

SPATIAL HORIZONS

THE BIANNUAL NEWSLETTER OF THE DIRECTORATE OF URBAN & REGIONAL
POLICY AND STRATEGIC PLANNING



HIGHLIGHTS

- Past and Present Activities of the Directorate
- Poverty Reduction Strategy
- Launch of Rural Growth Centers (RGC)
- Poverty Alleviation & Inclusive Development in Rural Sindh (PAIDAR) program
- DURPSP-PUAN Internship Program
- Future Plans

"When reform begins, the mafias of the status quo resist tooth and nail," the Director General elaborates in his interview (see page 20)



Issue No. 1 (January-December 2024)

Date of Publication: June 12, 2025

Contact Us

Address: Bungalow No. 37-E/2, Block-6
P.E.C.H.S, Shahrah-e-Faisal, Karachi

Phone: 021-99330207-09

Website: www.urbandirectorate.gos.pk

Email: info@urbandirectorate.gos.pk

Message from the Director General

“Nature has given you everything. You have got unlimited resources. The foundations of our state have been laid and it is now for you to build and build as quickly and as well as you can.”

– Quaid-e-Azam, Muhammad Ali Jinnah (August 14, 1948)

Welcome to the inaugural issue of our newsletter. These timeless words from the Quaid-e-Azam continue to inspire our mission at the Directorate of Urban & Regional Policy and Strategic Planning (DURPSP). They remind us that development is not just a mandate but a collective obligation to build a better, more equitable future for the people of Sindh.

This newsletter covers activities undertaken at the Directorate during March 2024 to December 2024 period. The newsletter marks a new chapter in how we share our work, our ideas, and our aspirations. At DURPSP, we are committed to transforming the urban and rural landscape of Sindh through comprehensive, data-driven planning and inclusive development strategies. From advancing city master plans to implementing the province's Poverty Reduction Strategy, our focus remains on building resilient systems that serve both present and future generations.

Through this platform, we aim to provide insights into our ongoing initiatives, and foster transparency around our progress. I take this opportunity to extend my sincere gratitude to all our collaborators, from government partners, development agencies, and technical experts to community stakeholders whose support is vital to our success.

We hope you find this publication both informative and inspiring. As we continue this journey, we look forward to your feedback, collaboration, and continued commitment to the shared goal of a more planned, inclusive, and sustainable Sindh.



Dr. Imtiaz Bhatti

Director General

Directorate of Urban & Regional Policy and Strategic Planning

Government of Sindh

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INTRODUCTION

Directorate of Urban & Regional Policy and Strategic Planning

The Directorate of Urban Policy and Strategic Planning (UPSP) was established in 2012 within the Planning and Development Department. The Directorate is responsible for urban and regional planning, economic regeneration, investment management, urban governance, and municipal services in Sindh. In 2019, its scope expanded to include regional development plans, leading to its renaming as the Directorate of Urban & Regional Policy and Strategic Planning (URPSP).

Currently, the Directorate focuses on developing master plans for cities, providing technical support to the provincial government and implementing rural growth centers (RGCs) as part of the province's poverty reduction strategy (PRS).



Planning and Development Board



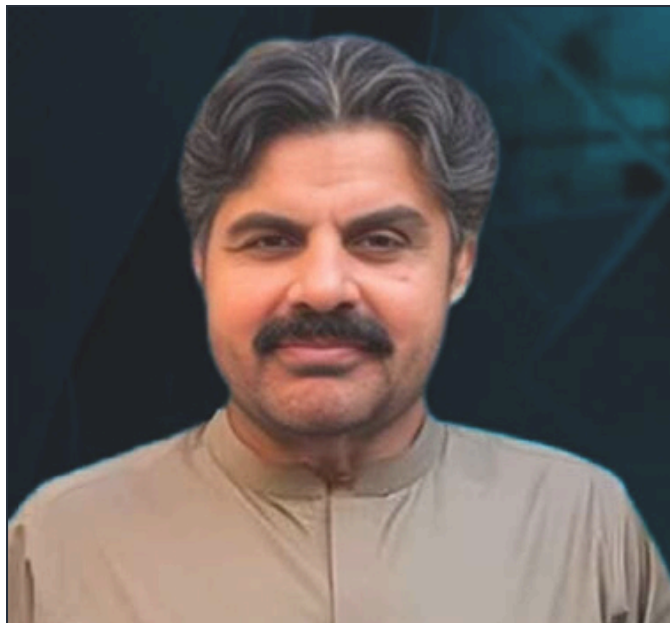
The Planning & Development Department (P&DD) of the Government of Sindh was established on July 1, 1970. Initially, it had 82 staff members and continued to grow over time. In 2017, the Planning & Development Board (P&DB) was formed. The Board consists of several senior BS-20 members and a BS-21 Chairman. Currently, the Board has over 200 employees, including key officers such as the Secretary for Planning, Special Secretary for Development, and Chief Economist.

The P&DB is responsible for development policy and planning and coordinating aid and technical assistance from abroad. The Board provides evaluation and recommendations for all development schemes, programs, and proposals submitted by other departments. Additionally, it maintains liaison with national planning agencies, initiates measures to meet strategic development goals and monitors their progress.

The P&DB includes the following sections and affiliated offices:

- Monitoring & Evaluation Cell
- Bureau of Statistics
- Research & Training Wing
- Directorate of Urban & Regional Policy and Strategic Planning
- Municipal Services Delivery Program
- People's Poverty Reduction Program
- Karachi Neighborhood Improvement Project
- Sindh Water Sector Improvement Project

PROFILES



Syed Nasir Hussain Shah
Minister for Planning & Development

Syed Nasir Hussain Shah is a distinguished Pakistani politician currently serving as the Provincial Minister for the Planning and Development Board. In addition to this role, he oversees the portfolios for Local Government & Housing, Town Planning, Housing & Town Planning, and Public Health Engineering.

Mr. Shah's political career includes notable positions such as Provincial Minister for Local Government, Forests, and Religious Affairs (2019-2023) and Provincial Minister for Works and Services (2018-2019). He has been a Member of the Provincial Assembly of Sindh from 2013 to 2018.

Academically, Mr. Shah holds a Master of Arts degree in Political Science from Shah Abdul Latif University, which underpins his expertise in governance. His blend of academic qualifications, professional background, and extensive political experience makes him a key figure in Sindh's provincial government, driving policy and development initiatives across the region.

PROFILES



Mr. Najam Ahmed Shah, Chairman, P&DB

Mr. Najam Ahmed Shah has been serving as the Chairman of the Planning and Development Board in Sindh since March 2024, overseeing provincial development initiatives. Previously, he held key positions, including Secretary in the Finance Department, Local Government, Housing, and Town Planning Department, and the Investment Department from 2017 to 2024.

Before his tenure in Sindh, Mr. Shah was the Secretary of Specialized Healthcare and Medical Education in Punjab and the CEO of Quaid-e-Azam Solar (Pvt.) Ltd., leading a 100 MW solar power project. His extensive administrative experience includes roles as DCO in Faisalabad and Gujranwala, Director at the Punjab Food Directorate, and various other positions.

Mr. Shah has a master's in public administration from Harvard Kennedy School. His qualifications and diverse experience in public and private sectors showcase his ability to manage large-scale projects, highlighting his commitment to enhancing infrastructure and public services in Pakistan.



Dr. Imtiaz Bhatti, Director General, URPS

Dr. Imtiaz Bhatti has been serving as the Director of the Directorate of Urban Policy and Strategic Planning since February 2024. He is a senior, BS-20 officer of the provincial civil service. He has extensive experience in administration, academia, and the development sector and brings a pragmatic approach to governance reform, public finance, and sustainable urban planning.

Dr. Bhatti holds an MSc in Development and Planning from University College London and a PhD in Public Policy (Public Finance) from George Washington University, earned on a prestigious Fulbright Fellowship. Prior to his appointment as DG, he worked on flagship programs with the Asian Development Bank, USAID, and the World Bank and taught as faculty at IBA, Karachi. His multidisciplinary grounding has shaped a pragmatic, reform-driven approach to public sector performance, fiscal responsibility, and equitable development. Dr. Bhatti also writes op-eds in national dailies and maintains a personal blog on the role good governance play in the rise of nations.

DURPSP TEAM



UZAIMA NASIR
Director
(Admin & Finance)

Uzaima Nasir plays a crucial role in maintaining the financial health of the Directorate. With a solid background in finance, she is responsible for budget management, public financial oversight, and ensuring compliance with regulations. Her academic achievements include an MPhil from SZABIST in 2023 and a master's from the same institute in 2008. Currently, she is also pursuing a PhD.



ZULFIQAR ALI KUMBHER
Deputy Director (Housing)

Zulfiqar Ali Kumbher is an accomplished Urban Planner with a bachelor's degree in city and Regional Planning from Mehran University of Engineering & Technology (2003) and an M.Sc. in Rural Development from the University of Sindh (2006). At the Directorate, Mr. Kumbher manages the housing, urban planning and transportation sectors of master plans.



NAILA HAQUE
Deputy Director
(Environment)

Naila Haque, a chemical and environmental engineering graduate from NED University of Engineering & Technology. In her role, Ms. Haque is pivotal in assessing environmental impacts in developmental areas and leads procurement efforts for master planning and rural growth centers initiatives.

DURPSP TEAM



GULAB ALI TANWARI
Assistant Director (Accounts)

Gulab Ali Tanwari holds a Bachelor of Science in International Relations and a master's degree in Sociology from Shah Abdul Latif University, Khairpur. At the Directorate, role is crucial in ensuring that housing projects are well-coordinated and aligned with the overall urban development strategies.



HUMA KAMRAN
Assistant Director (Admin)

Huma Kamran holds a master's degree in statistics from the University of Karachi. As Assistant Director, she is responsible for organizing district seminars and liaising with stakeholders on master plans to ensure their participation. She ensures that seminars have attendance from all genders and coordinates development activities at Rural Growth Centers.

