a) SUMMARY OF COST & YEAR WISE BREAK UP**

Punjab Spatial Strategy		Remarks	Estimated Cost (Rs.)	Year-Wise Breakdown			
<b>A. Core Activities (Consultancies or In-House Assignments)</b>				<b>Y 1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>
1.	<i>Inventory of Data</i>	In House	189,800,000	100,000,000	89,800,000		
2.	<i>Core Strategy</i>	International Consultancy (Firm)	322,325,333	150,000,000	172,325,333	-	-
	<i>Spatial Economic Development Framework</i>						
	<i>Integrated Spatial Development Framework</i>						
	<i>Local Spatial Development Plans</i>						
	<i>Implementation Plan &amp; Investment Framework</i>						
3.	<i>Feasibility Study</i>	International Consultancy (Firm)	0	0	0	-	-
<b>Total (A)</b>			<b>512,125,333</b>				
<b>B. Other Activities</b>							
1.	<i>The Urban Unit</i>						
	a)	<i>UU Team</i>	501,649,230	125,412,308	125,412,308	125,412,308	125,412,308
	b)	<i>Office Management</i>	136,276,460	34,069,115	34,069,115	34,069,115	34,069,115
2.	<i>Capacity Development of Departments &amp; 9 Divisions</i>						
	a)	<i>HR Cost</i>	280,879,200	63,219,800	77,219,800	70,219,800	70,219,800
	b)	<i>Capacity Building Initiatives (Workshops/Seminars &amp; Trainings, Communications &amp; Printing)</i>	393,973,760	30,662,293	100,662,293	131,324,587	131,324,587
	c)	<i>Independent Panel</i>	19,902,000	4,975,500	4,975,500	4,975,500	4,975,500
<b>Total (B)</b>			<b>1,323,980,650</b>				
<b>Grand Total</b>			<b>1,844,805,983</b>	508,339,016	604,464,349	366,001,309	366,001,309

**PUNJAB SPATIAL STRATEGY  
PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**b) URBAN UNIT TEAM OF COUNTERPART EXPERTS**

<b>Sr. No.</b>	<b>Position</b>	<b>No of Positions</b>	<b>No of Years</b>	<b>Total PKR</b>
1.	Project Director	1	4	16,707,600
2.	Project Manager	1	4	33,415,200
3.	Sr. Specialist Urban Planning	1	4	22,276,800
4.	Specialist Urban Planning	1	4	16,707,600
5.	Sr. Specialist Economics	1	4	22,276,800
6.	Sr. SEZ Specialist	1	2	5,040,000
7.	Specialist Legal	1	2	3,780,000
8.	Sr. Specialist Institutional Development	1	4	22,276,800
9.	Sr. HR Development Specialist	1	4	8,353,800
10.	Sr. Specialist Infrastructure Development	1	2	10,080,000
11.	Sr. Specialist GIS	1	4	22,276,800
12.	Sr. Specialist GIS/MIS Development Specialist	1	4	22,276,800
13.	Sr. Specialist Transportation	1	2	7,944,000
14.	Specialist Municipal Finance	1	3	15,888,000
15.	Sr. Specialist, Monitoring & Evaluation	1	4	22,276,800
16.	Sr. Specialist Capacity Building	1	2	10,080,000
17.	Specialist Communications	1	4	16,707,600
18.	Manager GIS Divisional manager GIS	10	4	83,538,000
19.	Sr. Specialist Environment	1	2	7,440,000
20.	Sr. Specialist Climate Change	1	2	7,440,000
21.	Specialist Procurement	1	4	4,176,900
22.	Sr. Manager Finance/Accounts	1	4	6,961,500
23.	Sr. Manager Internal Audit	1	4	3,480,750
24.	Sr. Analysts	35	2	70,560,000
25.	Analysts	10	4	27,846,000
26.	Support Staff	6	4	8,353,800
27.	Drivers	2	4	2,227,680
			<b>Total</b>	<b>501,649,230</b>

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**c) OFFICE MANAGEMENT**

Sr. No.	Items	Cost Per Month (Rs.)	Total (Rs.)
1	Office Space	900,000	50,122,800
2	HVAC	120,000	6,683,040
3	Electricity	60,000	3,341,520
4	Water & Maintenance	85,000	4,733,820
5	Internet Facility	200,000	11,138,400
6	Stationery & Printing		4,000,000
7	Car Purchase		2,000,000
8	Car Rentals		6,720,000
9	POL		7,796,880
10	Office Furniture & Miscellaneous		8,000,000
			<b>104,536,460</b>

**d) EQUIPMENT**

S.No.	Item	Quantity	Unit Cost	Total Cost
1	Laptops (Professional Series) with OS i7	7	160,000	1,120,000
2	Laptops (Professional Series) with OS i5	3	140,000	420,000
3	Laptops (General Series) with OS i5	70	100,000	7,000,000
4	Workstation Computer	1	250,000	250,000
5	Server Machine (MR-Advance Storage)	1	1,200,000	1,200,000
6	Server Machine (MR)	1	800,000	800,000
9	Network Security Appliance	1	1,200,000	1,200,000
10	GPS Device	40	45,000	1,800,000
11	LaserJet Printers (Colored & Black) (Medium Duty)	2	100,000	200,000
12	LaserJet Printer B/W Heavy Duty	2	450,000	900,000
13	GIS Server Software	1	7,500,000	7,500,000
16	Flat Bed Scanner with ADF A3	1	500,000	500,000
17	Photocopier Heavy duty	1	450,000	450,000
18	External Storage (2TB)	20	20,000	400,000
19	Uninterruptable Power Supply (40kVA)	2	4,000,000	8,000,000
			<b>Total</b>	<b>31,740,000</b>

**PUNJAB SPATIAL STRATEGY**  
**PUNJAB JOBS & COMPETITIVENESS PROGRAM FOR RESULTS (PFORR) PROGRAM**

**e) INVENTORY OF DATA**

Sr. No.	Theme	Layers	Status	Timeline	Cost
1.	Socioeconomic/Demographic				40,000,000
2.	Satellite Image	Satellite Image 0.46m	will be procured	2 Months	25,000,000
3.	Administrative Boundaries				
		Province	Available		
		Division	Available		
		District	Available		
		Tehsil	Available		
		Mauza	Will be Developed for 18 Districts of Punjab	8 Months	45,000,000
		UCs/MCs	Will be Developed		
		Census Blocks	Available with BOS		
4.	Land Cover			6 Months	3,900,000
		Built-up	Will be Developed from Landsat VIII Imagery (15m)		
		Agriculture			
		Open Land			
		Water Bodies			
		Forest			
		Desert			
5.	Transportation			10 Months	16,500,000
		Motorways	Will be Developed		
		National Highways	Will be Developed		
		Intercity Roads	Will be Developed		
		Major Roads	Will be Developed		
		Bus Terminals	Will be Developed		
		Railway Line	Will be Developed		
		Railway Station	Will be Developed		
		Airports	Will be Developed		
6.	Utility Network				
		Electricity Network	Will be collected from concerned Department		
		Sui Gas Network			
		Telecom Network			



**PUNJAB SPATIAL STRATEGY  
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7.	Topography				
		DEM	Will be collected		
		Hillshade	Will be Developed from ASTER DEM		
		Slope			
		Aspect			
		Contours			
		Watershed			
8.	Irrigation				
		Rivers	Will be Collected from Concerned Department		
		Canals/Channels			
		Dams			
		Barrages			
9.	Environment	National Parks	Will be Collected from Concerned Department		
		Wildlife Sanctuaries			
		Game Reserves			
		Ramsar Sites			
10.	Public Services				
		Health Facilities	Will be Collected from Concerned Department		
		Education Facilities			
11.	Meteorological				
		Temperature	Will be Collected from Concerned Department		
		Rainfall			
		Precipitation			
12.	Industrial				15,000,000
		Industrial Units	Will be Collected through field survey		
		Industrial Zones			
13.	Block Level Land use Builtup				33,600,000
		Residential	Block Level Land use will be developed		
		Commercial			
		Industrial			
		Mixed Use			
14.	GIS Development Cost			10	10,800,000
				<b>Total (PKR)</b>	<b>189,800,000</b>

## F. Capacity Development

### f-1 HR Cost (3+2 Professionals in each of LG&CDD, HUD&PHED & Industries Department & 2 RAs x 9 Divisions, RAs also include P&D)

Sr. No.	Position	No of Positions	No of Years	Total (Rs.)
1	Sr. Analyst (Urban Planning, Economics, Finance)	15	4	66,830,400
2	Specialists (Urban Planners, Infrastructure, GIS and Economists)	36	2	136,080,000
3	RAs for Departments only (Extra for P&D Technical Committee as well)	28	4	77,968,800
<b>Total</b>				<b>280,879,200</b>

### f-2 Equipment (For Capacity Building & Chief Strategist)

Sr. No.	Description	Units	Unit Cost (Rs.)	Total Cost (Rs.)
1	Laptops (General Series) with OS i5	80	100,000	<b>8,000,000</b>

### f-3 Office & Services

Sr. No.	Description	Units	Per Unit Charges (Rs.)	Total (Rs.)
1	Divisional Offices & Provincial (P&D, HUD&PHED, LG&CDD, Industries, C&W)	14	500,000	336,000,000
2	WIFI per head	80	3500	15,593,760
<b>Total</b>				<b>351,593,760</b>

**G. Communication & Dissemination (Strategy Preparation & Capacity Building)**

Sr. No.	Description	No of Participants	No of Workshops quarterly per year for four years & two years respectively	Cost of Workshop (Rental+Printing) (Rs.)
1	LG&CDD, HUD&PHED, Industries & C&W	100	80	9,600,000
2	Divisional	40	144	17,280,000
3	Printing Strategy Documents & Workshops Materials (Core x 1000, EDF x 1000, LEDF x 1000, Divisional Plans 9 x 500)			7,500,000
<b>Total</b>				<b>34,380,000</b>

ANNEXURE A

**Establishment of Punjab Spatial Commission  
For  
Punjab Spatial Strategy (PSS)**

**1. Background & Rationale**

Cities are the engine of economic growth, contributing 70 percent of GDP globally (World Bank 2009)<sup>3</sup>. However, these economic benefits can be enhanced by coordinated planning that supports and cultivates existing hubs and corridors of economic activity, rather than restricting or dispersing industrial firms. However, urban growth and expansion in Punjab has occurred in an uncoordinated and low-density fashion. As a consequence, small and medium sized industries have tended to cluster in urban areas where there are agglomeration benefits and have been reluctant to locate to government operated industrial estates facilities outside major cities.

In order to address these issues, the Industrial Sector Plan of the Punjab Growth Strategy proposes that government support for the industrial sector utilizes a spatial framework as a key dimension of investment planning. This approach will identify and leverage growth poles and corridors (while ensuring balanced and sustainable growth), with productive urban development at the core of this system.

As part of Punjab Jobs & Competitiveness Program for Results (PforR) Program, the *Punjab Spatial Strategy* (DLI4 of Result Area-Spatial Development), will support to achieve the targets defined under Punjab Growth Strategy 2018.

The Punjab Spatial Strategy will provide an organizing framework for long term development planning. An appropriate spatial strategy will provide a reflection of current trends and functional relationships throughout the province. For example, it will identify existing functional relationships between particular places (such as cities or city-regions) and broadly estimate the type, size and scope of future needs. It will provide guidance in categorizing the diversity and specific needs of different communities in terms of sector or themes (e.g. infrastructure, transportation, economic or environmental).

