

MASTER PLANS OF SEVEN URBAN HEADQUARTERS

CENTERS OF MERGED DISTRICTS

SCOPE OF WORK

AND

TERMS OF REFERENCE

FOR

APPOINTMENT OF CONSULTANTS

AND

PREPARATION OF MASTER PLANS

TERMS OF REFERENCES (ToRs)

MASTER PLANING OF 7 URBAN HEADQUARTERS CENTERS OF MERGED DISTRICTS

1. Jamrud, Master Plan
2. Khar, Master Plan
3. Parachinar, Master Plan
4. Wana, Master Plan
5. Miran Shah, Master Plan
6. Kalaya, Master Plan
7. Ghalanai, Master Plan

1. INTRODUCTION

In Pakistan, there is a rapid rate of urbanization, both from rural migration, as well as from local population growth. The World Urban Population has crossed the 50% mark in 2007, meaning that more people now live in Urban Areas than Rural Areas. Pakistan will reach that tipping point in 2020, as per some estimates. It is an accepted fact that development means Urbanization, and there is no country in the World that has developed, while remaining predominantly rural. In fact, there is a direct correlation between the level of urbanization and the level of socio-economic development.

The Pakistan economy is transforming with an increasing reliance on urban economic growth. With economic activities in the urban areas producing 78% of the gross domestic product, the aging urban infrastructure is unable to provide basic services that will stimulate this economic growth and create jobs. Improved urban planning and service delivery, combined with large infrastructure investments, will provide the building blocks for sustainable urban economic growth.

Urbanization is an essential pre requisite for development, as no country in the World has developed without the process of urbanization. In fact, there is a direct correlation between urbanization and GDP of a country. Urban areas are better managed, have lower cost of service delivery per capita, provide better living conditions and better opportunities for personal growth and accomplishment. The new growth framework launched by the Federal Government, also puts huge emphasis on cities as prime movers, which can revolutionize our economy. During the last couple of decades, the ratio of GDP from agricultural sector has been declining, with corresponding increase in industrial and services sectors. In fact the real value addition in the agricultural economy is highly dependent upon a vibrant and prosperous urban sector.

The Government of Khyber Pakhtunkhwa, after the KPK-FATA merger, looks forward to expedite work on the development projects in the Federally Administered Tribal Areas and to make the best use of the available resources to facilitate the government in bringing its tribal areas into the mainstream.

The Report of the Committee on FATA Reforms 2016 highlights Urbanization as a strategy for Socio Economic Development of FATA. It states that an important component of the development plan for the newly Merged Districts would be the concept of social transformation of FATA by encouraging urbanization, by setting up modern urban hubs in all district HQs and other important trading centers.

The Ten Year FATA Development Plan (TYFDP) envisages the development of Urban Centers in Merged Districts. The existing Urban Hubs have to be upgraded, specially the Seven District Head Quarters.

1. Jamrud
2. Khar (Bajaur)
3. Parachinar
4. Wana
5. Miran Shah
6. Kalaya
7. Ghalanai

The government of Khyber Pakhtunkhwa is cognizant of this challenge, and with reference to Urban Sector Reforms, has established a dedicated policy and research unit in Planning and Development department. Proposed Mandate of the Urban Policy Unit is to assist in formulation of Urban Provincial Planning and policy framework, policies, bye laws and rules. It is to lead inter departmental, inter provincial and inter cities coordination for synergies and integration, and to coordinate with donors on urban matters. This Unit has to undertake capacity building and technical support to line departments in managing urban affairs, and to provide guidance and advice on institutional reforms and organizational restructuring. This unit will formulate economic regeneration and growth strategies for urban clusters and urban region, and will maintain Provincial GIS, and generate research and disseminate innovations in urban sectors.

2. BACKGROUND

Urbanization presents one of the key challenges and, at the same time, opportunities in the new millennium. Urbanization is taking place at a rapid pace and is beyond the effective control of most governments across the world. Even in jurisdictions where growth control boundaries have been implemented, such boundaries have been repeatedly revised to meet the demand for growth.

The scale and complexity of urban problems are increasing everywhere. All cities must plan ahead and develop strategic Master Plans to enable a sustainable future in the rapidly changing urban environment. And these plans must be reviewed and updated at a regular interval, to ensure a better economic, social and environmental future. Those cities that fail to plan ahead and execute the plans will not be competitive in the globalized world. Urban economies are contributing significantly to national exchequer and at the same time have become key employment markets. Cities indeed are important engines of economic growth and provide significant economies of scale in the provision of jobs, housing and services.