Current Activities

Preparation of Master Plans

One of the initial prime tasks of the Directorate was the preparation of development master plans for secondary cities in Sindh, with financial support from the Asian Development Bank (ADB). As of the end of 2024, the Directorate has completed the development master plans for 17 towns. The master plans for the four Mirpurkhas division towns of Mirpurkhas, Umerkot, Mithi and Islamkot have received government approval and have been notified by the Local Government & Housing Town Planning Department (LG&HTPD). These master plans await their implementation. Eight master plans for Hyderabad division towns, namely Badin, Sujawal, Thatta, Tando Muhammad Khan, Jamshoro, Tando Allahyar, Dadu and Matiari have been finalized, with Dadu's plan already notified.

The legal formalities to notify the remaining towns of Hyderabad are being completed. As a requirement, the completed master plans need to be shared with elected representatives and presented to other stakeholders in seminars for their feedback.

So far, the Directorate has held multiple information seminars to present completed master plans to stakeholders in the Badin, Sujawal and Thatta districts. These stakeholders included district administration officials, public representatives, town committee representatives, chamber of commerce and industries, representatives of different NGOs, local press and other relevant sections of the society.

In addition, the Directorate started the preparation of the next batch of 12 secondary city master plans, which are expected to be completed by the end of 2025. These cities include Khairpur, Ghotki, Mirpur Mathelo, Rohri, Shikarpur, Jacobabad, Kambar, Kandhkot, Kotri, Hala, Tando Adam, and Moro.

Master plans are crucial for urban and regional development, offering a comprehensive framework for growth, sustainability, and organisation. They are essential for several reasons:

- **Strategic Development:** Master plans provide a long-term vision for the development of an area, ensuring that growth is structured, coordinated, and aligned with both current need and future aspirations.
- **Land Use Management:** Helps prevent haphazard development, overcrowding, or under-utilization of resources.
- **Infrastructure Development:** Ensures that infrastructure is laid out in coordination with land use, allowing for better connectivity, accessibility, and sustainable development.



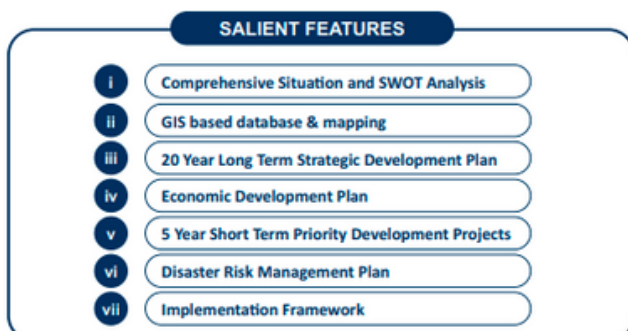
Preparation of Master Plans

All the completed master plans are available from the website of the Directorate:

- Badin
- Dadu
- Islamkot
- Jamshoro
- Matiari
- Nawabshah
- Naushahro Feroze
- Mithi
- Mirpurkhas
- Thatta
- TandoAllahyar
- Sujawal
- Sanghar
- Tando Muhammad Khan
- Umerkot
- Larkano Urban Development Strategy [with 2018 Addendum]
- Sukkur Urban Development Strategy [with 2018 Addendum]

These master plans can be downloaded from our website (<https://urbandirectorate.gos.pk/master-plan/>). The weblinks to each of them are also available in the Appendix on page 40 of this Newsletter.

Furthermore, Strengths, Weakness, Opportunities and Threats (SWOT) Analysis and Future Vision, Economic Development Plan, SDG Implementation Plan, Disaster Management Plan, Climate Change & Adaptability Plan, and Implementation Framework are also part of each Master Plan.



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Each Master Plan also includes the following salient features:

- a) **Situation Analysis** provides past and present trends in population, growth, services, housing, and infrastructure.
- b) **Digital Base Map** presents current land use and urban services using satellite imagery for spatial planning.
- c) **Strategic Development Plan** includes long-term land use strategies and short-term infrastructure action plans.

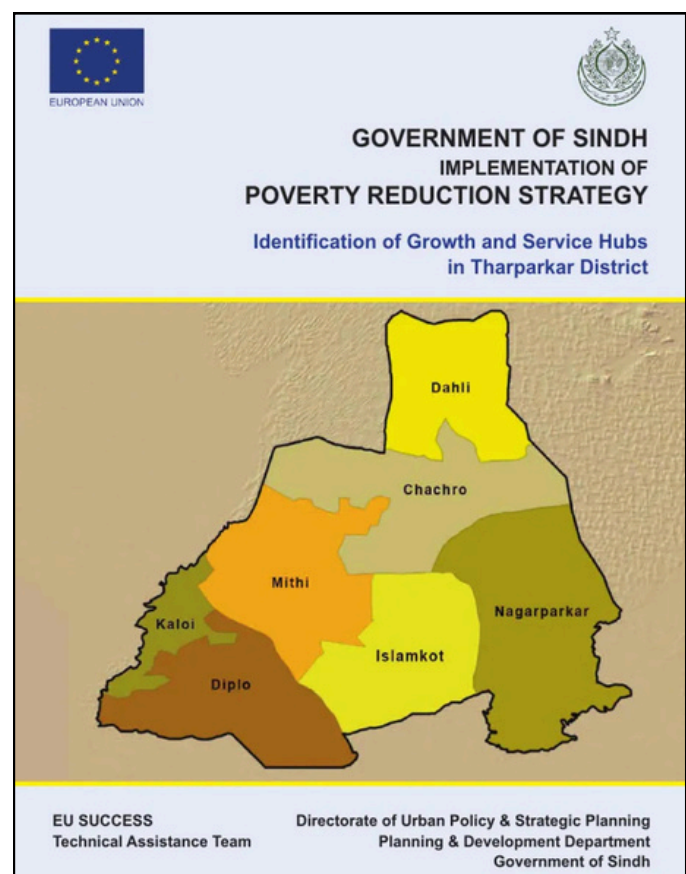
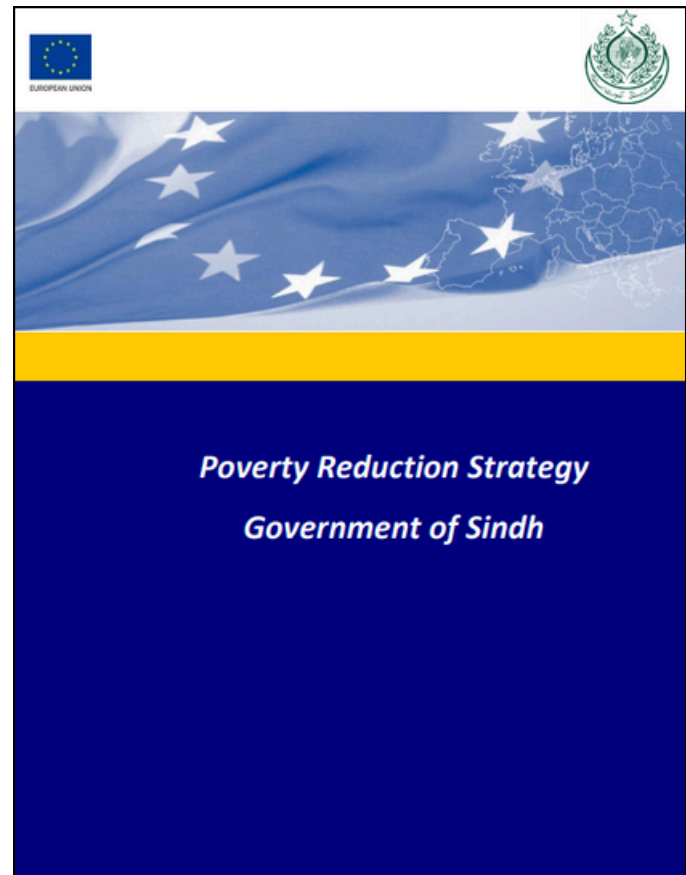
Poverty Reduction Strategy (PRS)

A Poverty Reduction Strategy (PRS) is a comprehensive, long-term framework aimed at addressing the root causes of poverty and improving the quality of life for disadvantaged populations. Rather than following a one-size-fits-all model, each PRS is tailored to the unique socioeconomic realities of a country or region. Its focus typically includes inclusive economic growth, better access to education, healthcare, and social services, and a commitment to reducing inequality.

Central to the PRS approach is meaningful stakeholder engagement—bringing together government entities, civil society, the private sector, and communities themselves. This participatory process ensures strategies are context-specific, realistic, and aligned with local needs. A PRS also includes clear goals and measurable indicators to promote transparency and track progress.

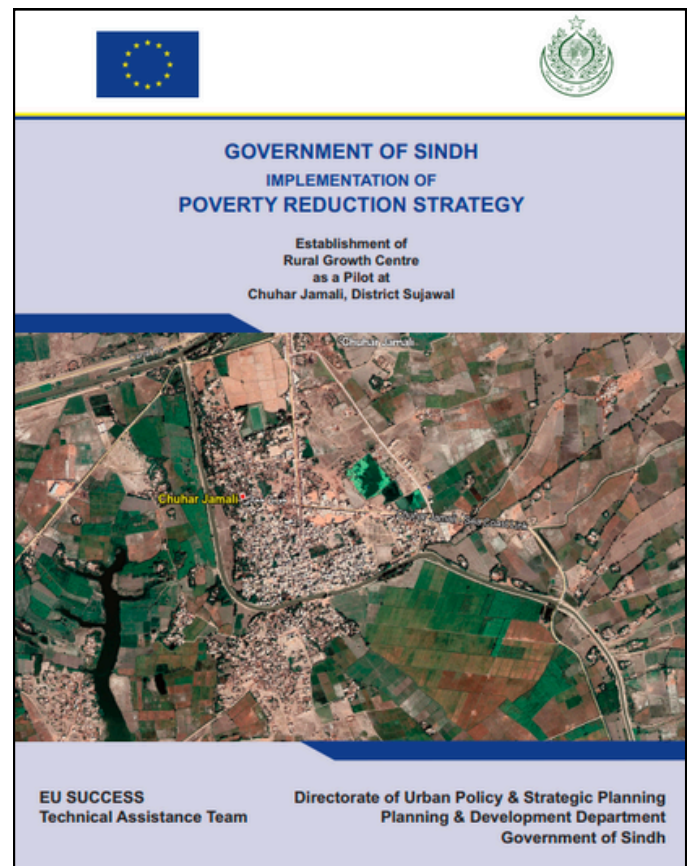
In Sindh, the Directorate of Urban & Regional Policy and Strategic Planning is partnering with the European Union to implement PRS-II and PRS-III. A key component of this work is the development of Rural Growth Centers (RGCs) in underserved districts such as Thatta, Sujawal, Badin, Tharparkar, Larkano, and Kashmore, with the goal of fostering inclusive, regionally balanced development.