The objectives of Punjab Spatial Strategy are as follows:

- Identify and assess the potential of Punjab's growth corridors and nodes with competitive economic position
- Align where government should direct its investment to ensure improved public

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<sup>3</sup> World Development Report 2009 – Reshaping Economic Geography and Urbanization & Growth, Commission on Growth and Development, World Bank 2009

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investment process in infrastructure while considering locational advantages of existing new proposed clusters

- Provide the spatial expression of the Provincial Growth and Development and propose strategic interventions
- Provide a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development
- Guide municipal development plans with normative principles, approach and content

## **2. PUNJAB SPATIAL STRATEGY COMMISSION**

The first step in the process of preparing the spatial strategy would be the creation of a **Punjab Spatial Commission** to act as the custodian of the development and enforcement of the province-wide unified spatial strategy. The commission would include representation from different sectoral departments as well as localities to ensure relevance, inclusiveness, and an integrated approach bringing together economic and industrial development, land use, and connectivity. This Commission will be responsible for the elaboration of the Punjab Spatial Development Strategy.

### **3. Constitution of Punjab Spatial Strategy Commission**

The Punjab Spatial Commission shall comprise the following members:

- i. Chairman P&D Board
- ii. Secretary HUD&PHE Department
- iii. Secretary LG&CD Department
- iv. Member Infrastructure, P&DD
- v. Chief Economist, P&DD
- vi. 3 Professionals to be nominated by the GoPb.

The membership of the Punjab Spatial Commission will be approved by the Chief Minister.

#### **3.1 Overall Functions / Responsibilities**

The preparation of the spatial strategy will be the responsibility of the Planning and Development Department (P&DD). P&DD will be responsible for coordination between relevant provincial departments. The Commission shall receive support from the Urban Unit for review and approval of the Spatial Strategy.

Following are the proposed functions of Punjab Spatial Commission:

1. Endorse the Punjab Spatial Strategy, which shall be further approved by the Cabinet as recommended by the Commission. This endorsement would give legitimacy for the strategy, and would guarantee the buy-in of the various provincial department

considering their representation in the assembly

2. To act as the custodian of the Punjab Spatial Strategy and Province-Wide unified Spatial Growth Plan subsequently prepared.

While principal responsibility for spatial, economic and development planning in the Punjab province would rest with the P&D Department, other departments of government also would influence the policy development process. The other departments, however, can work out their own strategies but in line with the vision and guidance provided under the Spatial Strategy. For example, the Departments of Transport would be responsible for the regional transport strategy, which forms a part of the spatial strategy, and the Treasury and the Department of Industries, Commerce and Investment maintain a strong interest in ensuring that planning does not unduly restrict economic growth. Dedicated ‘planning teams’ should be established in these two departments, while other departments of the provincial government engaged in the involvement with spatial planning strategy are also encouraged to build their HR and technical capacity for proper implementation of the Spatial Strategy.

#### **4. COORDINATION MECHANISM**

P&DD will entrust preparation, project management and capacity building of concerned departments for the Punjab Spatial Strategy to the Urban Sector Planning and Management Services Unit (USPMSU) through an Agreement between the Punjab Spatial Commission and the USPMSU (Private) Limited. Under this arrangement, the liaison, internal monitoring, and coordinated project reporting at the provincial level will be the responsibility of the USPMSU on behalf of the P&DD and the Commission.

**ANNEXURE B**

**TERMS OF REFERENCE**  
**for**  
**Development of Punjab Spatial Strategy**

**1. Project Background**

The government of Punjab has adopted a comprehensive strategy in 2014 (Punjab Growth Strategy) to improve economic growth. The main goals of this strategy include doubling Gross Provincial Product growth from 3.5% to 7% by 2018, while also enabling the economy to absorb one million additional workers per year. The “Punjab Spatial Strategy” under Result Area-Spatial Development of Punjab Jobs and Competiveness Program PforR, will support to achieve the targets defined under Punjab Growth Strategy 2018. The Growth Strategy’s objectives will be realized by focusing on key sectors that include: industrial development, cities and urban development, agriculture, livestock, skills, education, demography and population planning, and health.

As part of J&C PforR program, the Punjab Spatial Strategy under Result Area-Spatial Development, will support to achieve the targets defined under Punjab Growth Strategy 2018. The Growth Strategy’s objectives will be realized by focusing on key sectors that include: industrial development, cities and urban development, agriculture, livestock, skills, education, demography and population planning, and health.

The government also intends identification of 10 priority cities along with the key investments needed to improve economic growth. In addition, the government has also proposed the development of the M-2 New Economic City to be a key industrial and population hub. Under the activities for this results area, the proposal will be evaluated against alternative sites using a detailed pre-feasibility analysis of market demand and location potential. Each of these activities will employ best practice approaches to assessing the economic potential of current and proposed investments, which is in line with goals of the overall provincial spatial strategy.

The development and use of the Punjab Spatial Strategy to support economic growth and investment decisions is a key priority for P&D. They are also well-placed to administer the plan due to their current position as the chief development authority of the province. Pre-feasibility studies for the proposed M-2 New Economic city can be completed by an international consulting firm under the supervision of the Urban Unit, which can provide supplemental data and assistance. The Urban Unit will also hire and oversee a consultant that will identify and evaluate the needs of 10 priority cities and link this to the spatial planning framework. P&D and the Urban Unit will supervise the analytical work that has a regional scope, such as roads, new and priority city initiatives.

The Punjab Spatial Strategy will assess the potential of Punjab’s growth corridors and growth nodes (including identifying the ten cities with the highest growth potential and the constraints standing in the way of their potential), and prioritize and coordinate

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investments around them. This strategy will inform in particular public investments related to connectivity infrastructure, urbanization and the development of industrial zones, which will be reflected in the MDTF (Medium-Term Development Framework – a multi-year indicative budget) before approval through the ADP (Annual Development Plan – the annual budget) process.

## **2. Spatial Development Challenges in Punjab**

At present, following are the key challenges to spatial development of Punjab:

1. The continued growth of industrial clusters and their competitiveness are being challenged by a poor business environment, a growing technology/skill gap and a scarcity of desirable industrial land.
2. Public investments in infrastructure, especially for industrial estates (IEs), are currently made without consideration of locational advantages or existing clusters.
3. The local level master plans are often not followed or unevenly implemented, in part because legal requirements for planning carry few incentives or penalties.
4. Population density in peripheral areas around major cities have been significantly dropped causing land uses spread across a large area, which requires people and goods to travel long distances.
5. The pattern of urban expansion has made suitable land for industrial purposes difficult to assemble
6. Industrial competitiveness is reduced because firms do not benefit from the advantages of agglomeration economies, which support knowledge transfer; improve skill matching and specialization among firms that in turn stimulate innovation and growth.
7. Lack of a strategic province-level planning framework for guiding growth and public investments has caused small and medium sized industries to cluster in urban areas where there are agglomeration benefits and have been reluctant to locate to government operated industrial estates facilities located 20-30km or more outside major cities.
8. Absence of spatial lens through which infrastructure proposals are assessed in order to align with province-level strategic goals.
9. Industrial estates tend to have low vacancy rates in part due to the poor siting and location. In addition, the persistent concerns over the lack of productive agricultural land have made development authorities reluctant to approve new industrial land conversions, as industrial estate occupation rates are low.



### **3. Proposed Rationale for an Integrated Spatial Planning Approach**

There are a number of benefits to a spatial planning approach that will improve the prospects for urban growth and economic investment in the province. A spatial planning approach is used to assess and order environmental, economic and social objectives and provides a framework for rationalizing and sequencing public investments through a spatial lens in order to meet these goals. The purpose of a spatial plan or strategy is not to specifically control or direct growth, but rather to provide a platform that allows policy makers to more accurately assess existing conditions, opportunities and costs. A spatial planning approach permits simplicity and efficiency in public investment decisions. For example, decisions about large infrastructure projects can be more easily assessed and sequenced compared to short-term one year budget planning horizons that are current practice in Punjab. Second, it can provide guidance for local governments in how to develop and implement plans according to their needs, as these entities typically lack the in-house technical capacity to complete these tasks on their own. This coordination authority would improve the efficiency and complementarity of local level planning activities as they would be undertaken in line with the broader spatial strategy.

The Spatial Planning is needed to support and safeguard development and spatial order of the whole province through development of strategy options for socio economic development and the preparation of a comprehensive, super ordinate spatial and land use plans to guide, regulate and control development, and by coordinating plans and measures with spatial positive impacts. This in return calls for:

- 1. Coordination and harmonization of different spatial land uses considering both present and future demands for the development of all economic and social sectors and resolution of the conflicts which may occur during implementation of the proposed strategy and various tiers of planning.*
- 2. Introduction of regulatory and control measures to secure individual spatial functions and land uses.*
- 3. Development of environmental management strategy to safeguard natural and cultural assets and to secure individual spatial function and harmony among land uses.*

### **4. Project Objectives**

A spatial strategy provides an organizing framework for long term development planning. An appropriate spatial strategy will provide a reflection of current trends and functional relationships throughout the province. For example, it will identify existing functional relationships between particular places (such as cities or city-regions) and broadly estimate the type, size and scope of future needs. It will provide guidance in categorizing the diversity and specific needs of different communities within the plan area in terms of sector or themes (e.g. infrastructure, transportation, economic or environmental).

Punjab Spatial Strategy will help prioritize and coordinate public investment decisions with respect to the

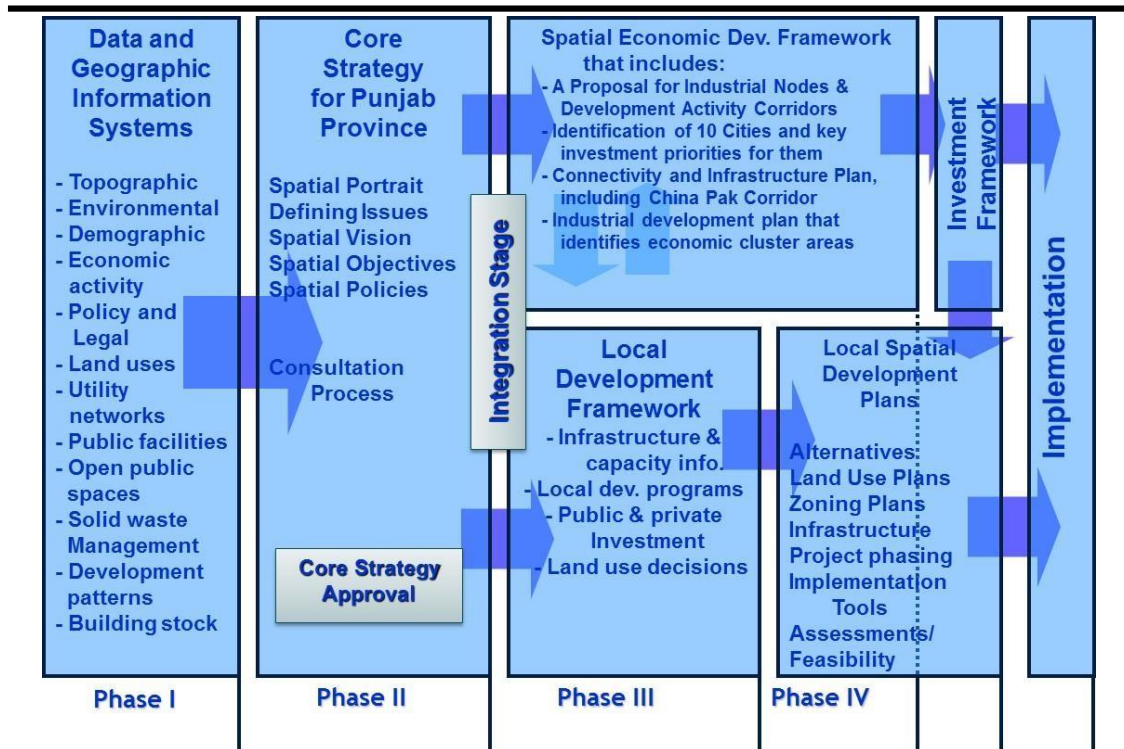
- (i) Location of industrial estates;
- (ii) Investments in large-scale infrastructure projects (especially related to transport connectivity);
- (iii) Municipal infrastructure investments in order to best support economic growth.