Urbanization is a universal phenomenon, and is going on at varying pace in different countries. In Pakistan, the rate of urbanization is one of the fastest in the world. At the moment, Pakistan is almost two thirds rural, but it is projected that the Urban Population will increase to fifty percent by 2030, even earlier. The migration of rural to urban, coupled with the natural increase in population, and the transformation of villages into towns, means that urban living will be the way of the future.

Previous effort in newly Merged Areas regarding Urbanization was the Tribal Areas Rural-to-Urban Centers Conversion Initiative (TARUCCI), started in 2012, which envisaged the development of at

least two small urban hubs in every merged districts. The idea was to develop Master Plans for 14 major towns, with facilities like Housing townships, bazaars/commercial areas, upgraded residential schools and colleges for girls and boys, Civic amenities and services including sewerage and garbage disposal facilities, Bus and truck terminals etc. the idea was also to provide security through Cantonments in urban hubs managed by Army or Frontier Corps garrison already present at the selected locations. The Government of the Khyber Pakhtunkhwa intends to develop urban areas of the Merged Districts as sustainable, livable and well managed engines of economic growth. A comprehensive, strategic, regional, and long-term plan is required for all cities and districts of Khyber Pakhtunkhwa.

NOTE:

- *Separate Consultants will be hired for each package of MASTER PLAN, and all Consultants will work together where required and would share data.*
- *The study is for seven City Regions of Khar, Ghalanai, Kalaya, Parachinar, Miranshah, Wana, and Jamrud including selected district headquarter cities with a population of above 30,000. Each Consultant should indicate the City Regions where they can work, and separate financial bids will be requested for each MASTER PLAN.*
- *The study is to be referred as KHAR MASTER PLAN 2040, GHALANAI MASTER PLAN 2040, KALAYA MASTER PLAN 2040, PARACHINAR MASTER PLAN 2040, MIRANSHAH MASTER PLAN 2040, WANA MASTER PLAN 2040 and WANA MASTER PLAN 2040.*

3. RATIONALE FOR THE STUDY

Master Plans are to be developed for all seven Divisional Headquarters and selected district headquarters that include the Jamrud, Khar, Parachinar, Wana, Miran Shah, Kalaya and Ghalanai; and for selected district headquarter cities with a population of 30,000 or more.

Some efforts have been done in this regard previously, but there were issues with those plans. Some efforts done for the Merged Districts are covered below;

3.1 Tribal Areas Rural-to-Urban Centers Conversion Initiative (TARUCCI)

Previous effort in FATA regarding Urbanization was the Tribal Areas Rural-to-Urban Centers Conversion Initiative (TARUCCI), started in 2012, which envisaged the development of at least two small urban hubs in every tribal agency of FATA. The idea was to develop Master Plans for 14 major towns, with facilities like Housing townships, bazaars/commercial areas, upgraded residential schools and colleges for girls and boys, Civic amenities and services including sewerage and garbage disposal facilities, Bus and truck terminals etc. the idea was also to provide security through Cantonments in urban hubs managed by Army or Frontier Corps garrison already present at the selected locations.

The Fourteen Urban Centers identified were, Khar, Ghallanai, LandiKotal, Kalaya, Ghiljo, Sadda, Parachinar, Miranshah, Mir Ali, Wana, Sarwakal, Darra Adam Khel, Darazinda FR DIKhan and Jandola FR Tank. Progress made was that Master Plans were developed for Khar, Sadda, Parachinar, LandiKotal and Ghalanai. But these Master Plans were incomplete and could not be implemented fully. The ADP Scheme TARUCCI had World Bank support as well. It was prematurely closed in June 2016-17. It was also not focused on Urbanization and Urban Planning.

Urban Planning is needed as that is the only mechanism to provide high quality infrastructure at less per capita cost, with improved facilities for FATA Residents, in a secure

environment. Urbanization finds mention in the Report of the Committee on FATA Reforms 2016, as a major Socio Economic Development and Transformation strategy for FATA.

The major objective for establishment of Urban Policy Unit is to work in an integrated manner towards improving urban governance in the province. This unit will formulate economic regeneration and growth strategies for urban clusters and urban regions, and will maintain urban data set and GIS, and generate research and disseminate innovations in urban sectors. To achieve the above, the Urban Policy and Planning Unit intend to develop Master Plans for Cities of Khyber Pakhtunkhwa:

- The broad purpose and mandate of the Urban Policy Unit is to work in the formulation and improvement of integrated and strategic Urban Policy, Urban Planning, and Urban Management (institutional) including urban regulatory (legal) framework.
- Urban Unit will ensure and lead integrated inter departmental, inter provincial and inter cities coordination for synergies and integration. This also includes coordination with donors on urban matters.
- Urban Unit will ensure that the line Departments do not lack capacity to ensure implementation of solutions proposed, and it will provide Capacity building and Technical support to line departments in managing urban affairs and institutional reforms.
- Urban Unit will formulate economic regeneration and growth strategies for urban clusters and urban regions.