RGCs aim to enhance town infrastructure and commercial activities. They offer housing with amenities, paved walkways, drinking water, educational institutes, health centers, recreational hubs, storage, trading yards, and repair facilities.



Key components of PRS:

- a) Macroeconomic policies: These may include fiscal and monetary reforms, trade policies, and strategies to enhance the competitiveness of the country's economy.
- b) Social Development and Inclusion: aims to reduce the social exclusion of marginalised groups, including women, children, the elderly, ethnic minorities, and persons with disabilities.
- c) Targeted Interventions: This includes programs that focus on specific vulnerable groups to help lift people out of extreme poverty and create pathways to long-term stability.



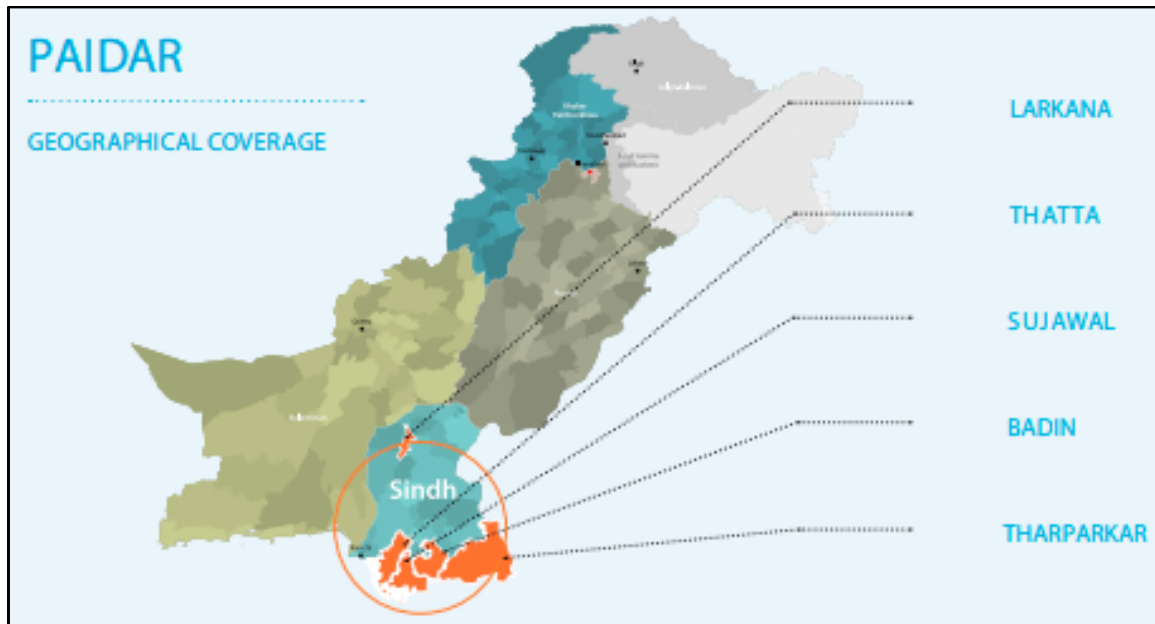
Selection criteria for RGCs include:

- Elevated terrain
- Sustainable water supply
- Significant population size
- Connectivity to major roads
- Rural health centers and multi-classroom schools



Market Area – Chuhar Jamali

PAIDAR Program and Sindh's Poverty Reduction Strategy (PRS)



One of the flagship projects under the Poverty Reduction Strategy is the The European Union-funded PAIDAR program is a five-year, €49.5 million, intervention implemented by the United National Industrial Development Organization (UNIDO). The program aligns with the Sindh Government's Poverty Reduction Strategy (PRS), focusing on sustainability, reducing poverty, and improving the livelihoods of marginalized individuals.

The PAIDAR program, funded by the European Union, aims to co-finance business and MSME investment projects, upgrade public facilities, and provide technical assistance to the Government of Sindh to create jobs and reduce poverty. Target businesses include food processing, handicraft, apparel, fisheries, and social entrepreneurship. The program focuses on building expertise in productivity, quality, skills, technology, innovation, market development, financial management, and operations management. Additionally, PAIDAR provides capacity-building support to government departments, technical and financial institutions, and business development service providers. This holistic approach ensures sustainable growth and equitable development, aligning with the province's Poverty Reduction Strategy to improve livelihoods and empower marginalized individuals.



The province's Poverty Reduction Strategy involves the following three sub-strategies

a) **Community Driven Local Development.** This approach enables local communities to influence government planning, budgeting, and service delivery by articulating their needs. It involves community consultation in developing Rural Growth Centers and Urban Economic Clusters. This sub-strategy is implemented through the Government of Sindh's People's Poverty Reduction Program (PPRP), which supports the overall strategy.



b) **Rural Growth Centers.** The Rural Growth Center approach focuses on stimulating business activities and enterprise development in small towns. Line departments prioritize investments and service delivery for these centers, optimizing the use of resources through their development and recurrent budgets. This sub-strategy is implemented through the Directorate of Urban & Regional Policy and Strategic Planning in collaboration with the PAIDAR program.



c) **Urban Economic Clusters.** Urban Economic Clusters aim to generate jobs in small towns or large villages by fostering business development by helping upgrade production, increase value addition and improve supply quality and quantity. This sub-strategy is implemented through the Directorate of Urban & Regional Policy and Strategic Planning in collaboration with the PAIDAR program.



RGC Project: Chuhar Jamali, District Sujawal

The Poverty Reduction Strategy (PRS) initiative is making significant strides in Chuhar Jamali, Sujawal District of Sindh. It aims to enhance income opportunities for the underprivileged by consolidating infrastructure and improving access to essential services.

Key projects started in Chuhar Jamali:

Rural Health Center (RHC) Upgradation

The construction of the RHC is advancing well, with excavation and foundation work completed up to the plinth level. This project, valued at Rs. 463.269 million, has achieved 34% physical progress and 34% financial progress.



Water Supply Scheme Rehabilitation

Significant milestones have been achieved in the water supply scheme, including extensive pipeline installations and construction of water storage tanks. Operational activities have commenced in some areas, with the project expected to be completed by June 2025. Financial progress stands at 89%, and physical progress is at 91%.



Drainage System Rehabilitation

This project has reached a critical milestone with full payment disbursed. Most of the drainage system is complete, including a major Nalla (stormwater drain) for wastewater management. The project is on track for completion by July 2024, with 97% physical progress achieved.

Internal Roads and Nalla Widening

Dismantling of internal roads is complete, and 3500 Rft of drainage Nala has been constructed out of 6600 Rft. The project has achieved 65% physical completion, and is targeted to finish by June 2026.



Road Network Upgrades

Significant progress has been made on 17 roads connecting to Chuhar Jamali. Earthwork and asphalt applications are ongoing, with completion expected by December 2024. Progress stands at 76%.

These initiatives under the PRS aim to enhance urban development in Chuhar Jamali, thereby promoting sustainable growth and prosperity.



Secondary School Complex

Construction of the new secondary school has faced delays due to insufficient funding, causing an eight-month setback. However, some ground floor structures are complete. There is an ongoing effort to complete the project by June 2026.



Past Activities and Achievements

Municipal Finance Assessment

Municipal finance refers to the management of the municipal government's financial activities such as property and excise taxes, user fees, and intergovernmental transfers. The Directorate has completed a Municipal Finance Assessment Study for all 30 Districts of Sindh which provides better understanding of current and potential revenues and capacity of existing infrastructure and resources. It also offers detailed recommendations for achieving financial self-sufficiency and improved service delivery. The study report can be accessed at: <https://urbandirectorate.gos.pk/wp-content/uploads/2025/05/Municipal-Finance-Assessment-Study-.pdf>

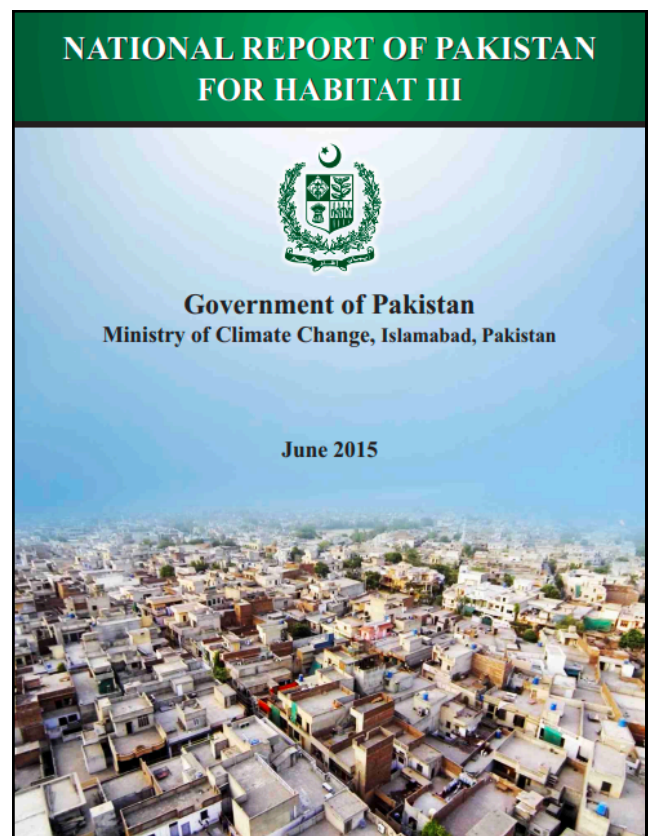


Collaboration with the Thar Foundation

On May 11, 2018, DURPSP and the Thar Foundation signed a memorandum of understanding to jointly develop the Master Plan for Islamkot. The plan has been approved and notified.