The specific objectives are to:

- Identify and assess the potential of Punjab's growth corridors and nodes with competitive economic position
- Align where government should direct its investment to ensure improved public investment process in infrastructure while considering locational advantages of existing new proposed clusters
- Provide the spatial expression of the Provincial Growth and Development and propose strategic interventions
- Provide a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development
- Guide municipal development plans with normative principles, approach and content

To serve the above objectives PSDP should consist of a core strategy that guides a spatial economic development framework and local development framework. The latter should reflect the various policies emphasized by the core strategy at the regional level and would lead local plans and planning initiatives. The spatial economic development framework will identify investment priorities that support economic development with particular focus on industrial estate. Prior to embarking on the preparation of the plan, the consultant should conduct proper assessment to its information management system.

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**5. Linking Punjab Spatial Strategy to Investment Planning**

The PSS will identify the major visions and core principles that will guide planning and investment. This will include a long term timeframe of 20 years. It will also provide a categorization of different urban areas and regions within the province according to these principles. This classification will inform the identification of key sectors for future investment.

Based on this, a second component of the strategy, the spatial planning framework, will provide guidance on the specific type of investments that should be pursued in different areas according to need. The framework will be developed in consultation with local governments and line departments, using the strategy as a platform to assist in this dialogue. The framework will then identify a sequence of investments that will support the vision of the strategy and categorize them in mid-term investment frameworks of 5 years.

The spatial framework will provide a basis for the development of a series of 5-year Medium Term Development Frameworks that will be used for planning and budgeting purposes by P&D. The MDTF will then identify projects for inclusion in Annual Development Programs, which is a 1-year budget planning document. The key DLI for this results area will be the number of projects included in the MDTF and ADP that are consistent with the strategy and framework and which have a value of at least 2 billion rupees.

## **6. Legislative Framework Needed (Provincial Planning Act and Implementation Regulations)**

The absence of a legal planning framework in Punjab contributes to making accountability and enforceability unresolved matters. The Provincial Local Government Ordinance (PLGO), of 1979 empowered urban local councils to prepare master plans for of their respective areas of jurisdiction. In 1997, the non-mandatory task of preparing the master plans was also granted to rural local councils, but none of them could complete the task due to lack of capacity. The Punjab Land Use Rules of 2009 (Amended in 2013) instructed TMAs and DAs to prepare peri-urban structure plans to control land development in urban fringes, and set February 2015 as the deadline for their completion. None of these plans has materialized. The rules do not include any incentives or penalties for the authorities relating to the creation of the plans.

The absence of a framework clearly defining who does what results in piecemeal development which will not be able to cope with the scale and complexity of urbanization in Punjab. The institutional complexity is extraordinary, with city district governments, development authorities, housing and physical planning authorities and town municipal authorities engaged in managing the scale and diversities of these cities. Each of these bodies is responsible for multiple services within its own land jurisdiction and in many cases has its own set of regulatory laws and frameworks. Adding to this labyrinth are Cantonment boards and Defense Housing Authorities (DHA) which have separate land uses, building codes and permitting processes. In Lahore, various different bodies are responsible for planning and issue construction permits<sup>4</sup>. It is difficult to expect that Punjab will be able to make the most out of urbanization without conducting a thorough review of its functional and jurisdictional fragmentation with a view to establishing a legal framework by which difficult but necessary decisions for facilitating cohesive urban development will need to be made.

## **7. Institutional Framework Needed for Strategy Development**

The first step in the process of preparing the spatial strategy plan would be the creation of a Punjab Spatial Commission at P&D to act as the custodian of the development and enforcement of the province-wide unified spatial growth plan. The commission would include representation from different sectoral departments as well as localities to ensure relevance, inclusiveness, and an integrated approach bringing together economic and industrial development, land use, and connectivity. This Commission will be responsible for the elaboration of the Punjab Spatial Development Growth Plan which could be supported by the J&C PforR and J&C TA going forward.

While principal responsibility for spatial planning in Punjab would rest with the P&D, other departments of government also would influence the policy development

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<sup>4</sup> CDGL, LDA, DHA, Cantonment, and private housing societies. See Overlap of jurisdictions in section 2.1

process. The Departments of Transport and Communications and Works for example would be responsible for the regional transport strategy, which forms part of the spatial strategy, and the Treasury and the Department of Industries, Commerce and Investment maintain a strong interest in ensuring that planning does not unduly restrict economic growth. Dedicated ‘planning teams’ should be established in these two departments, while other departments of the provincial government have a less heavily engaged involvement with spatial planning.

## **8. Development Process and Tasks**

The Strategy shall set out the long-term spatial vision and the strategic policies and proposals required for delivering that vision. The whole process is divided into different phases with following tasks:

### **Phase I: Data Collection and Geographic Information System**

The spatial information systems are critical to guarantee the effectiveness of the plan. The consultant shall assess the spatial information and data management systems and identify gaps. A massive effort to collect and analyze the primary data from the site and the secondary data collected from various organizations to fill the data gaps will need to be completed early on in the planning process. Apart from the census, which was last completed in 1998, relevant data sets include the Pakistan Social and Living Standards Measurement Survey, Labor Force Survey, Census of Manufacturing Industries, Multiple Indicator Cluster Survey and night time lights maps. This material could be used for value chain analyses, cluster mapping and location quotient analyses to refine knowledge of existing industrial activities throughout the province. It is required by the World Bank however, that part of the work should be completed as pre-planning study to complement the preparation of an RFP for the plan.

The data collection and specific analysis would cover, but not be limited to, the following headings

1. Past plans
2. Geological, and climatic studies;
3. Environmental and natural elements
4. Population trends
5. Economic analysis
6. Policy, legal and institutional frameworks for planning
7. Land use
8. Transportation
9. Utilities
10. Existing public facilities and community services;
11. Open public spaces
12. Development patterns
13. Pakistan social and living standards measurement survey, labor force survey, census of manufacturing industries, multiple indicator cluster survey and night time lights maps.

## **Phase II: The Core Strategy Development**

The Consultant shall prepare Core Strategy setting out the long-term spatial vision and the strategic policies and proposals required for delivering that vision. The spatial vision and spatial objectives shall be prepared in the context for the strategic policies. Many of the strategic policies will be based on broad spatial policies, rather than specific land-use policies and they will certainly influence the relevant future regional and local strategies and plans. To prepare the Core Strategy a spatial portrait needs to be created identifying spatial issues to be tackled. A spatial vision would be crafted which would lead to identification of spatial objectives and policies. The whole process shall involve following tasks;

### **Task II-A: Spatial Portrait (Situation Analysis)**

The Consultant shall prepare a spatial portrait which will set the context for the development framework as a whole. It will show clearly what the main attributes of Punjab are in terms of its geography, economy, environment, social and cultural characteristics, patterns of movement etc. Analysis of the portrait shall identify the strengths, weaknesses, opportunities and threats associated with the profile of the Province.

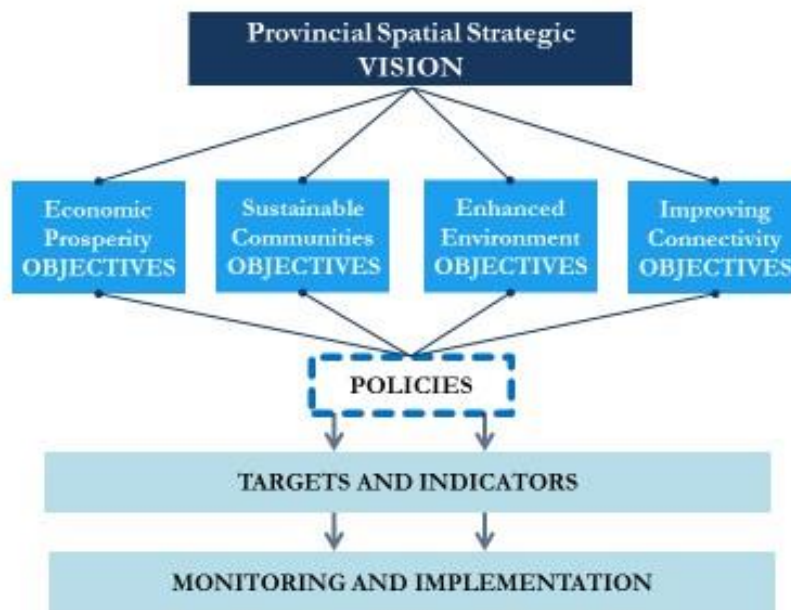
In addition the spatial portrait would investigate specifically the current situation of the industrial sector and assess the spatial dimensions of the industrial growth strategy. As part of this assessment, the portrait will provide preliminary assessment of the current economic potential of cities in the province based on industrial clusters. The government of Punjab has announced plans to prioritize investments to 10 cities that demonstrate the greatest potential for economic growth and job creation in the industrial sector. The assessment of the economic potential of cities shall provide the base by which these cities can be identified. Having identified the main issues and drivers of change facing the area through the spatial portrait, the approach then entails examining in detail the issues requiring attention. This should draw upon the various sectoral strategies and other strategies concerned with quality of life issues, other local initiatives and any strategic objectives for the wider region. This could cover a range of environmental, economic, social and cultural issues, in addition to physical issues.

### **Task II-B: Development of Spatial Vision and Objectives**

The Consultant shall come up with a clear spatial vision to guide the development and set out the objectives of development. Stakeholders to be consulted to have their contribution to formulating the vision through workshops, public meetings and other forms of engagement. The preferred vision shall attempt to articulate a sense of local identity in physical, economic, social and environmental terms. The vision would reflect sustainable development principles, have regard to the communities of place, and explain how the area might change, both in terms of its geography and its socio-

economic characteristics. It also needs to identify clearly the outcomes sought.

Drawing upon the identified issues, the Consultant shall come up with several alternatives of a comprehensive spatial vision and spatial strategy can be developed through a participatory process. Each alternative vision will attempt to articulate a sense of identity in physical, economic, social and environmental terms. The alternatives however should not be restricted to matters that can be implemented through the existing planning system. They need to give expression to other strategies and programs, including regeneration, economic development, transport, education, housing, health, waste, energy, recycling, environmental protection and culture. In that sense, reexamining the planning system and amending some of its tools and institutions is necessary to facilitate the preparation and implementation of the spatial strategy.



*Figure 1: Vision, Objectives and Policies - Typical Preparation Process*

The Consultant shall also develop a criteria for assessing the various alternatives and based on that, a preferred alternative would be chosen. The criteria will be based on development preferences, which include sustainability principles, development needs and local concerns. In particular, it will focus on alternatives that entice economic development and tackles challenges facing spatial distribution of industrial estates. A preferred alternative would be identified and will be developed further to craft the Spatial Vision, Objectives and Policies.