The Provincial Government Khyber Pakhtunkhwa has tasked the Urban Policy Unit to hire services of a reputed firms having vast experience in master planning, strategic spatial planning, and urban and regional planning for Master Planning of 7 Urban Headquarters Centers of Merged Districts.

4. SCOPE OF THE STUDY

The scope of the project is explained below but not limited to the following;

- a) A comprehensive vision will be developed for the Head Quarters of Merged Districts.
- b) Administrative boundaries will be delineated at inception phase which shall be refined in later stages after situational analysis.
- c) Detailed field surveys and studies will be conducted and situational analysis will be performed for the existing conditions of urban structure and all sectoral profiles will be prepared to suggest further proposals.
- d) Planned hierarchy of settlements and an integrated and systematic growth of trunk infrastructure and services in the province.
- e) It will provide guidelines for the emerging developments corridors and suggest parameters for reducing migration to big urban centers.
- f) It will provide guidelines for the proper development of surrounding rural areas.

Therefore, an independent Master Plan will be prepared for each headquarter city. The plan will cover 20 year period to cater for the development need of the city.

5. STUDY OBJECTIVES

This project is conceived and designed to develop a long term holistic planning vision through a collaborative process which is essentially expected to take the form of a strategic planning framework i.e. “Master Plan” to shape seven district HQ physical future form.

The objectives of the master plan project are;

1. To create a long term shared “Planning and Development Vision” for the administrative capital while taking all stakeholders on board through a collaborative process.
2. Identify and delineate a comprehensive and common administrative boundary which will be adopted as administrative limits for integrated spatial planning, urban development, resource management and service delivery.
3. Strategies to provide affordable, diverse and environmentally sustainable housing to cater for the demands arising from all income groups and classes from society. Plan must focus on provision of a variety of housing including vertical condos, mixed use, vertically shared 2-3 storied residences, low income housing and the in-demand suburban housing.
4. Identification of areas/corridors for the future spatial growth of the district headquarter while addressing environmentally sustainable & equitable opportunities, disaster resilience and enhanced mobility & accessibility.
5. Propose comprehensive strategies for the promotion of sustainable local economic growth, a diversified local & regional economy and enhancing investment climate for the region to be competitive and economically robust in the long run.
6. Formulation of plans and strategies including projects to protect the physical environment and land fertility of the area to utilize its potential at regional level.
7. Formulation of strategies to conserve and maintain the natural terrain of the area and promote local tourism to enhance livelihood opportunities.
8. Enhancing accessibility and mobility facilitated through planned growth of the district headquarter augmented by ancillary road infrastructure. This augmentation and enhancement should be primarily focused on pedestrian infrastructure and public modes of commuting.
9. Strategies for the provision of improved and environmentally sustainable infrastructure to extend essential urban municipal services at affordable price including water, electricity, gas, sewerage, drainage and telecommunication across the town limits to enhance quality of life.
10. Strategies to enhance urban security and resilience against natural disasters.
11. Strategies for Institutional re-structuring/reforms and capital Improvement Planning to support effective plan implementation.
12. Devising Action Plans for different areas of plan implementation and projects development. These plans should assign implementation responsibilities, phasing for different plan tiers and financing options.
13. Assessing the feasibilities for development of workable framework for plan implementation and projects development through public private partnerships (PPP), joint ventures, BOT and through standalone public interventions.
14. Further, strategies to establish an improved system of urban governance to enhance livability, improved service delivery and financial sustainability.