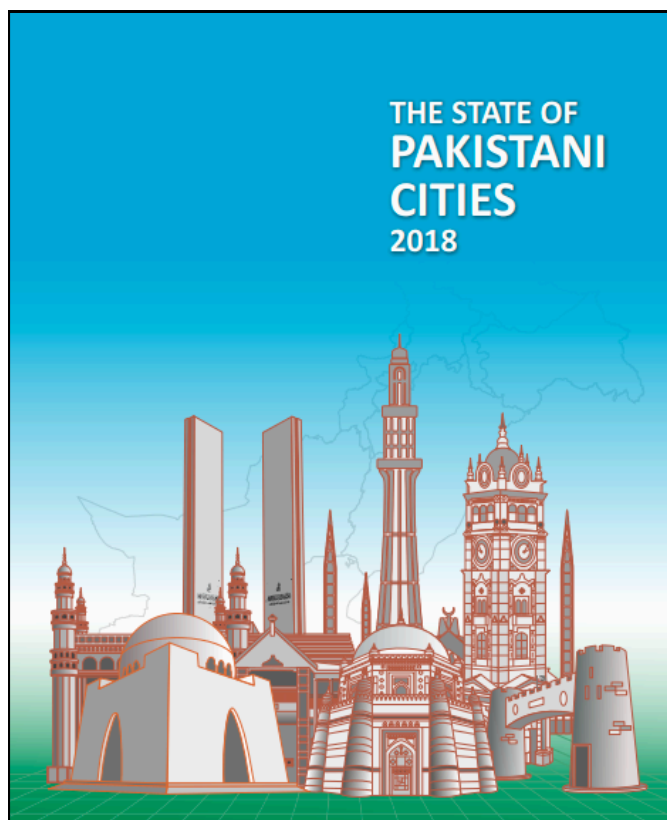
Preparation of the Country Report for UN HABITAT-III

The Directorate of Urban & Regional Policy & Strategic Planning was designated as the focal agency for Sindh to coordinate with UN-Habitat on Pakistan's Country Report for UN-Habitat-III. The Directorate reviewed the "UN Habitat Country Program Pakistan 2018-22," and shared its comments with the Planning & Development Department.



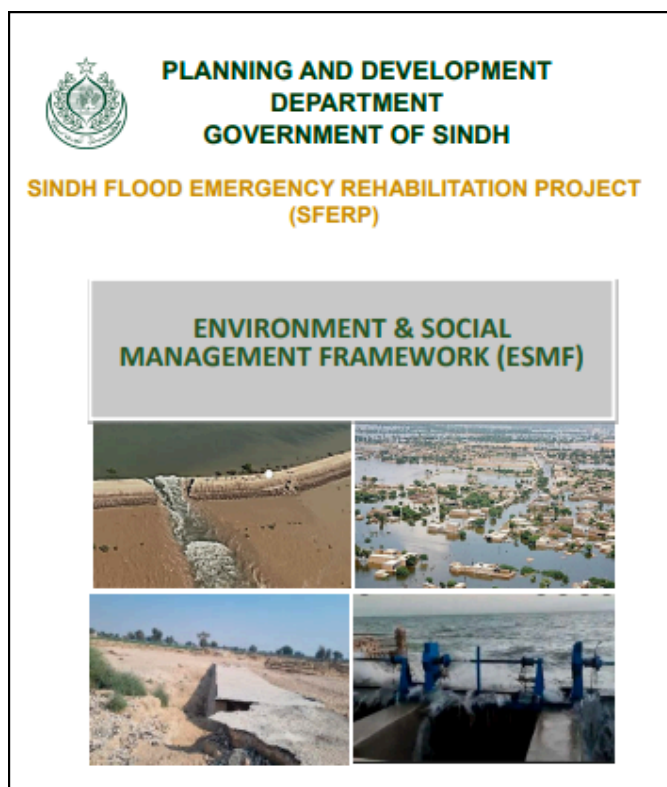
UN-Habitat – Profile Report: State of Pakistani Cities

In September 2016, the Federal Ministry of Climate Change (MOCC), with support from the UN HABITAT and funding from the Australian Government, began developing the “State of Pakistani Cities Report.” This report analyzes urbanization in Pakistan, examining economic, social, demographic, political, and cultural aspects. The Directorate assisted by organizing stakeholder meetings, collecting data, reviewing drafts, and hosting workshops. In 2017, the Directorate's technical team reviewed the draft, which was then shared with relevant Government of Sindh departments, leading to the final report's completion in 2018.



Environmental & Social Management Framework (ESMF) Study for MSAN Project

The Directorate prepared the Environmental & Social Management Framework (ESMF) study for the Multi-Sectoral Action for Nutrition (MSAN) Project in Sindh, covering 15 districts. The ESMF report, including the Environmental Social Management Plan (ESMP) and Integrated Pest Management Procedure (IPMP), was finalized and approved by the World Bank in January 2017.



Environmental & Social Baseline Assessment under Accelerated Action Plan (AAP)

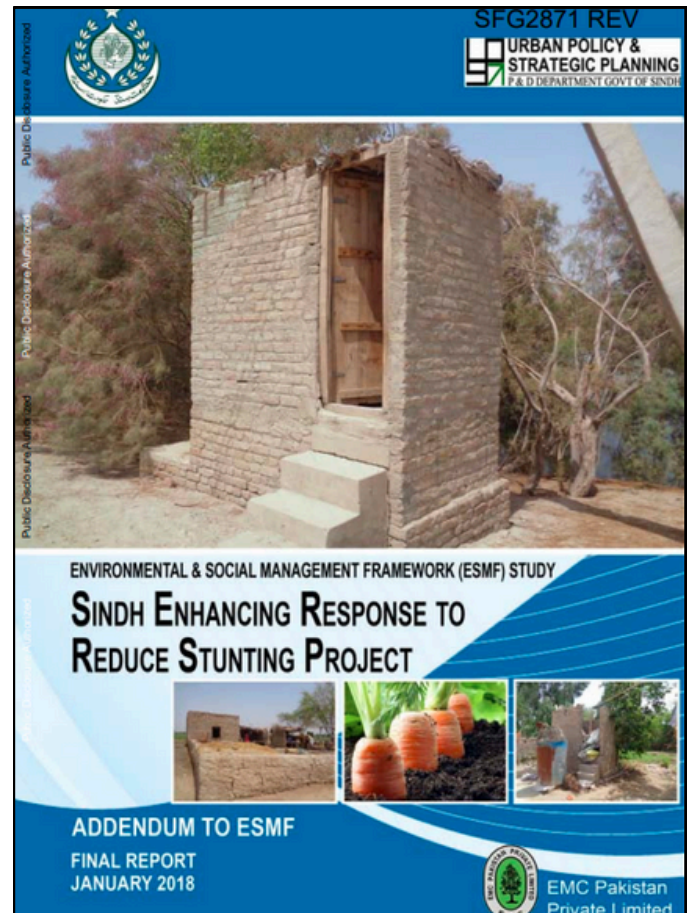
The Sindh government has collaborated with the World Bank to develop the Accelerated Action Plan for Reduction of Stunting and Malnutrition (AAP), which covered 14 districts not included in the MSAN project. The baseline analysis was finalized and approved by the World Bank in January 2018. As the designated focal agency, the Directorate was responsible for managing key aspects of the project, including hiring consultants, overseeing the procurement process, reviewing submitted reports, and ensuring the timely handover of deliverables to the relevant authorities.

Climate Change Initiatives

The Directorate, designated as the focal agency for climate change tasks, assisted in preparing Green Climate Fund (GCF) concept papers, reviewed Pakistan's Intended Nationally Determined Contributions (INDC) report under the Paris Agreement, and led consultations on the Draft Sindh Climate Change Policy (SCCP) to integrate climate action into development planning.

Transport Modelling and Feasibility Studies

The Directorate developed concept papers, approved by the Provincial Development Working Party (PDWP), for transport modelling and feasibility studies for mass transit systems in Hyderabad and Sukkur cities.



Sindh Sanitation Policy

The Directorate prepared a "Sindh Sanitation Policy" draft which was finalized by the PHE&RDD Department Government of Sindh in 2017.

The central vision, embodied by the motto "Saaf Suthee Sindh" (Neat & Clean Sindh), aims to eradicate open defecation and provide sanitation facilities for every household by 2025. This can be done through the increased availability of household sanitary latrines, hygiene promotion, implementing comprehensive waste management systems with significant urban and rural coverage, and developing robust wastewater and solid waste management systems.

The policy focuses on alignment with the SDGs and integrates water, sanitation, and hygiene (WASH) services into its health and nutrition programs, so that awareness can be spread. While the government manages main infrastructure, communities are also responsible for local sewers. Further measures will be taken to monitor the effectiveness of these initiatives, ensuring long-term impact within the communities is served.

The policy builds on the Pakistan Approaches to Total Sanitation (PATS) framework and employs Community-Led Total Sanitation (CLTS) methods to collectively stop open defecation, with follow-up activities ensuring sustained improvements. Similarly, School-Led Total Sanitation (SLTS) initiatives consist of Lady Health Workers trained in WASH practices that engage children in adopting hygiene messages. This continuous engagement helps improve overall health and wellbeing.



This initiative gives special attention to the marginalized groups, including the poor, women, children, the elderly, and the disabled, by engaging them in community awareness, hygiene education, and waste management efforts. Menstrual hygiene management is also a key component, providing access to safe sanitary products.

Strong institutional arrangements and adequate financing are required for effective implementation of this policy. Therefore, it calls for updates to the Sindh Local Government Act to clearly define roles and responsibilities. A Water and Sanitation Regulatory Body will be established to ensure fair and universal access to services and to enforce environmental regulations. Funding mechanisms include increased government allocations to relevant departments, performance grants for local governments and the introduction of a formula-based performance grant system.

To ensure accountability and effective service delivery, an independent system will track progress and enforce incentives.

The Sindh Sanitation Policy 2017 represents a comprehensive and ambitious framework to transform sanitation standards for a more hygienic environment ensuring a "Saaf Suthee Sindh".

Karachi Transformation Strategy (KTS)

DURPSP, supported by the World Bank, has been instrumental in advancing the Karachi Transformation Strategy (KTS).