The spatial objectives would be derived from the identified issues and the spatial vision. They will illustrate, in a meaningful way, how the strategy contributes to the outcomes outlined in the spatial vision. Whilst the objectives should be clear, focused and concise, they will not be overly narrow or

mechanistic. Spatial objectives will have spatial reference, specificity and focused outputs. Some of them will be more refined and tailored to the locality with clear outputs, targets and indicators. Others will remain more general and alternatively will be detailed as part of the development of spatial policies. In particular, the objectives, while emphasizing sustainable development as an ultimate goal, will place emphasis prioritizing the industrial fabric as key element in identifying investment opportunities.

### **Task II-C: Identifying Spatial Policies**

Having developed the context for spatial strategy policies (by way of the spatial portrait, spatial vision and spatial objectives), the Consultant shall translate the objectives into meaningful spatial policies. Developing these policies will be based on understanding the relationship between the output sought and what is required to achieve that output. The output will be defined from the spatial objectives and then all the strategies, initiatives and actors within the various regions that will have an impact in terms of achieving the output will be mapped. The spatial policies will identify the spatial structure of Punjab and how it will develop over the lifetime of the plan in a way that is internationally competitive, socially cohesive and environmentally sustainable. The elements of policy and actions that need to be put in place to achieve this should be set out through the various policies.

The policy will need to identify the elements that can enhance this structure and target strategic centers with the potential to be drivers of development at the national and provincial level and within their own regions. Similarly, the policy will need to include the smaller towns and rural areas in the process to achieve fair distribution of development opportunities, and identify ways bring about development to lagging regions. Accordingly, the role of regions (divisions), cities, towns and tehsils will need to be clearly defined. Development corridors and nodes will be identified based on through investigation of the economic potential as discussed above. The output of this phase will be a Core Strategy that is produced through a consultative process.

### **Phase III: Provincial Spatial Economic Development Framework**

The Consultant shall also prepare a Provincial Spatial Economic Development Framework. The Punjab Government is targeting a GDP growth rate of 8% by 2018 in order to absorb the growing workforce. The industrial sector has the potential to be the driving force in achieving the target growth rates for income, employment and investment.<sup>5</sup> The Spatial Economic Development Strategy would be intended to focus

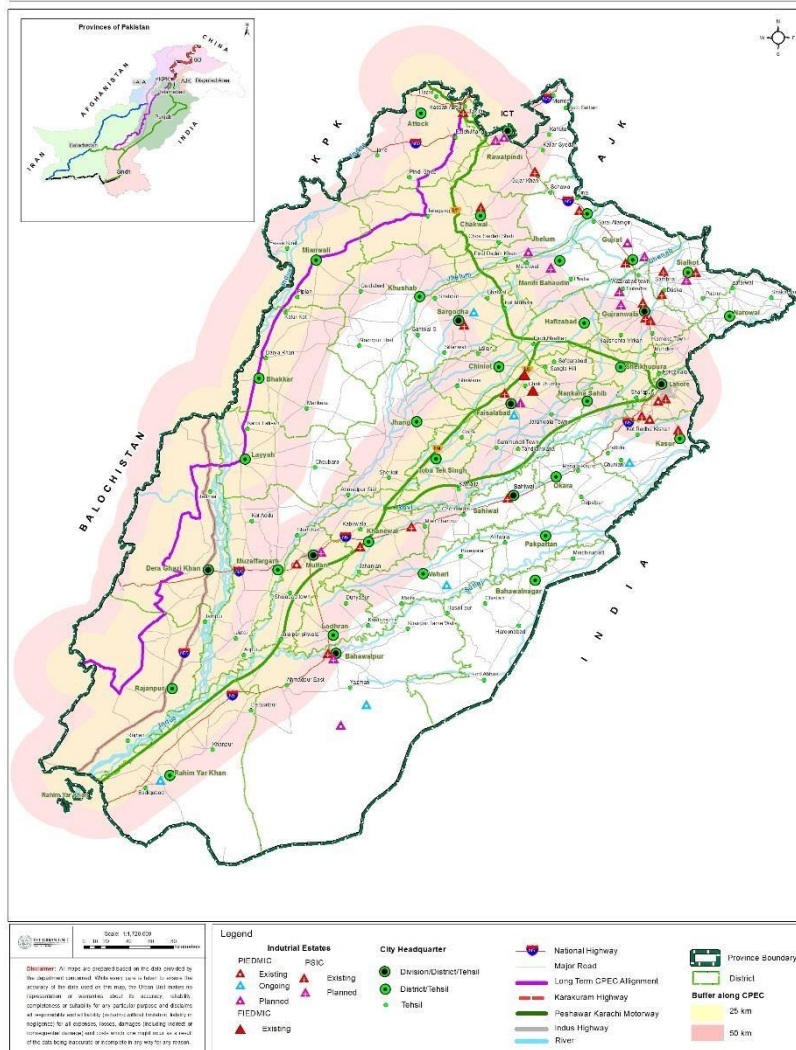
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<sup>5</sup> Punjab Industries Sector Plan 2018: Promoting Industrial Development and Investment, 2015, p.5.



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where government directs its investment and development initiatives to ensure sustainable and maximum impact. The particular focus of this framework is on investment in infrastructure to support industrial development.



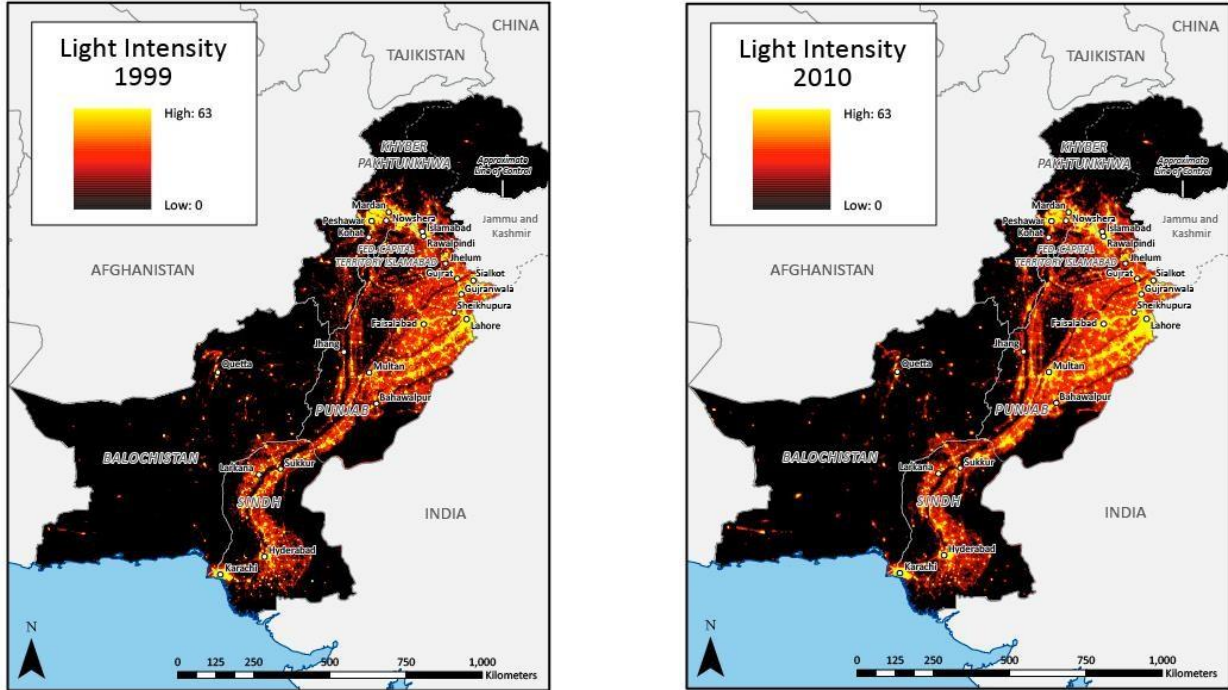
*Figure 2: Industrial Estates and the China-Pakistan Economic Corridor in Punjab*  
 Source: The Urban Unit, Lahore, Punjab, 2015

**Task III-A: Identification of Growth Nodes and Activity Corridors**

The framework will have to be based on the fact that settlements and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centers. Having considered the strengths, weaknesses, opportunities and threats associated with the Profile of the Province, “corridor development” should be pursued as a stimulus to economic growth in the Province. For example, the use of night time lights data shows the concentration of existing economic activity along these corridors from 1999 and 2010 (see below). The framework should endeavor to identify such main growth centers and the related nodes and corridors. Punjab Growth Strategy recognizes the critical importance of the spatial dimension of

investment planning to identify and leverage growth poles and corridors (while ensuring balanced and sustainable growth), with productive urban development at the core of this system.

**Map 1: Light Intensity in Punjab: 1999 and 2010**



*Source: Punjab Urban Sector Assessment*

The spatial framework will need to focus on identifying these activity/development corridors, which are not intended to be the basis for a transport logistics network. The majority of these corridors have already been identified under the spatial strategy. It is however essential that the development corridors are adequately served by appropriate transport and logistics infrastructure. From the classification of economic potential a matrix of development corridors and nodes would be identified which will serve to serve two functions.

To facilitate the increased growth of existing centers and corridors of economic development in the province, the nodes and development corridors should include both existing well-established nodes and corridors, as well as nodes and corridors, which currently don't exist or are very weak. For instance, several of the proposed investments under the China-Pakistan Economic Corridor (CPEC) will be made in Punjab and this could provide opportunities that need to be properly envisioned and planned for. In addition, the government capacity to assess and propose specific investments under such partnerships needs to be strengthened to ensure that Punjab benefits. Identification of proper corridors and nodes under this framework will serve in

optimizing these investments. Similarly, an analysis of growth in Punjab, carried as part of the 2014 Pakistan Urban Sector Assessment, shows that growth is occurring most rapidly around the Lahore area, to the north and east in the golden triangle toward Sialkot and Faisalabad, to the south to Kasur and all the way to Sahiwal (there is a separate growth cluster around Multan- Muzaffargarh), and to the north in the corridor along the motorway to Pindi. These corridors – and others – need to be closely studied and supported through appropriate integration of land use planning, transport and other infrastructure, and industrial estate development.

Identified corridors will need to be categorized based on classifications that support the spatial objectives identified in the core strategy. A classification of nodes should also be introduced. A basic classification can identify primary and secondary nodes based on economic growth and the potential for expansion thereof and/or its significance to the national and provincial economy.

#### **Examples of Potential categories Of Nodes**

**Primary Node (PN):** An urban center with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.

**Secondary Node (SN):** An urban center with good existing economic development and the potential for growth. Services the regional economy.

**Tertiary Node (TN):** A center which should provide service to the sub-regional economy.

**Quaternary Node (QN):** A center which should provide service to the localized economy

**5th level Node (5N):** A center which provides service to a ward

#### **Example of Potential Economic categories of corridors**

1. Production of high value, differentiated goods not strongly dependent on labor costs, focused on local & global niche markets – i.e. manufacturing
2. Production of labor intensive, mass produced goods more dependent on labor costs, affordable transport linkages – i.e. agriculture and mining
3. Innovation and experimentation – research and development
4. Retail and private sector services – large employer of skilled & semi-skilled workers in advanced economies
5. Tourism – dependent on tourism attractions
6. Public service and administration

*Plates 2: Examples of Potential Categories of Nodes and Corridors*

Interventions as part of the implementation of the core strategy and to serve its development objectives should be defined based on the classification of nodes and corridors. For our purposes in this project, the priority cities can be identified based on such classification. This might include all primary nodes, and perhaps extends to include some of the secondary nodes. The classification, and prioritization, of nodes need certainly to be completed

though extensive consultation with local governments especially when it comes to the identification of the lower order nodes. Only those corridors which are identified as having the potential for greatly impacting on economic growth and the development of impoverished areas have been prioritized. Those corridors not prioritized will still form an important part of the provincial economy and should not be neglected. Based on the classifications, the framework will identify those policies that define investment priorities in the province based on industrial clusters. This places more emphasis on the importance of the regional and local planning initiatives initiated by the government. Further planning is required in order to detail projects required to ensure the successful implementation of the spatial strategy.