5.1 The Master Plan specific objectives are:

- a. To critically review the current policies and ongoing schemes of urban development to pinpoint the short comings, suggest appropriate changes in the current policies and strategies to remove its deficiencies.
- b. To assess the impact of urbanization (population growth, re-classification and expansion in the urban boundaries) on the basic services and to suggest strategies to upgrade/extend urban infrastructure to keep pace with the urban growth.
- c. To examine the existing regulatory and institutional framework, including governance measures of the city and suggest improvements.
- d. Identify and conceptualize the scale and type (i.e. built form, density, mix of uses) of development appropriate for various intensification areas;
- e. Devise strategies for affordable housing, livelihood and recreation facilities for all in close proximity both in the existing city and new areas;
- f. Devise strategies for urban regeneration/slum up gradation and to encourage mixed used high density vertical development at appropriate location within the existing urban core;
- g. Devise a policy framework and specific design guidelines to address local issues affecting intensification / densification currently and in the future;
- h. Assess the adequacy of municipal services (storm water, solid waste management, sewage treatment and municipal water supply) and social amenities such as (parks and playground, public and private transits, bus stops and terminals; roads capacities, junctions improvement and parking facilities) to achieve the required levels of intensification for identified and conceptualized development scenarios;
- i. To suggest a legal, financial and technical mechanism between urban planning and land administration systems to enable feasible land to be accessed and used for development in future.
- j. Recommend appropriate criteria for intensification proposals. Criteria should address matters such as, but not be limited to:
 - Compatibility/suitability of the new development with existing built-up area,
 - Relationship between density, massing and height of existing and proposed buildings including minimum and maximum permitted densities,
 - Provision of appropriate access to existing and proposed development,
 - Existing built and natural environments,
 - Transit supportive densities/proximity to transit facilities
 - Connections to existing transport system
 - Contributions to attractive, safe, and comfortable pedestrian environments
 - Traffic impacts
- k. Strategies to ensure coordination among public/private institutions to carry out desired development in a coordinated manner (Proper development control mechanism);
- l. Strategies to enhance urban security issues;
- m. Strategies to conserve heritage, built and natural environments of the region;
- n. Strategies to explore and enhance urban tourism to serve as an essential part of future urban economy;
- o. Strategies to improve system of revenue generation/economic productivity of the institutions through the, identification of buoyant sources of tax and revenue generation such as land valuation (betterment) taxation; urban land taxation etc.
- p. Enhance connectivity and transit mobility to support and complement mixed use high rise development to reduce financial and environmental burdens of conventional commencing;
- q. Strategies for the plan Implementation and to establish a system of monitoring and review of the plan proposals.

6. CONSULTANT'S PROFILE

The consulting firm is expected to be very familiar with master plan development /strategic plan preparation with considerable experience in taking up/completion of spatial development plans. The consulting firm must have a multi-disciplinary team of professionals and technical experts. The firm must have the capacity to use different spatial analytical techniques and software; and must demonstrate experience of conducting similar studies for large cities locally and/or internationally. The national or international consulting firms with presence of urban planning firms in Khyber Pakhtunkhwa to form consortiums will be preferred.

The Consultant must have the following experts with 10 years or above experience as core members;

S.NO	Key Personnel
1	Team Leader must be an Urban and Regional Planner with Master or higher degree in URP, having 15 years of experience in urban development planning.
2	Deputy Team Leader / Urban Planning Specialist
	GIS/MIS Specialist
4	Urban Transportation Planning & Engineering Specialist
5	Urban Infrastructure (WATSAN) Specialist
6	Urban Architect
7	Urban Ecologist/Environmental Specialist
8	Urban Recreation/Tourism/Heritage conservation expert
9	Urban Economist
10	Urban Governance/Institutional development specialist
11	Urban Sociologist
12	Disaster Risk Reduction Specialist
13	Behavior Change Communication Expert
14	Statistical Analyst/SPSS Expert
15	Security Expert

7. TASKS & ASSIGNMENTS:

Consultants are desired to undertake following tasks, these tasks involve both primary and secondary studies, public consultations, desk studies and official interviews. Data collection through various social and physical surveys will be carried out for not less than 2% households. The data will be collected throughout the city using the stratified random sampling techniques for developing a proper representative sample of the whole city.

7.1 Task A – Vision Formulation and Community Consultation

To ensure public participation (including line/plan implementation departments) at all stages of the planning process consultant shall conduct public informational meeting to introduce the project intent, mixed-use development components, and to seek guidance on the identification of goals/vision, objectives, issues, concerns, opportunities, etc.

- The Consultants are required to hold meetings with all public sector departments and share the outputs of the planning process in seminars as well as public hearing.
- Conducting 1 Focus Group Discussion (FGD) per Neighborhood Council in the city

- Five FGD of civil society organizations like Bar council, traders associations, vendor associations, political party local level leaders etc.
- Two general public hearings at mid and final stage of the MASTER PLAN preparation.

The consultant will incorporate the inputs provided by all stake holders in the final version of the MASTER PLAN. Public hearing is a necessary part of this exercise to ensure general public participation in the plan making.