Key achievements include the establishment of the Project Implementation Unit (PIU) for Karachi Quick Win Project (KQWP), with DURPSP acting as its PIU secretariat. This involved operationalizing systems for KNIP, including finance, HR, and administration to implement rapid, cost-effective interventions in partnership with the Government of Sindh. The process required extensive stakeholder coordination, regular communication with the World Bank, sharing data, and oversight of the World Bank consultants' work.

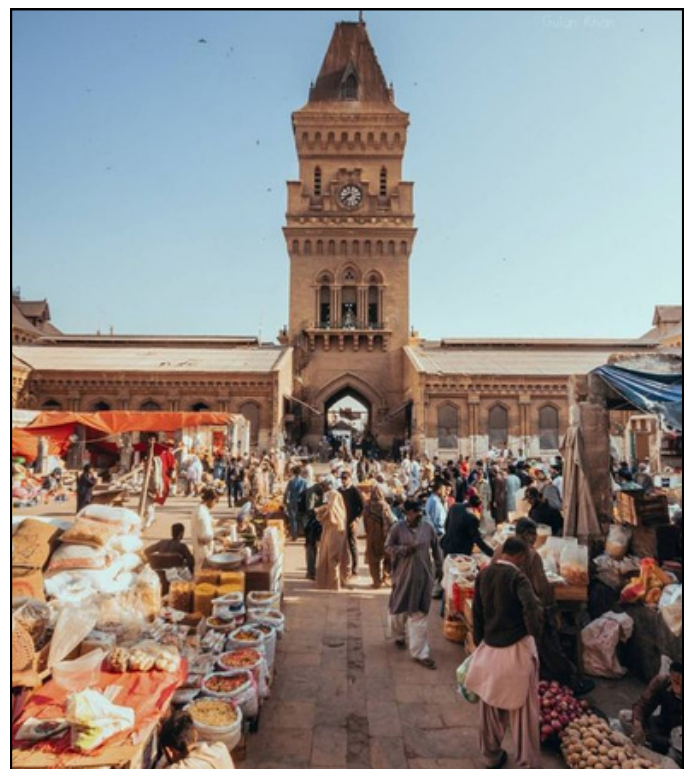
Supported by the World Bank in 2017, the Directorate developed a diagnostic report titled "Transforming Karachi into a Livable and Competitive Megacity." They facilitated workshops addressing key urban challenges and prepared essential documents such as the Environmental and Social Management Framework (ESMF) and Resettlement Policy Framework (RPF). Furthermore, the Directorate prepared PC-I documents, negotiated the loan agreement with the World Bank, coordinated critical project meetings, and finalized ESMF reports. These efforts highlight its commitment to strategic urban development and collaboration.



Seaview Beach



Charminar Chowrangi



Empress Market

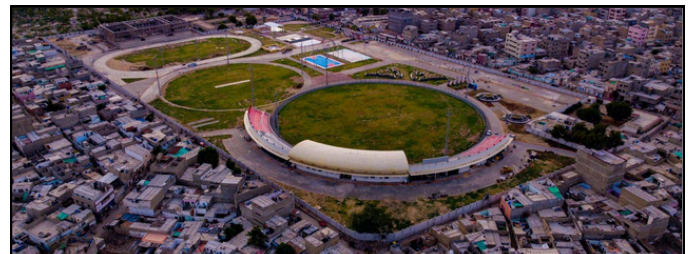
KNIP: A Transformative Success Story

The Karachi Neighborhood Improvement Project (KNIP), started in 2017, aims to rejuvenate various aspects across the city such as infrastructural development to improve connectivity, public space expansion to promote community engagement and physical well-being, environmental sustainability to mitigate pollution and enhance urban ecology, and heritage conservation to safeguard Karachi's rich architectural legacy. Successful key interventions include the Single Window Facility at the Sindh Building Control Authority (SBCA), the re-development of the Culture and Education Area at People's Square, the rehabilitation and upgradation of Boat Basin, the redevelopment and neighborhood improvement at Kakri, and the construction and redevelopment of Sherpao Sports Complex in Malir.

KNIP symbolizes a transformative journey towards a more livable, sustainable, and resilient metropolis. This ambitious project, which aligns with Pakistan's Vision 2025, has not only focused on immediate infrastructural enhancements but also on long-term environmental and community health. Through its dedicated Project Implementation Unit, KNIP continues to advance Karachi's urban development with a comprehensive approach, ensuring the benefits are far-reaching and enduring for the city's inhabitants.



People's Square



Kakri Ground



Saudabad Chowrangi



Saudabad Road



Star sports complex Sherpao

In Conversation: Interview with the Director General

As part of this issue, DURPSP's Newsletter Team sat down with Dr. Imtiaz Bhatti, Director General, to reflect on the Directorate's progress, internal challenges, and his long-term vision for institutional reform. Below are selected highlights from that candid exchange.

Q: What was the condition of the Directorate when you assumed office, and how did you approach the challenge?

"When I took charge, basic systems were broken – no functioning biometrics, no regular staff meetings, IT equipment and CCTV cameras in disrepair, and a culture that accepted absenteeism as normal," Dr. Bhatti recalled. "It was clear that the real challenge wasn't technical – it was cultural."

His first step was to restore administrative order: repairing office equipment and vehicles, reinstating biometric attendance, mandating use of official emails, and improving connectivity. "I started with the basics – because unless you fix the daily work environment, you can't talk about performance," he said.

Q: You introduced a performance-based honorarium system. How was that received?

"Let's be honest – it was met with strong resistance," the DG said with a smile. "Staff were used to receiving fixed honoraria – equivalent to four or five months' salaries



– regardless of their output. When I proposed a merit-based scheme linked to documented performance, it rattled the system."

"When reform begins, the mafias of the status quo resist tooth and nail," he reflected. The new performance-based honorarium plan was not palatable for some of the staff. "But I remained firm," he added.

"This was about making performance visible and rewarded." Despite resistance, honoraria were eventually disbursed to all staff based on actual contributions. Those who worked hard felt genuinely recognized – many for the first time in years.

Real change starts with leadership that leads by example!

Start a reform, and you stir the mafias of the status quo into action!

Q: Was this resistance limited to the honorarium issue?

“Not at all,” he said. “There’s resistance to any attempt to change the status quo. Efforts to maintain office discipline, ensure timely attendance, or simply enforce the wearing of ID cards are still contested. But I believe in leading by example – I wear my own ID card every day. You can’t ask people to follow rules you yourself ignore.”

He acknowledged that change is slow and often frustrating, but remains committed: “If you yield to pressure, you become part of the problem. I didn’t come here to maintain business-as-usual – I came to build a real planning institution.”

Q: What achievements are you most proud of so far?

“Getting secondary city master plans approved and notified is no small feat,” he said. “Many of these had been pending for years. We’ve also initiated the implementation process by engaging divisional commissioners, which was long overdue.”

He also highlighted the EU-funded Rural Growth Centers (RGC) initiative: “We’ve moved it from paper to action – targeting Sindh’s least developed districts with integrated development.”

Q: What’s your vision for DURPSP going forward?

“My goal is to transform DURPSP into a Section-42 company under the Sindh government, modeled after the Urban Unit in Punjab,” he said. “That would free us from bureaucratic hiring constraints and allow us to tap the best available talent in urban planning, policy research, and governance innovation.”

Dr. Bhatti sees DURPSP not just as a planning office, but as a provincial think tank: “We should be generating evidence, designing implementable reforms, and guiding the government on urban and regional priorities.”

Honoraria are not employee entitlements — they need to be earned. Honoraria should only be awarded in recognition of performance, professionalism, efficiency, and integrity.

Q: Any advice for young civil servants and future leaders?

- “Never compromise on principles. Be clear, be fair – and have the courage to challenge entrenched interests when you are right,” he said. “True leadership is defined by consistency, empathy, and the willingness to own both your mistakes and your decisions with integrity.”

Despite resistance, Dr. Bhatti’s resolve to instill a performance culture and transform DURPSP into a high-impact public institution remains firm. As his reform program continues, the Directorate is beginning to reflect the discipline, ambition, and innovation that urban Sindh so urgently needs.

There has been resistance to maintaining office discipline, ensuring timely attendance, or simply enforcing the wearing of ID cards. I wear my own ID card every day. You cannot ask people to follow rules you yourself ignore.

DURPSP-PUAN INTERNSHIP PROGRAM

Insights with Interns: *Next Generation in Focus*

Since 2011, the Pakistan-U.S. Alumni Network (PUAN), in collaboration with the U.S. Mission in Pakistan, has been offering an exciting three-month National Internship Program each summer. This 12-week internship not only enhances job market competitiveness but has also led to full-time job offers for many past participants. Dr. Imtiaz Bhatti, Director General of DURPSP, as a Fulbright alumnus, is a member of PUAN. Dr. Bhatti participated as a mentor in the PUAN internship program and offered to host three interns. Given below are the profiles of the selected interns.



RAMSHA KHAN

When she joined DURPSP as an intern, Ramsha was a Third-year business administration student aiming for a master's in marketing. She became a PUAN member in 2018 after completing the US-Government-funded Exchange English Works! Program. She is keen on the Urban Directorate's project planning and execution and is particularly interested in its housing and environmental sectors. Ramsha envisions a future marketing role where she educates people about Pakistan and its resources.



SUBHAN ALI

Subhan was pursuing his BSc. in Computer Science at the University of Karachi, when he started his DURPSP internship. He joined PUAN in 2019 after completing the US Government-funded Access Exchange program. Fascinated by data analytics and smart city initiatives, Subhan is keen on GIS Technology for its potential to enhance his skills in data analysis and programming. After the completion of his internship, Subhan was offered a job at the Directorate due to his diligence and attention-to-detail.



Welcome meeting of Interns with the DURPSP staff



Interns delivering presentation on assigned topics

**SAJAN BHEEL**

Sajan was doing his Bachelor's in Literature and Linguistics from Benazir Bhutto Shaheed University, Lyari, at the start of his internship with DURPSP. He joined PUAN in 2021 after completing the US Government-funded RELO's English Works! Program. He aims to contribute to urban planning by creating and implementing policies to improve city infrastructure like hospitals and schools.