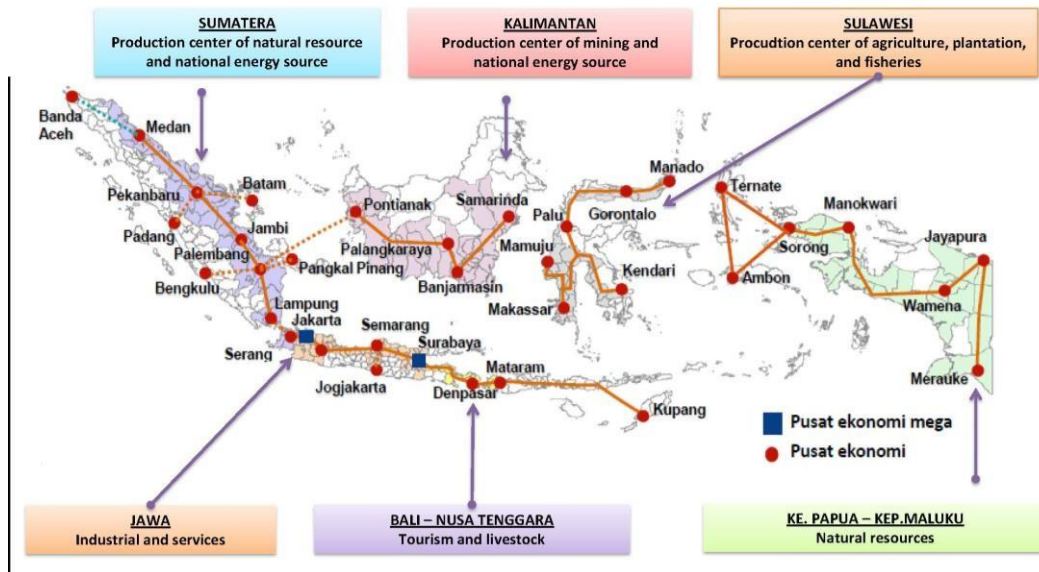


Figure 3: Economic Development in 6 Corridors by their Potentials

Sources: Indonesia’s Plan for Connectivity: MP3EI Project, National Development Planning Agency, Republic of Indonesia, 2012.

### Task III-B: Prioritization of 10 Cities By Economic Potential

Based on the spatial strategy, and the policies that define investment priorities within the Spatial Economic Development Framework, there is need to conduct a complete assessment of the economic potential of cities in the province based on industrial clusters. The assessment will rely on analysis utilizing existing data sources and previous analytical work including the World Bank’s Economic Potential Index.<sup>6</sup> Additional data analyzing sector-specific industrial location patterns through the Census of Manufacturing Industries and other

<sup>6</sup> The index uses a set of five measures (including population and income per-capita densities, human capital and transport costs) that are correlated with economic growth in order to rank cities according to how favorable they would be for supporting. See World Bank, 2014 “Leveraging Spatial Development Options for Uttar Pradesh” for an application of this model to cities in Uttar Pradesh.

sources need to be developed. In consultation with relevant stakeholders, the consultant will then develop a method for estimating opportunities for industrial growth in the “regions/zones” identified in the provincial spatial strategy given the following: 1) demographic and labor force characteristics, including the absorption of labor into different value chain segments, 2) improved connectivity and access to markets, 3) cost and availability of land for IE siting, and 4) the cost of power, roads, water and waste collection/treatment facilities.

The Output of this phase includes,

- iv. Connectivity and infrastructure plan, including the China-Pakistan corridor
- v. 10 cities prioritization plan to prioritize investments for cities to enhance growth
- vi. Industrial development plan that identifies economic cluster areas

### **Task III-C: Assessment of Proposed New City Plan**

Based on the analysis completed to prioritize the 10 cities, and the spatial development framework, the Consultants shall prepare an analytical assessment of the proposed New Economic City based on existing estimates and cost projections. There has not been a rigorous demand analysis for justifying the location and costs of this city compared to either 1) possible alternative sites or 2) investments in infrastructure to support industrial growth in existing cities.

Drawing from the Provincial Spatial strategy and the top 10 city prioritization components, an analytical study shall be prepared and shall identify alternative case study locations. The Government of Punjab shall recruit an international consultant (Firm) to prepare a study of the New Economic City which shall include detailed feasibility and site location studies including:

1. A basic site location assessment including demographic characteristics, growth projections, congestion and traffic burdens, land values/market trends;
2. a comparative assessment using initial cost estimates for infrastructure provision for the city including assessment of the costs of providing the same facilities and investments to the alternative locations (e.g. schools, health facilities, parks, kilometers of paved roads, public safety facilities, solid waste, sewage, etc.) and the number of expected beneficiaries; and
3. A comprehensive cost-benefit framework to compare planned public investments in the proposed city to investments in alternative locations based on projections of likely employment generation and estimated economic impacts to key industries that are expected to benefit from relocation to the city. While this task will be reviewed as part of the framework, it will be a standalone project by itself.

### **Task III-D: Guiding Framework for the Improvement of Existing Industrial Estates**

Drawing from the industrial spatial development plan, a guiding framework for prioritizing infrastructure investment in support of specific industrial estates shall be prepared. The framework shall be developed in consultation with the industrial estates companies to identify initial locations for detailed location feasibility and demand studies. The studies shall include:

- a. The analysis of trade data and trends in the region overall and in the sector/cluster of the area examined, including assessments of value chain constraints and advantages for select industries.
- b. Assessment of comparative advantages of the location, including labor, housing, transportation costs, input costs, and level of market access.
- c. Views of current and potential investors in different locations through focus groups, surveys and interviews. This would highlight how potential investors decide where to locate, and what institutional or administrative constraints they report facing that would limit investment.
- d. A detailed matrix for benchmarking that will allow for comparison of costs and benefits against alternative locations.
- e. A description of the next steps the client will need to undertake to acquire the land and develop business and management plans for developing, marketing and operating future industrial estates.

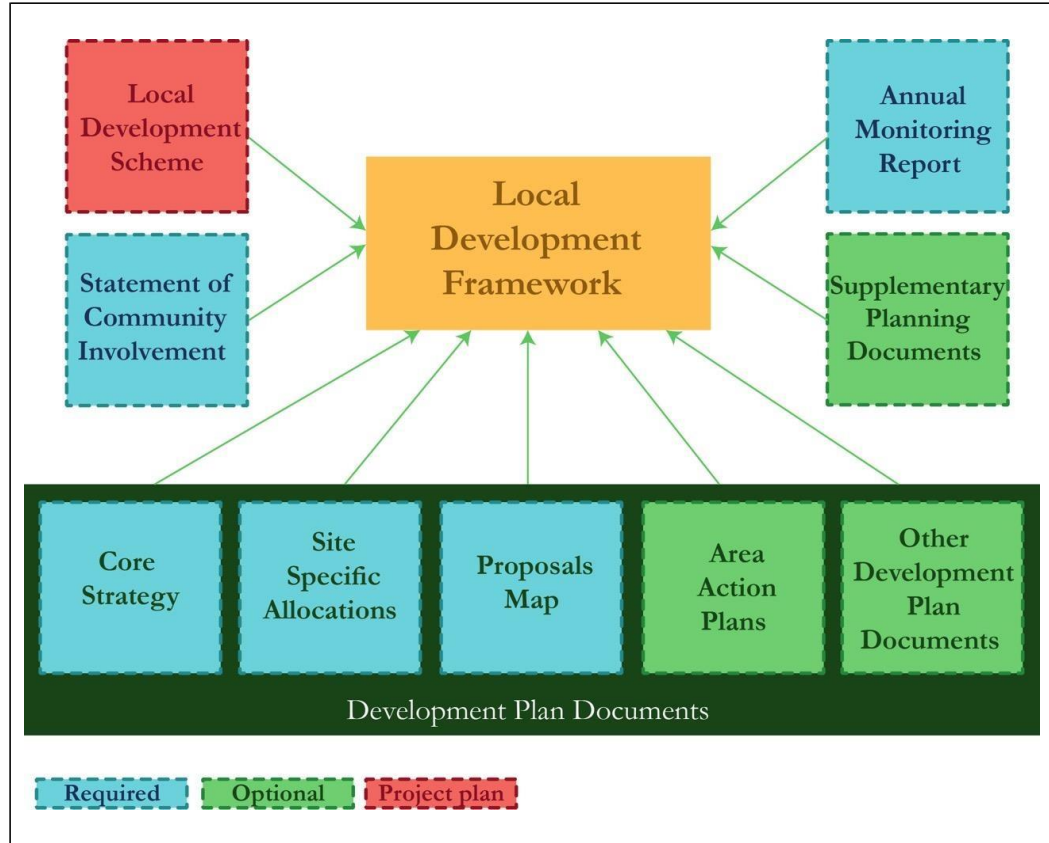
In Summary, the Output of this phase includes a Spatial Economic Development Framework that includes the following:

- i. Industrial development plan, identifying economic cluster areas, along with connectivity and infrastructure plan, including the China-Pakistan corridor
- ii. 10 cities prioritization plan to prioritize investments for cities to enhance growth
- iii. Assessment of proposed new city plan, including detailed feasibility and site location studies
- iv. Guiding framework for prioritizing infrastructure investment in support of specific industrial estates

### **Task III-E: Developing Local Development Framework and Detailed Planning**

The Consultant shall develop a Local Development Framework that translates the provincial core strategy at the local level. Local Development Framework for each local planning authority area will contain spatial considerations that are wider and more dynamic than previous land-use plans. This will comprise

local development documents, which include development plan documents, that are part of the statutory development plan and supplementary planning documents which expand policies that are set out in a development plan document or provide additional detail. The local development framework will also include the statement of community involvement, the local development scheme and the annual monitoring report.



*Figure 4: Local Development Framework*

Sources: Royal Haskoning, *The Spatial Planning System in the United Kingdom*, 2006, p.6.

Following the Local Development Framework, the consultants will need to develop an action plan for extending the spatial planning approach to the divisions and/or districts/cities. The action plan will take forward a full-fledged spatial planning effort through integrating the strategy into the local planning system. Based on the classification of settlements proposed in the Core Strategy, the nature of the spatial plans to be prepared at the local level would be defined. The action plan can include the following items with timeframe for the completion of the work:

- i. Preparation of **Integrated Strategic Development Framework for the Nine Divisions**. These frameworks will guarantee the cohesion and

**Integrated Strategic Development Framework**

- Infrastructure & Capacity Information
- Local Development Programs

cohesiveness of the implementation of the PSS. They are particularly important to enhance the urban-rural linkages under the new local governance structure.

- ii. Preparation of **Local Spatial Development Plans** at the City/District level. These documents cover a wide spectrum including transport, land use, environment, etc.