7.2 Task B- Background Study/Analysis

The consultants will study in detail the existing situation through background studies/analysis and will project all components of the MASTER PLAN over the plan period 2040.

7.2.1 Land-use/land Suitability Analysis

a. Mapping of the historical growth trends of the city

The consultants are required to conduct research on the historical urban growth trends and drivers of urban growth over the period of last twenty years. The probable sources for mapping the trends over each five-year periods are the municipal records. Plotting of historical growth trends on GIS maps of the city-region and articulating the drivers of urban growth.

b. Housing trends and needs assessment through projected population growth estimates

It has been observed that the housing needs have been the primary drivers of urban growth necessitated by rural to urban migration due to various factors. The growth pattern and projected growth needs over next 20 years need to be analyzed and mapped.

c. Density maps

To reduce urban sprawl, there is a need to promote high density mixed use development. Therefore, the consultants will devise policy guidelines for the establishment of high density mixed use development both within the existing urban boundaries including the future growth areas. The consultants are required to prepare maps showing the existing and proposed high density mixed use development.

d. Land use Base map

The consultants are required to develop a GIS/MIS based detail land use Base map for the quantification of built up, infilling, brown fields and open land available for future development for the projected city boundary till 2040. The consultant will prepare a detail land use map for the city.

The UPU will provide the required satellite imageries to the consultants to develop an up to date map of the city including surrounding areas in order to support suitability analysis of existing and proposed land uses for urban development and other ancillary uses. Land use survey of each type is a necessary prerequisite of this study. The consultants will prepare the Base map at a scale of 1:2000 with the following details:

- a) Counter lines drawn at counter interval of 5 meter.
- b) Boundaries (District, Tehsil, City, Neighborhood, UC, Ward)
- c) All major and minor streets, roads, railway lines and airports

- d) Water supply, sanitation, sewer, SNGPL and telephone networks
- e) Water bodies (spring, streams, river and other water bodies)
- f) Residential (planned and un-planned areas, sprawl, building heights – single, double or multi story, density)
- g) Commercial (retail, whole sale and ware houses)
- h) Industrial (all types)
- i) Amenities (education, health, religious, banks, police stations, libraries, and community halls etc)
- j) Parks and playgrounds
- k) Brown fields (for re-development)
- l) Open spaces (agriculture all types, vacant, and graveyards etc)

7.2.2 Land Management

Consultants are required to critically analyze existing land management policies/practices and develop better options regarding urban land management/land revenue system to improve the existing land management in urban areas through a GIS/MIS based land management system.

7.2.3 Taxation and Revenue Generation

It is of key importance that urban planning and associated work should be sustainable over long time. The following tasks hence are part of the review, analysis, strategy and recommendations;

- a) Conduct a consultative review and discern municipal taxation from other urban provincial taxes like property tax, land tax, capital value tax, stamp duty etc.
- b) Review the current urban taxation structure
- c) Volume of urban tax collected and patterns of reinvestment in the municipal services (this would include a comparative analysis of tax collected and municipal spending over 6 years period of time)
- d) Identify possible sources for exclusively municipal tax structure including giving options for reinvestment of tax collected in the municipal service delivery within the framework of Financial Rules and Secondary Rules framework (FR, SR), through a consultative review process
- e) Land valuation for collection of property and other taxes
- f) Design a municipal taxation structure which is to be utilized at municipal level; through a consultative process

7.2.4 Governance and Institutions

Consultants are required to objectively analyze and assess the institutional capacity to implement and monitor the Master Plan and relevant laws/bye-laws. They may suggest improvements in the structure.

7.2.5 Land-use Regulations and Plans

Consultants are required to study and analyze all existing urban planning, development and environment related national, provincial laws and regulation (bye laws) as well as the previous and existing plans to propose a viable solution for various issues of society in a proper manner in local context. They will have to devise city level planning and development standards and down ward regulations, intensification or increased Floor Area Ratio (FAR) guidelines.