**ZAIN MALIK**

The Directorate welcomed its fourth intern, Zain Malik, from the Institute of Business Administration, Karachi. Zain joined the internship when he was doing his bachelor's studies in Accounting and Finance. Zain is keen on strategic planning and think tanks. During the internship, he hoped to learn the ropes of project management and teamwork skills. In the future, he aspires to join the consulting industry, leveraging his strategic planning and critical thinking abilities.

Highlight



The US-Consulate held a ceremony where Public Diplomacy Officer Anamariah Carrels presented internship completion certificates to three Pak-U.S. Alumni Network (PUAN)-sponsored interns. The Director General also joined in on celebrating their achievements. A Consulate colleague applauded the Directorate for "hosting the most interns in town," underscoring its leadership in creating valuable professional pathways for young Pakistanis.

Yearly Round-up of Key Activities and Achievements

Rural Growth Center (RGC) Chachro, Tharparkar

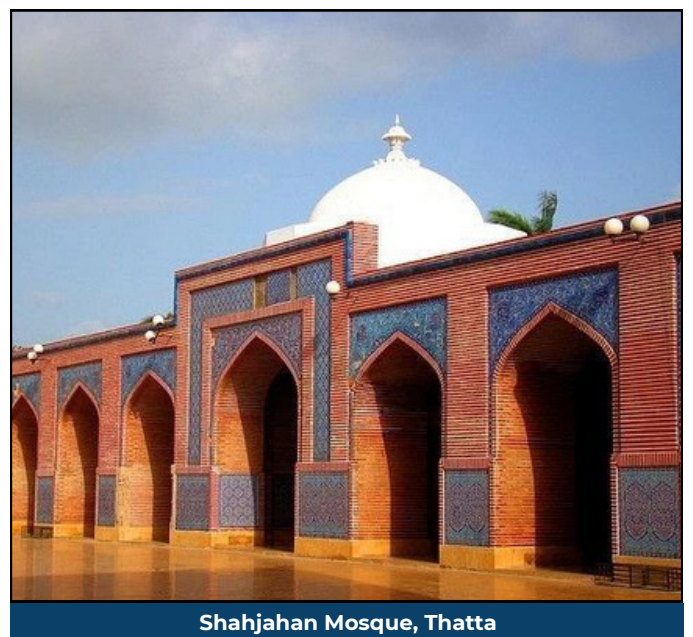
On April 3, 2024, a scoping meeting was held at the DC Office in District Tharparkar to discuss the implementation of the Rural Growth Center (RGC) in Chachro under the Poverty Reduction Strategy (PRS) by the Government of Sindh



Scoping Meeting For Rural Growth Centers In Thatta District

On April 18, 2024, a scoping meeting was held at the District Coordination Office in Thatta, which focused on the establishment of Rural Service Hubs (RSH) under the Sindh Government's Poverty Reduction Strategy (PRS). Key areas discussed included Ghora Bari, Vur, and Charo, aiming to transform these towns into sustainable growth centers.

After baseline surveys for RGC schemes, the Directorate will prioritize interventions for providing social and commercial facilities and infrastructure. The next steps involve identifying projects in collaboration with administrative departments and preparing their PC-Is.



Shahjahan Mosque, Thatta

Rural Growth Center Initiative Launches in Talhar, Badin

The Government of Sindh has established a Rural Growth Center (RGC) in Talhar, Badin. The scoping meeting was held at the Deputy Commissioner's office highlighting urban poverty and fostering economic development in the region.

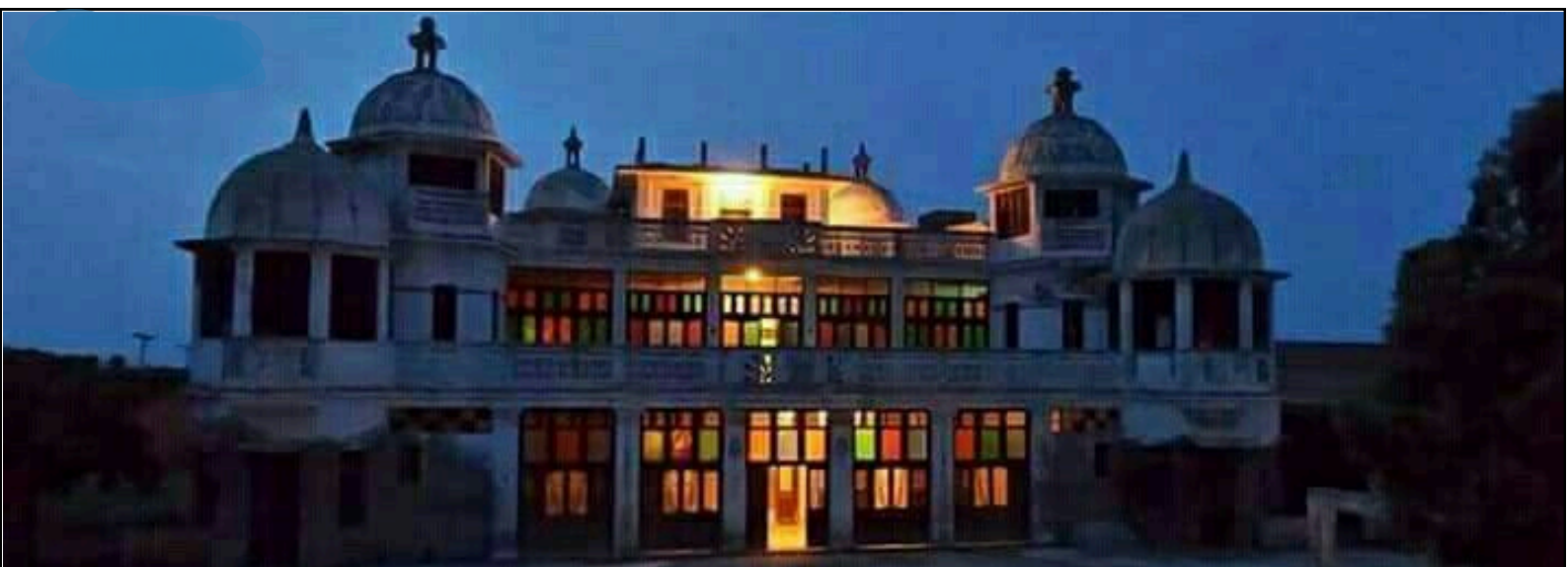
The scoping exercise included socio-economic surveys, field visits by EU and DURPSP representatives, GIS mapping of existing infrastructure and social services, and consultative workshops with local administrative departments. These activities identified the community's needs, ensuring that the projects would be relevant and impactful.

Future Steps

Moving forward, DURPSP will prepare detailed project plans (PC-Is) in collaboration with the concerned departments, providing technical assistance and ensuring quality of execution. The launch of the Talhar RGC is a significant step to transform the town into a vibrant rural growth center, improving the living standard for its residents.

The specific objectives of the Talhar RGC include:

- Ensuring a regular supply of clean drinking water and proper sanitation facilities.
- Providing access to an affordable and nutritious diet for local citizens.
- Developing affordable and adequate housing with disaster protection measures.
- Ensuring access to quality healthcare services.
- Enhancing literacy and vocational skill rate to boost employment.
- Encouraging enterprise development to increase household income levels.



Sahiban Mahal, Badin

Workshop Report Sukkur Division: Envisioning The Future of Sindh's Secondary Cities

Stakeholders' Consultation and Future Vision-Building Workshops

In May 2024, DURPSP concluded a series of workshops to inform people about the ongoing preparation of Development Master Plans (DMPs) for the towns of Khairpur, Rohri, Ghotki, and Mirpur Mathelo. The purpose of these workshops was to gather feedback, understand stakeholders' needs and identify key areas for stimulating socio-economic development.

This initiative marks a significant step towards realizing a future vision for Sindh's secondary cities, promoting inclusive growth and development across the region.



The workshops were meticulously planned and executed at various venues as follows:

- Rohri: April 29, 2024, at Darbar Hall, DC Office Sukkur
- Khairpur: April 30, 2024, at Darbar Hall, DC Office
- Ghotki: May 2, 2024, at District Council Hall
- Mirpur Mathelo: May 2, 2024, at District Council Hall

Intern's Visit to Chuhar Jamali Sujawal with DURPSP Leadership

In the last week of May 2023, the interns traveled outside Karachi, with their first stop being the Deputy Commissioner's Office in Sujawal, where a progress meeting was held to discuss the various ongoing projects in the RGC Chuhar Jamali. The meeting was attended by DC Sujawal Mr. Zahid Hussain, DG DURPSP Dr. Imtiaz Bhatti, along with senior officers, directors and interns. The discussions were comprehensive, covering outcomes of the RGC projects. The interns gained first-hand experience of high-level project management and decision-making processes.

The trip to Chuhar Jamali was a profound learning experience for the interns, where they engaged with senior officials, and witnessed the transformation brought by DURPSP's initiatives. Their discussions with the DC of Sujawal and the directors helped broaden their perspectives.



IBA Students Meet the Director General and Staff

On June 3, 2024, students from the Institute of Business Administration (IBA) gathered at the Director General's office for a special meeting, where they had the unique opportunity to meet with the interns and the staff of DURPSP.

The Director General, Dr. Imtiaz Bhatti, shared insights into the objectives of DURPSP and discussed possible future career paths for the students. Moreover, interns shared stories from their experiences in the fields, like Chuhar Jamali district Sujawal. The meeting was a great opportunity for the students to learn about urban planning and its impact on communities.



Administrative and Logistical Improvements in the Directorate

Upon assuming office as Director General of DURPSP on February 27, 2024, Dr. Imtiaz Bhatti launched a focused reform agenda to modernize internal systems, improve workplace conditions, and promote a results-oriented culture. The reforms reflect a commitment to institutional efficiency, transparency, and staff motivation — pillars essential for delivering on DURPSP's ambitious mandate.

Biometric System and Security Enhancements

One of the first major reforms was the repair and reactivation of the biometric attendance system, along with the installation of surveillance cameras throughout the office premises. These measures have strengthened discipline, reduced absenteeism, and fostered a greater sense of accountability among staff. The system now ensures accurate attendance monitoring and supports a secure, professional working environment.