**Local Spatial Development Plans**

- Alternatives Land Use Plans
- Zoning Plans
- Infrastructure Project phasing
- Implementation Tools

These documents will reflect the various policies included the PSS and ISDFs. In particular they will provide action plans for the implementation of the various urban and rural development policies and strategic infrastructure Priorities at the regional level.

#### **Task III-D: Assessment of Proposed New City Plan**

Based on the analysis completed to prioritize the 10 cities, and the spatial development framework, the Consultant shall prepare an analytical assessment of the proposed M-2 New Economic City based on existing estimates and cost projections. There has not been a rigorous demand analysis for justifying the location and costs of this city compared to either 1) possible alternative sites or 2) investments in infrastructure to support industrial growth in existing cities.

Drawing from the Provincial Spatial Strategy and the top 10 city prioritization components, an analytical study shall be prepared and shall identify alternative case study locations. The Government of Punjab shall recruit an international consultant to prepare a study of the M-2 New Economic City which shall include detailed feasibility and site location studies including:

- a. A basic site location assessment including demographic characteristics, growth projections, congestion and traffic burdens, land values/market trends;
- b. a comparative assessment using initial cost estimates for infrastructure provision for the city including assessment of the costs of providing the same facilities and investments to the alternative locations (e.g. schools, health facilities, parks, kilometers of paved roads, public safety facilities, solid waste, sewage, etc.) and the number of expected beneficiaries; and
- c. A comprehensive cost-benefit framework to compare planned public investments in the proposed city to investments in alternative locations



based on projections of likely employment generation and estimated economic impacts to key industries that are expected to benefit from relocation to the city.

Table 1: Largest Cities in the Province by Population (estimate from 1998 Census)

<b>Rank</b>	<b>City</b>
1	Lahore
2	Faisalabad
3	Rawalpindi
4	Multan
5	Gujranwala
6	Sargodha
7	Sialkot
8	Bahawalpur
9	Jhang
10	Sheikhupura

#### **Phase IV: Implementing the Punjab Spatial Strategy**

The Consultant shall also prepare an implementation plan for the Punjab Spatial Economic Development Framework. The plan would include,

- I. an institutional and legislative Framework that identifies the organizations involved in implementation and their roles;
- II. legislative changes needed beyond changes already made to facilitate the preparation of the spatial strategy;
- III. the projects and public investment programs that are needed to achieve the objectives of the spatial strategy; and
- IV. Capacity Enhancement Program.

Approval of the PSS would be the last step in the preparation of the plan prior to putting it into actual execution. The PSS should be approved by the Spatial Commission and endorsed by the Cabinet. This endorsement would give legitimacy for the strategy, and would guarantee the buy in of the various provincial department considering their representation in the assembly.

The Consultant shall also need to develop an action plan for extending the spatial planning approach to the divisions and/or districts/cities. The recommendation for the Consultant is to move forward with the full fledged spatial planning effort through integrating the strategy into the local planning system. Based on the classification of settlements proposed in the Core Strategy, the nature of the spatial plans to be prepared at the local level would be defined. The action plan can include the following items

with timeframe for the completion of the work;

- III. Preparation of Integrated Strategic Development Frameworks for the nine divisions. These plans will guarantee the cohesion and cohesiveness of the implementation of the PSS. They are particularly important to enhance the urban-rural linkages under the new local governance structure. A similar effort is currently being undertaken by the Lahore Development Authority for the Lahore Division. The effort is in its preliminary stages, and it can benefit significantly from the preparation process of the PSS.
- IV. Preparation of the various local development documents at the City/District level. These documents cover a wide spectrum including transport, land use, environment, etc. These documents will reflect the various policies included the PSS and ISDPs. In particular they will provide action plans for the implementation of the various urban and rural development policies and strategic infrastructure Priorities at the regional level.

For the actual implementation, it is essential that

- d. The PSS is approved
- e. Structures and mechanisms are being put in place to ensure that the spatial strategy will influence the spatial aspects of public sector planning, policies and programs, including future decisions on investment priorities.
- f. Regional and local authorities will be engaged through the preparation and adoption of regional and local planning guidelines.

#### **TASK IV-A: Developing a Subnational/Provincial Planning System for Punjab**

The absence of a legal planning framework in Punjab contributes to making accountability and enforceability unresolved matters. The lack of clarity in the distribution of roles resulted in piecemeal development which will not be able to cope with the scale and complexity of urbanization in Punjab. It is difficult to expect that Punjab will be able to make the most out of urbanization without conducting a thorough review of its functional and jurisdictional fragmentation with a view to establishing a legal framework by which difficult but necessary decisions for facilitating cohesive urban development will need to be made.

Preparing and implementing the spatial strategy requires proper planning system with clear mandates for the various key organizations within the system. This entails some changes in institutional and legal framework of planning. The Consultant shall need to conduct an in-depth review of the existing planning and administrative structures that guide land use and capital investment planning in the province will need to be conducted. The objective of such review is to identify gaps in the process and procedures through which spatial plans are created and approved and how capital investment plans and

investment proposals are submitted and approved. Measures need to be taken to identify the challenges, constraints and bottlenecks that inhibit the coordination of land use and master planning among districts and municipalities/tehsils. A planning system needs to be devised to improve the coordination of planning and infrastructure investment activities across the province.

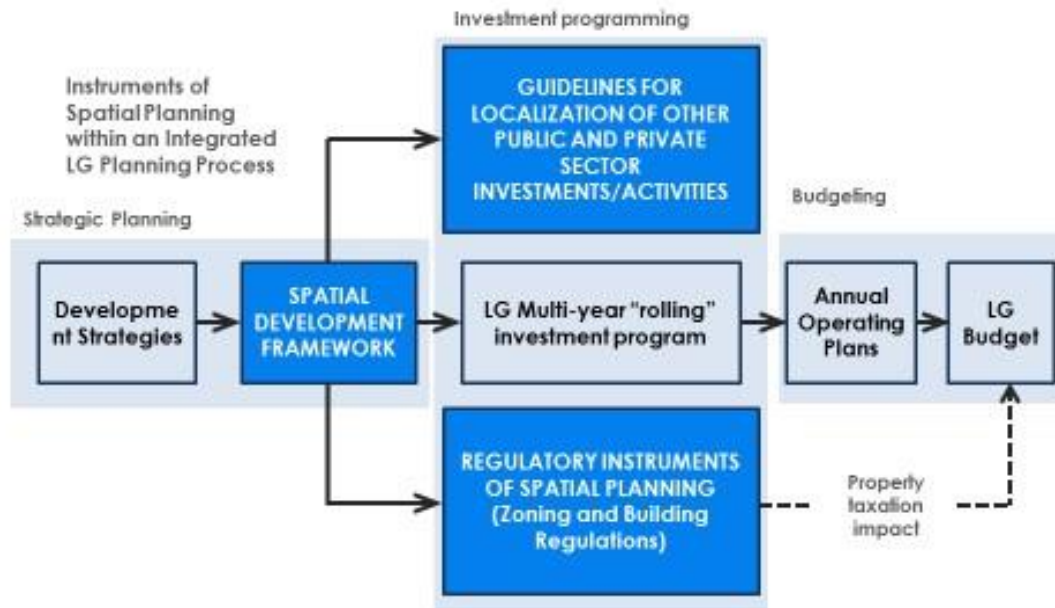
The planning system will need to revise and align the two planning agendas of the Provincial and the Local administrations in Punjab, (re)introducing the concept and practice of “spatial development planning”. Specifically

*The Provincial administration should no longer understand local planning as just the “localization” (the break-down by districts and municipalities) of sectoral plans/programs. Instead the Public Investment Programs should combine both Provincial and local interdependent but distinct programming exercises*

*Local governments, on the other hand should no longer understand planning as a “sectoral” exercise in land use management, but embrace the more comprehensive concept of “spatial development planning”, embarking in the formulation of development strategies (including spatial development frameworks) based on current and anticipated needs and linking them to their statutory capital programming and annual budgeting exercises.*

The planning system should allow for the linking of “strategic” and “statutory” planning. In a nutshell, Provincial and Regional Spatial Plans are about the province and constituent districts and municipalities identifying their priorities, issues and problems, which determine their vision, objectives and strategies followed by the identification of projects to address the issues.

A very critical phase of local development planning (at integration stage) is to link planning to the budgeting (i.e. allocation of internal or external funding) of multiple budgeting (public and private) agencies operating in the districts, or in the province at the district level. To ensure that the spatial planning is a *strategic* planning instrument that effectively translates into the *statutory* planning instruments (documents regulated under the public finance management systems, like multi-year capital programs and annual budgets) of the participating institutions.



*Figure 5: Integration of Spatial Planning in LG Planning Process*

#### **TASK IV-B: Public Consultation and Capacity Enhancement**

One of the key elements needed to enable successful implementation of the plan is the buy-in from the various stakeholders and the communities of place. Accordingly, it is paramount that a participatory approach is adopted all through the preparation of the spatial strategy. This entails preparing an engagement plan that would guarantee stakeholder engagement from inception to implementation.

In addition, preparing the spatial strategy requires high skills in spatial planning at both provincial and city level. The weak capacity may risk the project implementation and the potential efficiency of the plan. Accordingly, a main component of this pillar need to focus on the capacity of the concerned institutions (local government entities and departments responsible for implementing investments in infrastructure) to prepare and implement spatial strategies. Prior to the preparation of the plan, a capacity assessment should be completed and gaps in the capacity to plan should be identified. A capacity enhancement program needs to be designed. The program would entail training, exchange and knowledge sharing as well as on-the-job training.

#### **Professional Capability**

Professional capability of the Bidder such as availability of qualified and experienced technical professionals (Min 7 years' experience with advanced degrees) may include;

### **Experts from International Firm**

1. Urban and Regional Planner
2. Urban Economist
3. Energy Economist
4. Environmentalist/Ecologist
5. SEZ/Industrial Zone Specialist
6. Infrastructure Finance Specialist
7. Institutional Development Specialist
8. Geologist/Natural Resource Specialist

### **Experts from Local Counterpart Firm**

1. Urban and Regional Planner
2. Urban Economist
3. Environmentalist/Ecologist
4. SEZ/Industrial Zone Specialist
5. Infrastructure Finance Specialist
6. Institutional Development Specialist
7. Legal Expert
8. Geologist/Natural Resource Specialist
9. Project Manager
10. Surveys Manager
11. GIS Specialist

### **Time Period**

The first step (year 1) will be a complete inventory and assessment of demographic, economic, transport, geophysical, environmental and other relevant datasets for the entire province to be undertaken by the Urban Unit.

A second area of activity beginning in year 2 will be the formulation of draft strategy based on technical studies; (i) Identification of the economic potential of the major urban centres in the province; and (ii) Identification of the distribution of industrial activity (clusters, nodes and corridors) and investment needs for these areas.