7.2.6 Environment

Consultants are required to analyze urban environment in order to safeguard and improve through SEA the likely negative environmental impacts of the proposed new developments. Study of various sources responsible for environmental pollution (air and water) is necessary and remedial measures are required through this study. For the task the consultant will undertake the following surveys:

- g) Air quality survey at various points of the city
- h) Water quality analysis (drinking water supply and water courses)
- i) Soil contamination surveys
- j) Soil and geological survey/data
- k) Analysis of Noise level at various points of the city
- l) Identification of environmental sensitive areas

7.2.7 Demography, livelihood and housing

The consultants are required to divide the city into various zones, calculate its population densities, economic activities and related facilities to revitalize the existing economic base and socio-economic structure of the city. The following surveys are required:

- a) Housing surveys including but not limited to house age, height, occupancy and condition survey is required to identify housing shortage and associated problems of housing
- b) Accessibility surveys for emergency and other vehicles
- c) Household socio economic condition/Livelihood survey

Recommendation for the provision of housing to all income groups is necessary to ensure provision of affordable housing in the city. Consultants are required to furnish slum rehabilitation techniques and action plans for the prevention of such areas in future.

7.2.8 Urban Transportation, Mobility & Accessibility

The Consultants are required to study existing traffic and transportation system of the city. Various transportation surveys are to be carried out to explore the constraints and opportunities and come up with suitable solutions for traffic and transportation within the city.

- a) Development of a detail roads and parking inventory
- b) Origin, Destination and Cordon Survey
- c) Traffic counts at various roads and junctions to determine roads and junction capacities
- d) Public Transport User Interview Survey
- e) Household Interview Survey (HIS)
- f) Traffic Signage Survey (signage relevant to public transport)
- g) Parking Survey as parking lots identifications/developments is an important component of this study

- h) Mobility survey and to identify synergy between land-use and transport etc
- i) Traffic flow volume, trend, axle weight-age etc. (data from weighing stations and established traffic count permanent stations-or any other means including survey on the main arteries and by-pass roads)

Note: Urban Transportation, Mobility & Accessibility surveys for the said District headquarters.

7.2.9 Historical/Social/Culture Heritage Development

The Consultants are required to study and map all existing historical monuments/places, socio-cultural heritage of the city in order to propose appropriate guidelines for the development of these localities and to capitalize the cityscape to create social, cultural hubs and identify opportunities within and of the city.

7.2.10 Urban Design and Public Realm

The Consultants are required to analyze existing building lines, public spaces, vistas, sidewalks, street lighting, monuments, parks etc for improvements and to identify opportunities for creating new such sites. The Consultants are required to propose urban beatification and design aspects for the existing and new development within the city.

7.2.11 Quality of Life

The Consultants are required to study the adequacy and location of existing facilities. Diagnostic analysis for Quality of Life standards in the city are to carry out. Diagnostic analysis will include but not limited to the following:

- a) Public spaces (parks, food outlets, libraries, public hall, sports courts/grounds) mapping and state of dilapidation.
- b) Heritage sites mapping and their state of preservation as well as trends of encroachment and dilapidation
- c) Civic facilities such as Public Toilets, Street Furniture, Streets Lights, Parking Lots and other amenities exist in the city neighborhoods.

7.2.12 Water Supply, Sanitation and Solid Waste Management

Profiling of all Municipal Services including the identification of new and existing sources water supply (depletion rates of water and sub-soil aquifer data) & their mapping, sanitation and solid waste management along with existing conditions of (sources of water and their depletion rates as sub-soil aquifer data and surface run off calculation), Sewage flows and their mean calculation, solid waste tonnage calculation, methods of collection and disposal (landfills capacity, using and locations) etc.

Consultants are required to identify depressed areas in term of services and facilities. Policy directions and action plan is required to generate funds for construction, maintenance and operation of public amenities at feasible locations.

7.2.13 Citizens Behavior

The consultant/firm will conduct a Perception and Behavioral Survey of population focusing on issues of urban responsibility using Knowledge, Attitude, and Practice (KAP) methodology on a valid sample. The KAP survey will investigate the reasons for and incentives and disincentives of citizens to behave responsibly while utilizing municipal services especially their behavior towards solid waste and other disposal, use of public spaces and services.

7.2.14 National and international best practice references

Consultants are expected to study and relate national and international best practices for their proposals in order to ensure success of the proposed strategies. Studies for the fringe areas are specifically required to discouraged rural villages in the vicinity of cities. Best practices in respect of slum up gradation and elimination of squatter settlements, it specially includes recent success stories at national level and other developing countries practices such as Malaysia, India etc.