Repair of Vehicles and Office Infrastructure

Dr. Bhatti also prioritized logistical improvements. Office vehicles, long neglected and non-functional, were repaired to support official field visits and logistics. Simultaneously, outdated IT and communications infrastructure—including desktop computers, internet routers, and telephone lines—was upgraded. These enhancements have enabled smoother internal communication, faster data sharing, and overall greater operational efficiency.

Merit-Based Honoraria for Staff

For the first time in the Planning & Development Department (if not in any Sindh government department), DURPSP has introduced a totally merit-based honorarium system under Dr. Bhatti's leadership. Moving away from the traditional practice of distributing fixed honoraria regardless of performance, this initiative recognizes individual contributions based on documented output and measurable achievements. It aims to build a culture of professionalism, reward excellence, and boost motivation among staff, aligning incentives with organizational performance. This marks a transformative shift in how government departments acknowledge and incentivize hard work.

Yearly Timeline of Events

PAIDAR - Meeting

On March 6, 2024, a strategic meeting was held with the PAIDAR program team to discuss scoping visits for Rural Growth Centers (RGCs) and establish priorities for their development, charting the way forward for impactful initiatives.

PAIDAR - Field Visit

On March 21, 2024, a field visit to RGC Talhar in Badin was conducted in collaboration with the PAIDAR team. The delegation also met with the Deputy Commissioner of Badin and reviewed proposed development schemes in the area.

PAIDAR and Rural Growth Centers

On March 20, 2024, the PAIDAR team along with representatives from the European Union visited the Directorate to finalize a tentative schedule for scoping visits to Rural Growth Centers (RGCs). Subsequently, on March 21, a field visit to RGC Talhar in Badin was conducted. The delegation, led by the Directorate General, collaborated with the Deputy Commissioner of Badin and other relevant government officials. They reviewed proposed development schemes in the region, thereby gaining valuable insights into local needs and potential interventions through this direct engagement.

Staff Discipline: Provision of Uniforms

To enhance professionalism and uniformity, official uniforms were distributed to all lower-grade staff members during the month of May.

Eid Milan Gathering



An Eid Milan gathering on April 14 fostered team spirit among Directorate staff. The DG highlighted the importance of such events and assured prompt solutions to staff concerns. During the event, staff members shared their thoughts on their personal and professional lives. The discussions helped build camaraderie and mutual understanding. The DG emphasized the role of these gatherings in strengthening workplace relationships, open communication and collaboration among staff, reiterating his commitment to addressing any issues promptly and effectively.

Meeting with the World Bank

A meeting with the World Bank team, led by Davison Muchadenyika, took place on April 19. Discussions focused on collaboration opportunities and aligning goals for sustainable urban and rural development.

Field Visit - Thatta



On April 18, a Directorate team led by the DG conducted field visits in Thatta district to evaluate Rural Growth Centers (RGCs) in Vur, Gaarho, and Ghoru Bari. This scoping mission focused on assessing site conditions and identifying development opportunities to bolster regional growth initiatives.

Coordination Meeting with UNIDO and EU delegation

On April 24, the Directorate held a meeting with UNIDO and the EU delegation to review the progress of PAIDAR program initiatives and Rural Growth Centers (RGCs). Key points were finalized for presentation during the follow-up meeting the chairman the next morning.

Stakeholder Seminar on Nawabshah Master Plan



On May 23, a stakeholder seminar was held to discuss Nawabshah's draft master plan. Co-chaired by the Director General of DURPSP and the Commissioner of Shaheed Benazirabad, the seminar brought together senior elected representatives, government officials, and civil society members. This event provided a vital platform for gathering feedback and fostering consensus on planning priorities.

Field Visit - Chuhar Jamali

On August 6, the Director General and staff visited the Rural Growth Center (RGC) in Chuhar Jamali, Sujawal, to monitor the ongoing development schemes. This visit highlighted the Directorate's dedication to ensuring consistent progress and effective implementation of initiatives, demonstrating their proactive approach to fostering sustainable growth.

Site Visit: Chuhar Jamali

On May 29, the DURPSP team, led by the Director General, conducted a site visit to the RGC in Chuhar Jamali to evaluate the progress of various development schemes underway. This visit demonstrated the Directorate's proactive approach to ensuring accountability and effective implementation of projects by engaging directly with on-ground activities. The team's assessment provided valuable insights into the advancement of regional growth initiatives, further solidifying the Directorate's commitment to fostering sustainable development at the local level.

Follow-Up Stakeholder Meeting on RGC

A follow-up stakeholder meeting regarding the RGC was held on August 12 at the Directorate in Karachi. Key participants included the Deputy Commissioner of Sujawal, government officials, and the Chairman of the Chuhar Jamali Town Committee, reflecting a collaborative effort to align on priorities and strategies for advancing regional development.

Project Steering Committee (PSC) Meeting



The Project Steering Committee (PSC) meeting of the Rural Growth Centers (RGC) project under the Poverty Reduction Strategy held on August 22, 2024. The meeting was presided over by the Chairman, Planning & Development Board. A sub-committee under the DG was constituted to finalize the new RGC in Larkano.

Capacity Building Follow-Up Meeting

A follow-up session on capacity building assessment was held with the PAIDAR-appointed consultant. The meeting focused on reviewing the initial findings and drafting an actionable roadmap for staff development and institutional capacity enhancement.

Capacity Building Assessment Meeting with PAIDAR Team

On August 23, a meeting was held with the PAIDAR team, including a capacity building consultant, to evaluate the training needs of Directorate staff. The discussion aimed to identify gaps and develop strategies for institutional strengthening and staff development.

Urban Planning Seminar at NED University

On September 20, the DG attended a climate resilience seminar at NED University's Karachi campus, organized by the Urban Unit Lahore. The DG shared that the secondary city master plans created by the Directorate include detailed climate resilience sections. The event highlighted modern urban planning practices and innovative strategies from across Pakistan.

Stakeholder Engagement - Badin



On October 8, a seminar was organized in Badin to discuss the city's draft master plan. Elected officials, the Deputy Commissioner, and other stakeholders engaged in productive dialogue to address local development priorities.

Capacity Building - Follow-up

On October 10, a follow-up meeting on capacity building for Directorate staff was held with the PAIDAR-appointed consultant. The session focused on reviewing initial findings and outlining an actionable roadmap for institutional enhancement and staff development.

The official website of the Directorate for Urban and Regional Strategic Planning (DURSP)



In October 2024, the official website of the Directorate for Urban and Regional Strategic Planning (DURSP) underwent a significant transformation with a complete revamp. This redesign focused on updating staff information, improving the website's content, and enhancing its visual and functional elements. By adopting a more user-friendly interface, the revamped website aimed to increase public accessibility and transparency, ensuring that stakeholders and the community could easily engage with the Directorate's initiatives and updates.

Masterplan Growth Scenario Discussion

On October 16, a technical meeting with a team from Messrs. Asian Consultants focused on analyzing growth scenarios for various city masterplans in northern Sindh, ensuring data-driven and context-sensitive urban planning strategies.

Enhancing cybersecurity and promote ethical IT practices

To enhance cybersecurity and promote ethical IT practices, all official laptops were upgraded to feature genuine licensed software. This strategic transition from pirated software significantly bolstered defenses against cyber threats, while ensuring adherence to essential data protection standards. The move not only improved the overall IT infrastructure but also underscored the organization's commitment to maintaining integrity in its technological operations.

Staff Lunch at the Directorate



On November 25, the Directorate hosted a staff lunch attended by the Director General and all employees. The event, funded through contributions from senior staff, offered an opportunity for appreciation and informal camaraderie among colleagues.

Stakeholder Seminar - Sujawal



On November 20, a stakeholder seminar on Sujawal's draft master plan was held, attended by the Commissioner of Hyderabad along with local officials and community representatives. The event fostered collaboration and provided a platform for constructive feedback on urban development initiatives in Sujawal.

Stakeholder Seminar - Thatta



A comprehensive stakeholder seminar was held in Thatta related to the master plan. The event was attended by key public figures including the Deputy Commissioner of Thatta, the Chairman of the District Council, Syed Riaz Hussain Shah Shirazi, Provincial Minister for Auqaf, Religious Affairs, Zakat, and Ushr, and Member of the National Assembly Syed Ayaz Shah Shirazi. In his presentation, the DG shared the highlights of the master plan. He then answered the questions from the participants. The seminar facilitated a broad-based dialogue on regional development priorities.

Stakeholder Seminars in Mirpur Mathelo and Ghokti



On December 9, a seminar at the Deputy Commissioner's Office in Mirpur Mahtelo discussed the master plans for Ghotki and Mirpur Mathelo. MPA Abdul Bari Pitafi and MNA Sardar Ali Gohar Khan Mahar attended with other stakeholders. The DG presented the master plan highlights and answered participants' questions.

Stakeholder Seminar in Khairpur



On December 11, a seminar at the Deputy Commissioner's Office in Khairpur focused on disseminating the city's draft master plan. Local leaders and technical experts engaged in open discussions to ensure inclusive development strategies, while the Director General presented the plan's highlights and addressed participants' questions.

Stakeholder Seminar in Rohri



On December 10, a seminar for the dissemination of Rohri's master plan was conducted at the Commissioner's Office in Sukkur. The event, attended by Mr. Arsalan Islam Shaikh, Mayor of Sukkur, along with other municipal officials, served as a platform for stakeholders to provide constructive feedback, aiming to refine the plan prior to its final approval. During the presentation, the Director General shared the key aspects of the master plan and subsequently addressed inquiries from the participants.

Professional Development for Employees

On December 17, the Director General conducted a seminar focused on international scholarship opportunities for graduate studies, aiming to inspire staff to explore avenues for professional growth and capacity building. The seminar emphasized the importance of higher education and global exposure as key elements in enhancing skills, fostering innovation, and boosting morale among employees. By presenting detailed insights into various programs and application processes, the session reinforced the organization's commitment to nurturing talent and supporting personal development.