**ANNEXURE C**

**Job Description**

<b>Position</b>	<b>1. Project Director</b>
	CEO Urban Unit will be the Project Director for the Spatial Strategy Component under the Punjab J&C Program.
Jobs Description	<ul style="list-style-type: none"> <li>• Lead planning and/or implementation of Project and its components.</li> <li>• Management of the strategic aspects of the Project and mitigates any risk.</li> <li>• Oversee senior managers and managers working on various work streams under the Project components.</li> <li>• Ensuring engagement reviews and quality assurance procedures take place for all practice engagements.</li> <li>• Review of high-level deliverables as per the PC-I of the Punjab Spatial Strategy</li> <li>• Provision of leadership to sector specialists engaged in the preparation of the Spatial Strategy.</li> <li>• Development and implementation of strategic objectives for practice that are aligned with the Government of Punjab’s policies and directions</li> </ul>
<b>Position</b>	<b>2. Project Manager</b>
Qualifications	Masters or higher degree in Public Administration, Business Administration, Project Management, Civil or Urban Planning or related field preferably from a foreign reputable university. Higher degree will be preferred.
Experience	15 years of experience in urban development programmes and projects management
Jobs Description	<ul style="list-style-type: none"> <li>• Managing co-ordination of the partners and working groups engaged in project work.</li> <li>• Developing and maintaining a detailed project plan.</li> <li>• Managing project deliverables in line with the project plan.</li> <li>• Recording and managing project issues and escalating where necessary.</li> <li>• Monitoring project progress and performance.</li> <li>• Providing status reports to the Project Director.</li> <li>• Managing project training within the defined budget.</li> <li>• Liaises with Local Authorities</li> <li>• Liaises with, and updates progress to, project team/senior management.</li> <li>• Supervises Program review, monitoring and reporting</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>3. Sr. Specialist, Urban Planning</b>
Qualifications	Masters or higher degree in Urban Planning /Town Planning/ City & Regional Planning, preferably from a foreign reputable university. Higher degree will be preferred.

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Experience	15 years of experience in Urban Planning related projects
Jobs Description	<ul style="list-style-type: none"> <li>• Manage complex planning studies, development applications and reviews consultant proposals.</li> <li>• Conduct meetings with public officials, developers, and the public regarding development plans analyze economic and environmental studies, censuses, and market research data</li> <li>• Conduct field investigations to analyze factors affecting land use development</li> <li>• Conduct research and prepares statistical reports on land use, physical, social &amp; economic issues</li> <li>• Assess the feasibility of proposals and identify needed changes</li> <li>• Present projects to communities, planning officials, and decision makers</li> <li>• Provide overall guidance concerning urban planning especially spatial planning, infrastructure development and service delivery.</li> <li>• Review government plans and policies affecting land use, zoning, public utilities, community facilities, housing, and transportation.</li> <li>• Hold public meetings and confer with government, social scientists, lawyers, developers, the public, special interest groups and others to formulate and develop land use or community plans.</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>4. Sr. Specialist, Economics</b>
Qualifications	Masters or higher degree in Economics/Urban Economics preferably from a foreign reputable university. Higher degree will be preferred.
Experience	At least 15 years' experience of working on development issues, economic analyses, modelling and forecasting at a senior level.
Jobs Description	<ul style="list-style-type: none"> <li>• Effectively plan, design, and conduct economic analyses that advance the objectives of project teams working on issues across varying urban sectors.</li> <li>• Conduct economic change related analysis and provide expertise in the inter-linkages of spatial, environmental and economic visions and the economic impact of development and urban infrastructure projects</li> <li>• Critically analyze and assess economic research and arguments presented by project partners, stakeholders, and others.</li> <li>• Actively engage public and private sector decision-makers in one-on-one meetings, group briefings, and other venues to persuade them of analytically based recommendations.</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>5. Sr. Specialist, SEZ</b>
Qualifications	Masters or higher degree in Industrial Economics, Urban Economics, Development Economics, Business Administration, Corporate Law or related field preferably from a foreign reputable university. Higher degree will be preferred.
Experience	At least 15 years of experience in SEZ development, management and operations
Jobs	<ul style="list-style-type: none"> <li>• Research, compile, analyze, interpret, and prepare data on</li> </ul>

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Description	<p>economic conditions in the context of Punjab Spatial Strategy.</p> <ul style="list-style-type: none"> <li>• Conduct surveys where necessary for determining and analyzing occupational employment statistics, wage information, labor supply and demand, tax revenues, and insurance and utility rate structures</li> <li>• Develop economic forecasts using econometric techniques.</li> <li>• Develop program goals and plans for implementation.</li> <li>• Develop alternative strategies for programs based on analysis and research in an assigned specialty area.</li> <li>• Identifies economic indicators in respect to trends of the national and local economies.</li> <li>• Evaluate rate structures, cost of money, rates of return, and other economic parameters of the insurance and industries.</li> <li>• Assess economic impact of tax laws and proposals, and makes projections of anticipated revenue collection.</li> <li>• Review and analyzes economic data to prepare reports detailing results of performed research.</li> <li>• Produce a comprehensive report(s) related to the prospects of Special Economic Zones in Punjab.</li> <li>• Make recommendations in areas of expertise.</li> <li>• Act as a liaison with other agencies, organizations, and employees to coordinate economic programs.</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>6. Sr. Specialist, Institutional Development</b>
Qualifications	<p>Masters or higher degree in Public Administration, Public Policy, Human Resource Development, or other relevant discipline with focus on capacity building and training preferably from a foreign reputable university. Higher degree will be preferred.</p>
Experience	At least 15 years of experience in public sector institutional development
Jobs Description	<ul style="list-style-type: none"> <li>• Lead the processing and analysis of the data generated from the institutional and organizational capacity assessments.</li> <li>• Coordinate/supervise the institutional strengthening activities as per the requirement of the Punjab Spatial Strategy</li> <li>• Work with the team of specialists to draft policy papers, work plans, project reports and other documents for those areas related to community outreach, institutional development, sub-project design and implementation</li> <li>• Prepare and review quarterly progress reports as per the tasks assigned and in line with the Punjab Spatial Strategy requirements.</li> <li>• Prepare Terms of References (ToR) documents for Consulting Services</li> <li>• Develop a capacity building plan to increase the ability of implementing agencies to be able to appreciate the planning process, implementation, monitoring and reporting issues, and strengthen their capabilities</li> <li>• Any other task assigned by the Project Director</li> </ul>



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Position	7. Sr. Specialist, Infrastructure Development
Qualifications	Masters or higher from a recognized university in Urban Infrastructure Planning and Designing preferably from a foreign reputable university. Higher degree will be preferred.
Experience	<b>8.</b> At least 15 years of experience in Urban Infrastructure projects, designing and managing municipal infrastructure projects, preferably projects funded by aid agencies
Jobs Description	<ul style="list-style-type: none"> <li>• Provide knowledge support including presentation of regional best practices</li> <li>• Provide technical support for the Punjab Spatial Strategy</li> <li>• Contribute to the identification of major factors influencing the strategy development as well development of New City, focusing on transportation links, quality of urban infrastructure, and the quality of the urban environment</li> <li>• Evaluate the general level environmental conditions and trends in the Urban areas</li> <li>• Assess the current and expected demand for urban infrastructure and services in future urban Punjab and make broad estimates of financing requirements</li> <li>• Any other task assigned by the Project Director</li> </ul>
Position	9. Sr. Specialist, Capacity Development
Qualifications	Masters or higher Degree in Public Policy, Urban Planning, Sociology, Environment, Law, International Relations, Political Science, Economics or a related field preferably from a foreign reputable university. Higher degree will be preferred.
Experience	At least 15 years of work experience of capacity building preferably in public sector
Jobs Description	<ul style="list-style-type: none"> <li>• Provide technical oversight and serve as a technical resource for the provision of technical assistance and capacity building initiatives in the implementation of the project</li> <li>• Review capacity of staff of participating departments (LG&amp;CD Department, HUD&amp;PHE Department, Industries Department, Divisional &amp; District Governments etc.) and develop a capacity building plan to address any weaknesses</li> <li>• Facilitate the establishment of a high quality knowledge building and management information system</li> <li>• Assist in building technical and organizational skills in accordance with the requirements and needs of participating civil society stakeholders</li> <li>• Ensure effective mechanisms and systems are in place and functioning to identify, document and synthesize lesson learned and best practices for sharing and learning</li> <li>• Any other task assigned by the Project Director</li> </ul>
Position	10. Sr. Specialist, GIS
Qualifications	Masters or higher degree in GIS, Remote Sensing, Geo-informatics or related fields preferably from a foreign reputable university. Higher degree will be preferred.

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Experience	At least 15 years' experience in large scale GIS and spatial data integration projects
Jobs Description	<ul style="list-style-type: none"> <li>• Prepare project plans, in order to meet user/data/software requirements working on the Spatial Strategy</li> <li>• Obtain and manage necessary GIS resources.</li> <li>• Develop, maintain and update sector specific GIS databases.</li> <li>• Develop and apply GIS analysis solutions to meet other discipline specific needs.</li> <li>• Serve as the GIS technical lead</li> <li>• Supervise, monitor and evaluate the work of GIS staff.</li> <li>• Recommend and, where appropriate, develop GIS and related training programmes.</li> <li>• Coordinate GIS-related activities with concerned stakeholder departments such as Industries Department, LG&amp;CD Department, and HUD&amp;PHE Department etc.</li> <li>• Provide technical and project management support.</li> <li>• Manage GIS committees at technical and management level.</li> <li>• Prepare GIS status reports.</li> <li>• Evaluate technological advances and promoting the usage of appropriate technology and application.</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>11. Sr. Specialist, GIS Development</b>
Qualifications	Masters or higher degree in GIS, Geo-informatics, Remote Sensing, with IT/Programming combination preferably from a foreign reputable university. Higher degree will be preferred.
Experience	At least 15 years of experience in GIS development and programming related projects
Jobs Description	<ul style="list-style-type: none"> <li>• Identify and understand the requirements for new data/software requirements.</li> <li>• Undertake data analyses and data conversion.</li> <li>• Coordinate the acquisition of new spatial data and supervising the integration of these data into the Urban Unit's GIS portal.</li> <li>• Develop and manage quality control procedures.</li> <li>• Perform spatial analyses and creat information products from the GIS and related software and subsystems.</li> <li>• Design, develop, testing, documenting, and certifying applications, programmes and systems functionality. Manipulating GIS data to create information products to meet discipline specific needs.</li> <li>• Managing individual data and application's development projects.</li> <li>• Coordinating GIS activities with GIS developers and GIS Spatial data engineers at the Urban Unit.</li> <li>• Providing support for GIS data conversion, systems integration and system's and application's development and implementation.</li> <li>• Providing support for cartographic design and high quality map production to be used in Spatial Strategy.</li> <li>• Designing and implementing training plans for the capacity building of the concerned stakeholder departments.</li> </ul>

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	<ul style="list-style-type: none"> <li>Assisting in training in various aspects of the GIS software and database creation and use.</li> <li>Diagnosing and “troubleshooting” problems experienced with the use of GIS and related software.</li> <li>Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>12. Sr. Specialist, Environment</b>
Qualifications	Masters or higher degree in Environmental Engineering, Environmental Sciences or Relevant Degree preferably from a foreign reputable university. Higher degree will be preferred.
Experience	Minimum 15 years of relevant experience (preferably of donor funded projects) of reviewing of IEEs, EIA and social safeguards documents and ability to verify the compliance of environmental regulations
Jobs Description	<ul style="list-style-type: none"> <li>Provide technical input regarding environmental scenarios and issues to support spatial strategy formation and all projects identified within the strategy</li> <li>Develops, recommends and implements innovative plans, strategies, programs, and projects to manage or mitigate for environmental impacts of proposed industrial clusters,</li> <li>Provides analysis of program level databases including temporal/spatial data analysis and proven ability to draw scientifically defensible conclusions and ability to provide innovative solutions to environmental issues</li> <li>Assisting management and other sector specialists in developing program, project and overall monitoring framework</li> <li>Improve environmental performance and leverage other resources to extend the reach and value of environmental management strategies.</li> <li>Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>13. Sr. Specialist, Transportation</b>
Qualifications	Masters or higher degree in Transportation Planning, Transportation Engineering or Relevant degree preferably from a foreign reputable university. Higher degree will be preferred.
Experience	15 years of relevant experience of urban transport planning
Jobs Description	<ul style="list-style-type: none"> <li>To utilize economic, population, land use, and traffic projections to substantiate recommendations for transportation planning in regional and urban areas as required for the Punjab Spatial Strategy.</li> <li>To analyze, approve, and evaluate survey data, prepares reports and makes specific recommendations concerning the transportation networks</li> <li>To develop and test transportation network models to determine travel distribution and future travel demands for the Province in context of the Spatial Strategy.</li> <li>To meet with local officials to explain results of planning studies and coordinate activities between the Transportation department and local governments.</li> <li>Any other task assigned by the Project Director</li> </ul>