7.3 Task C – Master Plan Strategic Scenario Development/Mapping

- a) Showing suitable land parcels based on multi criteria analysis for various activities through viable projections for housing of all income groups, space required for commercial and industrial activities and other necessary component of the city
- b) Land use pattern both existing and future options;
- c) Land use mix potential range of uses (residential, work, leisure, services etc.)
- d) Infilling, intensification and redevelopment
- e) Natural systems and environmental resources of the district
- f) A detail inventory of existing features including topographical and natural constraints, wetlands, agricultural lands, aggregate resources, groundwater recharge areas, floodplains, fisheries, wildlife etc
- g) Major transportation, Agricultural; Tree plantation and environmental conservation areas
- h) Allied infrastructure requirements to support Strategic Development proposals

7.4 Task D – Preparation of Action Plans

For successful implementation of the Master Plan the consultant will develop a detail and comprehensive action plans for various components of the master plan including but not limited to:

- i. **Action Plan** for zoning and land management.
- ii. **Action Plan** for future housing of all income groups.
- iii. **Action Plan** for slum up gradation/informal settlements.
- iv. **Action plan** for health facilities
- v. **Action plan** for educational facilities
- vi. **Action Plan** for Quality of Life
- vii. **Action Plan** for WATSAN and Solid Waste Management (SWM).
- viii. **Action Plan** for Transportation and Traffic Management as well as Parking Lots
- ix. **Action Plan** for Municipal Services.
- x. **Action Plan** for Disaster Risk Reduction and Emergency Planning.
- xi. **Action Plan** for Rural Urban Fringe and Regional Development.
- xii. **Action Plan** for commercialization, industrialization and investment attraction.
- xiii. **Action Plan** for security measures of the city
- xiv. **Action Plan** for the local institutional framework implementing MASTER PLAN
- xv. **Action Plan for BCC**

8. Deliverables with time Framework and Payment Schedule:

The study deliverables will be written documents containing the study findings with supporting diagrams/maps, charts and analytical summaries and recommendations with respect to policy direction. All deliverables are to be submitted to the Urban Policy Unit (Client). A minimum of 5 hard copies of each deliverable at each stage of the study as well as an electronic version of the deliverable including all drawing files (i.e. AutoCAD, GIS, MS Word Format etc.) as mentioned against each delivery are required to be submitted to the Client. Following deliverables and payment schedule are necessary parts of the assignment:

#	Deliverables	Time and Payment schedule
1	<ul style="list-style-type: none"> ▪ Submission of Inception Report incorporating contents and detailed methodology as well as list of various surveys along with their questionnaires to be carried out for the MASTER PLAN preparation. The consultant will provide in the inception report a detail work plan of all activities to enable UPU to properly monitor the activities of the consultants and ensure the completion of project on time. Presentation will be made to the client/agencies responsible for implementation at the local level. 	<p>a. Inception report will be submitted within one month from the start of the project.</p> <p>b. On approval of the inception report 10% payment will be made to the consultant.</p>
2	<ul style="list-style-type: none"> ▪ Report on vision development and public consultation Task - A. The report will mention deliberation upon establishment of goals and objectives for the project. It will also incorporate public and stakeholders including line agencies as well as political representative hearing 	<p>Time duration for completing Task - A are one month and must be submitted at the end of month two of the project. On approval of the report, 10% payment will be made to the consultant.</p>
3	<p>Submission of reports and maps: Data Analysis and background studies – Task B.</p>	<p>The consultants are required to complete the task within 3 Months and must be submitted at the end of month five of the project. On approval of the report, 20% payment will be made to the consultant.</p>
4	<ul style="list-style-type: none"> ▪ Submission of draft MASTER PLAN & Scenario Maps – Task C. The consultant will have to present the draft plan to the client including other agencies responsible for implementation of the plan at the local level. The consultant will have to submit the revised plan or gives alternatives to the plan proposals if it is objected at any forum. 	<p>Time duration of Task – C is required to complete the task within 3 months and must be submitted at the end of month eight of the project.</p> <p>On approval of the draft Master Plan and scenario maps 20% payment will be made to the consultant.</p>

5	<ul style="list-style-type: none"> ▪ Formulation of Sector wise Action Plans – Task D. The consultant will have to present draft Sector Action Plans to the client and agencies responsible for implementation at the local level. The consultant will have to submit the revised Sector Action Plans or provide alternatives to its proposals if it is objected at any forum. ▪ Sector Action plans will be submitted separately of the MASTER PLAN. 	<p>Draft Strategies and Action Plans will be submitted within 2 Months and <u>must be submitted at the end of month ten of the project.</u></p> <p>On approval of the draft strategies 20% payment will be made to the consultant.</p>
6	<ul style="list-style-type: none"> ▪ The consultant will have to submit the final Master Plan along with Maps and Action Area Plans (20 Sets of each Report & Scenario Maps along with 20 sets of CDs) in its original editable format AutoCAD/Arc GIS including metadata to the client. Final presentation will be made before the client/implementing agencies. ▪ The consultants are required to submit the revised plan or give alternatives to the plan proposals, if it is objected at any forum before the final approval. 	<p>Final MASTER PLAN will be submitted at the end of 12th month from the start date of the project.</p> <p>On approval of the final MASTER PLAN report and Sector Wise Action Plans the remaining 20% payment will be made to the consultant.</p>
7	<p>The delivered products resulting from the study are to be owned by the UPU/Department concerned as public documents and are, therefore, subject to the provisions of The Freedom of Information Act 2008. The consultant will not use any or part of the report(s) or maps for any commercial purpose without the prior written permission of the client.</p>	