Seminar by Director General



On December 23, the Director General presented an insightful seminar on the intricate relationship between poverty alleviation and economic development, concluding the year's series of knowledge-sharing events. Organized by the Research and Training Wing of the Planning & Development Department, the session delved into the complex interplay between reducing poverty and fostering economic growth. The discussion emphasized how strategic initiatives in economic planning can address systemic poverty, offering participants valuable perspectives to shape future development strategies effectively.

Lecture by Director General



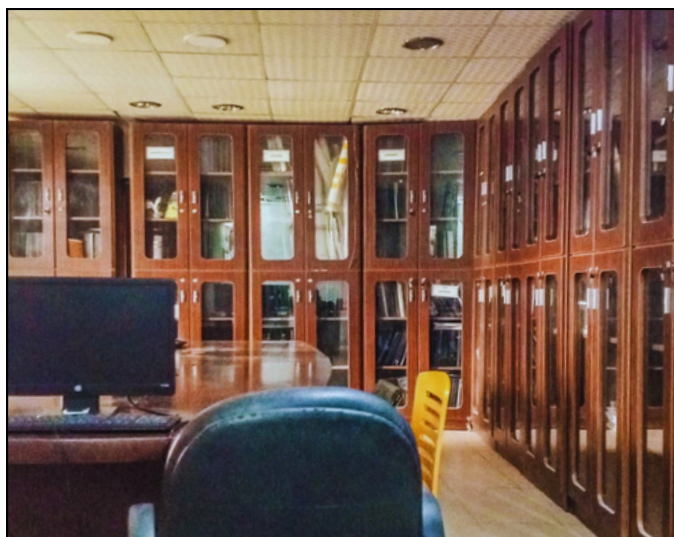
On December 19, the Director General delivered an insightful lecture on cost-benefit analysis of development projects to participants of the Senior Management Course at the Sindh Government Officers' Club. Organized by the Management Training Wing of SGA&CD, the session underscored the importance of evaluating the economic and social returns of development initiatives and provided practical approaches to optimizing resource allocation. This engaging program aimed to enhance decision-making skills among senior management professionals and foster a deeper understanding of strategic project planning techniques.

Future Plans: Upgradation of The Urban Resource Center (URC)

Urban policymakers depend on a wide range of information to design sustainable cities and implement strategic initiatives. A well-resourced library plays a critical role in providing this information while also fostering learning and collaboration. Recognizing this need, the Urban Directorate established the Urban Resource Center (URC) in [year/location]. Originally, the URC housed only project-specific documents. However, it has now outgrown its initial purpose, prompting the Directorate to plan its transformation into a full-fledged library. This new facility will house an extensive collection of books, journals, and digital resources focused on urban planning, development, and policymaking, ensuring that the Directorate staff will always have access to essential information.

Currently, the URC functions as a semi-library, housing a collection of up to 2000 reports, policy briefs and books. The URC aims to be a catalyst for research and action, bridging the gap between data, policy and implementation. Our vision is to expand the URC into a modernized provincial knowledge center equipped with:

- **Comprehensive Resources:** A continually updated repository of publications, reports, and policies covering urban development, environmental sustainability, and governance.
- **Digital Integration:** A digital portal offering access to the URC's vast collection, enabling users to browse, search and download resources from anywhere.
- **Interactive Spaces:** Reading areas, meeting rooms and seminar spaces designed to encourage collaborative learning.
- **Knowledge Exchange:** Regularly hosted workshops and lectures featuring experts ensuring that the URC remains the front of provincial thought leadership.



Future Plans: Conversion of the Directorate into a Public Company

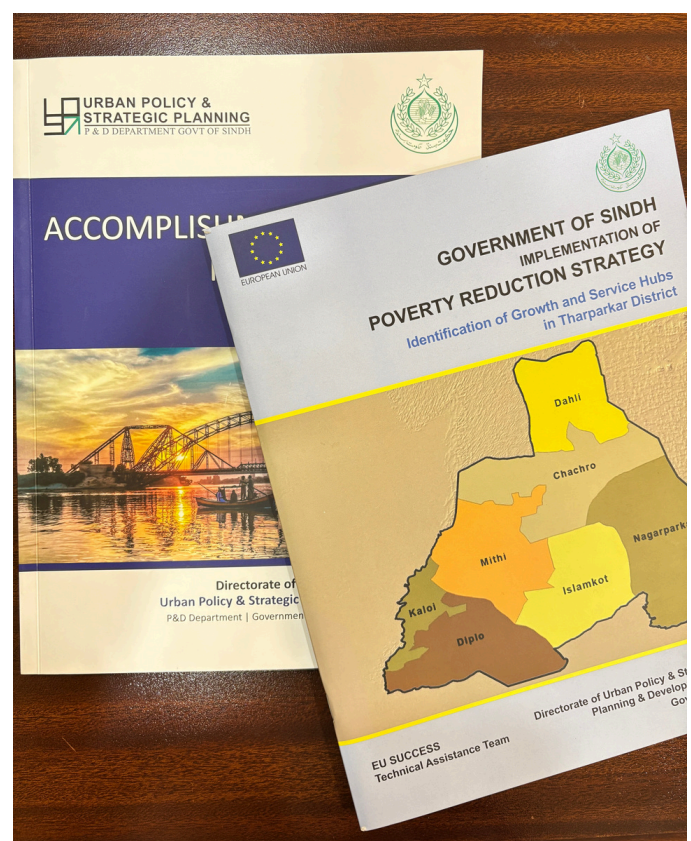
The Directorate of Urban & Regional Policy and Strategic Planning (DURPSP) envisions becoming the premier institution for integrated urban and regional development in Sindh. Since its establishment in 2013, the Directorate has served as a vital technical arm of the Planning & Development Department, leading the formulation and implementation of district headquarters and secondary city master plans, contributing to the province's poverty reduction strategy, and piloting innovative initiatives like the EU-supported Rural Growth Centers. Despite its achievements, the Directorate's current structure as an attached department limits its operational flexibility, technical capacity, and long-term financial sustainability.

To meet the increasingly complex demands of urban and regional planning, DURPSP now seeks to transform itself into a government-owned, for-profit Section 42 company registered with the Securities and Exchange Commission of Pakistan (SECP). This transformation, modeled on the successful example of the Urban Unit in Punjab, will provide the Directorate with corporate-level independence while retaining government ownership and oversight. The transition will enable the recruitment of highly qualified, market-based professionals, foster public-private partnerships, and expand the Directorate's ability to offer policy advice, technical research, and planning support across multiple sectors and regions.

As a professionally managed entity, the restructured DURPSP will house specialized divisions in urban and rural planning, GIS and spatial analytics, infrastructure and mobility, municipal finance, and project implementation. The creation of a centralized spatial database, integration of city surveys and infrastructure maps, development of GIS-based tax systems, and support for strategic infrastructure aligned with CPEC will become core competencies of the new entity.

These services will be complemented by partnerships with academic institutions, technical training initiatives, and rigorous baseline and feasibility studies to inform government decision-making. A governance model involving a Board of Directors – comprising experts and government representatives – will ensure accountability, transparency, and strategic alignment with Sindh's development priorities.

Ultimately, this transformation will position DURPSP not merely as a department executing plans, but as a dynamic policy and planning think tank capable of driving evidence-based urban transformation across the province. As the Government of Sindh moves toward institutional reform and development innovation, the establishment of the Urban Unit Sindh will mark a pivotal step in building resilient, inclusive, and future-ready cities and regions.



Editorial Board

EDITOR in Chief | Dr. Imtiaz Bhatti | Director General, URPSP

Editor

Fizza Inayat Qureshi



Fizza is an Urban Planner and interdisciplinary researcher. Her work experience spans the fields of urban studies, heritage conservation, and journalism. She possesses a Bachelor's in Social Sciences from the Institute of Business Administration, Karachi (IBA) and a Master's in Urban Planning from the University of Hong Kong (HKU). For her graduate studies, she received a scholarship from the Asian Development Bank. Her work has been published in DAWN Images, Soch Videos and the SAAG Anthology

Graphic Designer

Subhan Ali

Subhan Ali has a background in Computer Science with government sector experience. He currently manages web development and digital content at DURPSP and is an active member of the Pakistan-U.S. Alumni Network and Google Developers Group. He is skilled in Python, Java, HTML/CSS, and UI/UX design, with a goal to establish his own software company.



Editorial Team

This edition reflects the collaborative efforts of our interns - Zain Malik, Ramsha Khan, and Sajan Das Bheel - who played key roles in content creation, interviews, design, and editing. From detailed features to insightful field visit reports and department profiles, their work has contributed immensely to this newsletter.

APPENDIX: Weblinks for Master Plans

- **Badin Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Badin.pdf>)
 - **Dadu Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-DADU.pdf>)
 - **Islamkot Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Islamkot.pdf>)
 - **Jamshoro Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-JAMSHORO.pdf>)
 - **Matiari Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Matiari.pdf>)
 - **Mirpurkhas Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Mirpurkhas.pdf>)
 - **Mithi Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Mithi-.pdf>)
 - **Naushahro Feroze Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Naushahro-Feroze.pdf>)
 - **Nawabshah Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Nawabshah.pdf>)
 - **Sanghar Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Sanghar.pdf>)
 - **Sujawal Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Sujawal.pdf>)
 - **Tando Allahyar Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Tando-Allahyar.pdf>)
 - **Tando Muhammad Khan Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/05/Master-Plan-of-Tando-M-Khan.pdf>)
 - **Thatta Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Thatta.pdf>)
 - **Umerkot Master Plan**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2022/03/Master-Plan-of-Umerkot.pdf>)
-
- **Larkano Urban Development Strategy [with 2018 Addendum]**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2020/10/FINAL-REPORT-UDS-LARKANA-PRINTING.pdf>)
 - **Sukkur Urban Development Strategy [with 2018 Addendum]**
(<https://urbandirectorate.gos.pk/wp-content/uploads/2020/10/FINAL%20UDS%20SUKKUR%20WITH%20ADDENDUM.pdf>)

Contact Us

Address: Bungalow No. 37-E/2, Block-6
P.E.C.H.S, Shahrah-e-Faisal, Karachi

Phone: 021-99330207-09

Website: www.urbandirectorate.gos.pk

Email: info@urbandirectorate.gos.pk