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<b>Position</b>	<b>14. Financial Management Specialist</b>
Qualifications	Masters or higher degree in Finance, Accounting, Business Administration, Public Administration or relevant field preferably from a foreign reputable university. Higher degree will be preferred.
Experience	7 years of relevant experience of financial management in donor funded projects
Jobs Description	<ul style="list-style-type: none"> <li>• Effective and accurate financial resources management and oversight;</li> <li>• Implementation of operational strategies and procedures;</li> <li>• Projects' budgets management and organization of an optimal cost-recovery system;</li> <li>• Ensure proper control of project accounts;</li> <li>• Ensure close monitoring of the sub-recipients and other implementing partners;</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>15. Procurement Specialist</b>
Qualifications	Master's Degree in Business/Public Administration or Accounts or a related field such as Economics, Finance and Engineering or relevant field from reputed and recognized universities from HEC
Experience	Minimum 07 years of experience, in planning and management of procurement in the public or private sector. Similar experience with a donor-funded project will be desirable
Jobs Description	<ul style="list-style-type: none"> <li>• Mange all procurement related activities required under the Punjab J&amp;C Project</li> <li>• Develop evaluation plan and methodology for assessment of progress towards achieving targets under DLI-4 of Jobs &amp; Competitiveness Program (PforR).</li> <li>• Analysis of collected information and identification of (any) contracts/ items requiring</li> <li>• Appraisal of contracts based as per PPRA Rules</li> <li>• Validate that each procurement file contains the PPRA checklist filled by concerned person</li> <li>• Collect evidence related to compliance of PPRA Rules</li> <li>• Develop Evaluation Reports showing project performance against its planned targets including major results, conclusions, lesson learnt and feedback from stakeholders (if any)</li> <li>• Supporting PRMP and other concerned departments in their procurement functions.</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>16. Communications Specialist</b>
Qualifications	Master's or higher degree, preferably in communications, mass-communications, mass media, political science or related field preferably from a foreign reputable university. Higher degree will be preferred.
Experience	At least 7 years of work experience and demonstrated success in a communications role
Jobs	<ul style="list-style-type: none"> <li>• Coordinating media and marketing events and meetings</li> </ul>

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Description	<ul style="list-style-type: none"> <li>Working with vendors, including website developers, graphic designers and print companies</li> <li>Perform basic media relations tasks, such as answering questions, maintaining media contact lists and composing press releases and other communication materials.</li> <li>Maintaining websites and assisting in marketing and advertising campaigns may also be part of the job.</li> </ul>
<b>Position</b>	<b>17. Surveys Manager</b>
Qualifications	Bachelors or higher degree in public administration, Geographic Information System, engineering, economics, business administration, social sciences or related field preferably from a foreign reputable university. Higher degree will be preferred.
Experience	10 plus years of experience in collection of information through surveys with understanding of the use of current survey technologies as well as Microsoft Office, ArcGIS, IBM SPSS
Jobs Description	<ul style="list-style-type: none"> <li>Project management, including managing, scope, schedule, and budgets as well as personnel for multiple surveying and mapping projects</li> <li>Coordination of survey efforts with concerned departments</li> <li>Capable of performing “field to finish” surveying &amp; mapping services</li> <li>Develop scopes of work, staff hour estimates, and proposals</li> <li>Perform survey project quality control and quality assurance</li> <li>Direct, develop, evaluate, and mentor survey staff</li> <li>Excellent teamwork &amp; collaboration skills</li> <li>Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>18. Senior Manager Audits</b>
Qualifications	Master's or higher degree in Finance, Accounting or Business Administration preferably from a foreign reputable university. Higher degree will be preferred.
Experience	At least 7 years relevant work experience in an Internal Audit or internal control function in a reputable public sector organization. Experience of donor funded projects will be preferred
Jobs Description	<ul style="list-style-type: none"> <li>Perform and control the full audit cycle including risk management and control management over operations’ effectiveness, financial reliability and compliance with all applicable directives and regulations</li> <li>Determine internal audit scope and develop annual plans</li> <li>Obtain, analyze and evaluate accounting documentation, previous reports, data, flowcharts etc.</li> <li>Prepare and present reports that reflect audit’s results and document process</li> <li>Act as an objective source of independent advice to ensure validity, legality and goal achievement</li> <li>Identify loopholes and recommend risk aversion measures and cost savings</li> <li>Maintain open communication with management and audit</li> </ul>

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	<ul style="list-style-type: none"> <li>committee</li> <li>• Document process and prepare audit findings memorandum</li> <li>• Conduct follow up audits to monitor management’s interventions</li> <li>• Engage to continuous knowledge development regarding sector’s rules, regulations, best practices, tools, techniques and performance standards</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>19. Senior Manager Accounts</b>
<b>Qualifications</b>	Bachelors or higher degree in Accounting preferably from a foreign reputable university. Higher degree will be preferred.
<b>Experience</b>	Over 7 years’ experience in Accounting, Auditing and Finance
<b>Jobs Description</b>	<ul style="list-style-type: none"> <li>• Collating, preparing and interpreting reports submitted by various consultants and/or contractors,</li> <li>• To liaison with different departments, financial institutions, sponsors and other stakeholders.</li> <li>• Undertaking technical and feasibility studies including site investigations. Managing budgets and project resources,</li> <li>• Monitoring and reviewing the work undertaken by various consultants and/or contractors;</li> <li>• Maintenance of all records related to this project,</li> <li>• Any other task assigned by the Project Director</li> </ul>
<b>Position</b>	<b>20. IT Manager</b>
<b>Qualifications</b>	Bachelors in Computer Science, MIS, Software Engineering or relevant field preferably from a foreign reputable university. Higher degree will be preferred.
<b>Experience</b>	Over 7 years’ experience in data center management with excellent knowledge of technical management, information analysis and of computer hardware/software systems
<b>Jobs Description</b>	<ul style="list-style-type: none"> <li>• Manage information technology and computer systems</li> <li>• Plan, organize, control and evaluate IT and electronic data operations</li> <li>• Design, develop, implement and coordinate systems, policies and procedures</li> <li>• Ensure security of data, network access and backup systems</li> <li>• Act in alignment with user needs and system functionality to contribute to organizational policy</li> <li>• Manage staff by recruiting, training and coaching employees, communicating job expectations and appraising their performance</li> <li>• Identify problematic areas and implement strategic solutions in time</li> <li>• Audit systems and assess their outcomes</li> <li>• Preserve assets, information security and control structures</li> <li>• Handle annual budget and ensure cost effectiveness</li> <li>• Any other task assigned by the Project Director</li> </ul>

**ANNEXURE D**

## Notes on Stakeholders' Consultative Session on Investment Climate Reforms

<b>Consultative Session</b>			
<b>Subject</b>	<b>Stakeholders' Consultative Session on Investment Climate Reforms</b>		
<b>Date</b>	09-03-2016	<b>Time :</b>	09.30 am- 3.00 pm
<b>Venue</b>	Khursheed Mahal, Avari Hotel		
<b>Punjab spatial Strategy</b>			
<p>A comprehensive presentation was given by <b>Dr. Nasir Javed (CEO, The Urban Unit)</b> in which he presented the Proposal of developing Spatial Strategy of Punjab, which is being planned as an activity under the World Bank funded Punjab Jobs and Competitiveness Program. He explained the contents and methodology of developing the Strategy, highlighting various case studies. He also explained the mechanisms, consultations and capacity enhancement that will be required to develop and implement the Punjab Spatial Strategy. This session was followed by the Q&amp;A Session and Comments, the details are given as hereunder:</p>			
<b>Comments</b>		<b>Response</b>	
<p><b>Mr. Aslam Mughal (President, Institute of Planners Pakistan)</b> appreciated the proposal and said that it's heartening to know that such an initiative is being undertaken. He also suggested that an institution would have to be made responsible for carrying out detailed consultations throughout the process of developing the Spatial Strategy.</p>		<p>Dr. Nasir assured the participants that extensive consultation will be carried out throughout the process of development of spatial strategy.</p>	
<p><b>Dr. Anis-ur-Rehman</b> also endorsed the proposal of developing a Provincial Spatial Strategy and offered his support having vast experience of Urban &amp; Regional Planning. He also mentioned that he had been part of UN team who developed spatial strategy for Saudi Arabia. He also endorsed views of Mr. Aslam Mughal.</p>			
<p><b>Mr. Khalid Abdur Rehman (Architect)</b> raised a query on how the strategy would be implemented.</p> <p>Mr. Khalid also asked from where the 30 plus professionals would be identified with desired qualifications and experience for developing this Strategy.</p> <p>Lastly, Mr. Khalid raised a concern that most of our cities' growth has happened at the will</p>		<p>Dr. Nasir Javed replied that significant work will need to be done on capacity building of Human Resource at all levels of Government.</p> <p>Dr. Nasir Javed responded that it would be hard to identify experienced professionals, however, young professionals would need to be hired, trained and mentored to be able to carry out the required tasks.</p> <p>Dr. Nasir replied that much of the damage has been done due to ad hoc planning and development by the developers, however, if this strategy is not developed</p>	

**PUNJAB SPATIAL STRATEGY**  
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**Annexures**

<p>of the developers without proper planning interventions, What can be done about that unplanned development.</p>	<p>and we don't plan about future, the urbanization that has to happen tomorrow or by 2030-50 would also happen on this same pattern, so it is need of the hour to work on developing spatial development framework including Spatial Strategy.</p>
<p><b>Mr. Rafay Alam (Lawyer)</b> suggested that Local authorities/bodies need to take lead in such initiatives as mandate of spatial planning lies with them. He also mentioned the Supreme Court decision regarding the development authorities do not have the mandate to carry out development, rather it's prerogative of the local governments. He suggested that while developing spatial strategy, extensive involvement of local governments should be ensured.</p>	<p>Dr. Nasir replied that the process of Spatial Strategy includes capacity building of local governments, both in terms of human resource and workshops at Divisional levels, so all local bodies will be consulted and made part of the process.</p>
<p><b>Mr. Hasnain Javed (from SMEDA)</b> questioned whether the World Bank's night light satellite images of Pakistan account for load-shedding or not. He also commented that from the image, absence of lights in Balochistan is perhaps indicative of the fact that development should also occur there. He suggested that Punjab should work with other provinces as well given the fact that the Spatial Strategy takes CPEC corridor into account which is not related to Punjab alone.</p>	<p>Dr. Nasir Javed said that the night light images are not of single day or single timeframe but is on the basis of months of images collection. He also said that Pakistan's major economic corridor already exists between Punjab and Sindh. Since development of spatial strategy is responsibility of respective provincial governments, therefore Punjab government will be developing for only Punjab province.</p>