9. BENEFITS OF THE PROJECT;

- I. The MASTER PLANS will provide tools that will help to control and regulate the physical growth of the large urban centers in accordance with proposed strategies to preserve the integrity of cities, environment and resources.
- II. The project will provide guidelines for feasible and high priority investment in urban infrastructure.
- III. The project will help to identify and strengthen the government policies/ programs in urban sector. It will provide an opportunity not only to strengthen the existing local government institutions but will also to develop new urban management initiations responsible for growth and development of the city creating opportunities for investment and jobs creation.
- IV. The project will provide a venue to public for debates regarding population, housing, land use, supply of land, transport & other infrastructures for future needs.
- V. Preparation of detail base maps of large urban centers on suitable scale with necessary information's will help different organization for various purposes.
- VI. The project will full fill the future housing requirements of the city.

- VII. It will provide frame work for various infrastructures activates under urban sector.
- VIII. The project will ensure the provision of basic facilities/ amenities to the people.
- IX. The project will improve the environmental aspect of the city and will prevent the substantial loss of the limited but productive agriculture farm lands to none agriculture uses in the close vicinity of urban centers.
- X. Help in detail planning at tehsil and union council levels in order to avoid the creation of slum and to reduce its negative impacts on environment, particularly on the life supporting system (water, air and land).
- XI. Help in preventing loss of environment recourses such as pristine rivers and natural recourses due to unplanned development.
- XII. Help in tracking the dynamics of urban land uses and other developments in relation to environment and economy in the future.
- XIII. More reliable data will become available for planning, monitoring and rational decision.
- XIV. Facilities in better sitting of future urban infrastructure development works such as industrial estate, commercial areas & shopping malls, roads and streets, for achieving economic development while conserving the natural recourse base of the region. This will also reduce mitigation cost of poorly cited developments.
- XV. Availability of a GIS / RS facility in Urban Policy Unit where all the line department will have access for up to date data / information acquisition. Through proper training and capacity building measures the skills of the concerned departments on using GIS and remote sensing techniques for implementation and up-dating MASTER PLAN will be developed and institutionalized. This will greatly save on future planning costs. The establishment of Geographical information system lab/ center at provincial level which will have maps of various urban land uses which can be over laid, updated or re-produced at any desired scale and a comprehensive status of each area marked for various uses, similarly the area for each use can be quantified and highlighted.
- XVI. The ultimate beneficiaries will be the people living in the large urban centers (divisional/ District headquarters)of KPK for which these MASTER PLANs will be prepared and implemented.
- XVII. The information collected will be helpful to industries and proponents of other development projects including EPA in formulating environmental protection measures, especially for Environment Impact Assessment of various projects within the jurisdiction of these cities.

- XVIII. The MASTER PLANS will strictly enforce land use planning and zoning that will ensure protection of green spaces, environmental sensitive areas, parks and play grounds and other open spaces in and around nearby big urban centers and areas of outstanding beauty and conservation of bio- diversity.

10. ORGANIZAITON RESPOSIBILTIES:

To implement the project in association with national and international consultants a strong organizational setup within the Commissioner Office is required. The Commissioner of the concerned division shall be in charge of all the initiatives of the planning process from provincial level to TMA's and union council level. The planning process includes MASTER PLANS or development plans, developmental control and building control.

The preparation of MASTER PLANS is a solid step towards transforming cities of KP into engines of economic growth and the Government of KP is keen to discourage sprawl and un-controlled urbanization and therefore investing huge financial resources in the proposed activities. The development of these plans itself will not achieve the objectives of prosperous cities but will need a dedicated, enlighten and professional organizational setup working directly under the Chief Executive Officer of the province at provincial level and under Commissioner and Deputy Commissioner at divisional and distract level respectively. Such type of institutional setup will ensure to align the Annual Development Program (ADP) of the provincial government with the strategies or plans proposed in the MASTER PLANS.