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# Capacity Building Plan

Sindh Basic Education Program – Project Management and Implementation Unit

March 2017

Contract Number: AID-391-C-15-00010

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**Deloitte.**

**Deloitte Yousuf Adil**  
Chartered Accountants

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# ACRONYMS

AGP	Auditor General of Pakistan
BPS	Basic Pay Scale
DG	Directorate General
DPD	Deputy Project Director
FL	Functional Level
FMIS	Financial Management Information System
G2G	Government to Government
GoS	Government of Sindh
HR	Human Resources
HSE	Health Safety and Environment
IA	Internal Audit(or)
IT	Information Technology
JD	Job Description
M&E	Monitoring and Evaluation
MIS	Management Information System
OL	Organizational Level
OIE	Office of Infrastructure & Engineering
P&D	Planning and Development
PAO	Principal Accounting Officer
PC	Planning Commission
PD	Project Director
PFMRAF	Public Financial Management Risk Assessment Framework
PM	Program Manager
PMES	Project Monitoring & Evaluation System
PMIU	Program Management and Implementation Unit
POL	Petroleum, Oil, and Lubricants
PSC	Program Steering Committee
QA	Quality Assurance
QC	Quality Control
RLCM	Reforms, Learning and Community Mobilization
RSU	Reform Support Unit
SBEP	Sindh Basic Education Program
SCDP	Sindh Capacity Development Project
SED	School Education Department
SERP	Sindh Education Sector Reform Program
SGA&CD	Services General Administration and Coordination Department
SPP Rule(s)	Sindh Public Procurement Rule(s)
SPPRA	Sindh Public Procurement Regulatory Authority
SRMF	Strategic Risk Management Framework
SSMS	Sindh School Management System
TNA	Training Needs Analysis
TOR	Terms of Reference
USAID	United States Agency for International Development

# 1. INTRODUCTION

## 1.1. SINDH BASIC EDUCATION PROGRAM

### 1.1.1. OBJECTIVES

As per the PC-1, SBEP is aimed to provide significant input to improve highly prioritized educational governance issue by undertaking systematic assessment and capacity building of School Education Department in terms of financial, procurement, administrative management, and construction management. In addition, SBEP is designed to provide technical assistance to develop district education plans, establish teacher licensing and certification system, strengthen provincial educational assessment system, MIS, GIS, budgeting systems, and school management and administration practices.

Goal of the SBEP as per the PC-1 document and the Activity Agreement is to increase and sustain student enrolment in primary, middle and secondary schools in targeted geographic locations in Sindh by developing a school environment conducive to teaching and learning. The program has following components:

1. Construction of schools affected by 2010 floods.
2. Support to Government of Sindh (GOS) policy reforms to merge, consolidate and upgrade schools through construction of schools, under Consolidation Policy.
3. Improvement in early grade reading in primary schools.
4. Community mobilization, with a focus on increasing girls' enrolment and improving nutritional status of children; and
5. Technical assistance to the Department of Education.
6. Monitoring & evaluation.
7. Office of Infrastructure & Engineering (OIE), Construction, Design and Supervision.

### 1.1.2. RELATIONSHIP WITH SINDH EDUCATION SECTOR REFORM PROGRAM

Components and interventions of SBEP complement and enhance the objectives of "Sindh Education Sector Reform Program (SERP)". The objectives of SERP are to increase school participation, reduce gender and rural-urban disparities, increase progression and improve the measurement of student learning. Under SBEP, construction and furnishing of schools, provision of ancillary facilities, and improvements in early grade reading comprehension, motivation of parents, health education, and strengthening the role of School Management Committees by training are likely to increase school participation and increase progression of students, especially for girls. Greater emphasis on reducing gender disparities will bring equality, and a number of technical assistance initiatives are likely to improve the measurement of student learning.

### 1.1.3. KEY COMPONENTS OF SBEP

Objectives of SBEP are targeted through two separate streams of funds: one managed by the Government of Sindh and the other directly by the USAID. The total amounts is US\$155 million with the following break up:

- Government to Government (G2G) activities (\$81m):
  - Construction of school affected by floods
  - Support to GoS policy reforms to merge, consolidate and upgrade schools through construction of schools.

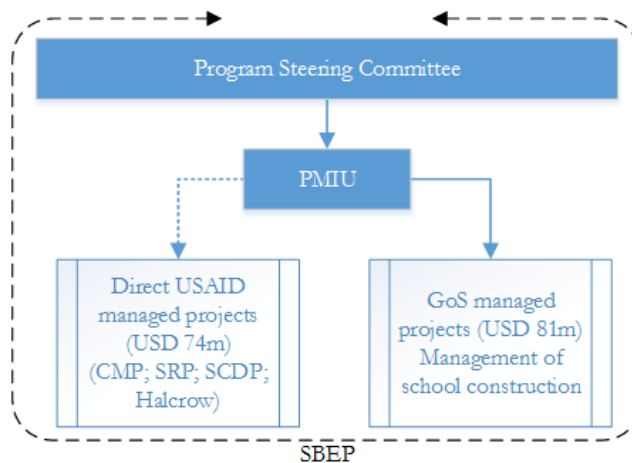
- USAID directly funded components (\$74m):
  - Improved early grade reading in primary schools
  - Community mobilization (for school construction, increase girls' education and improving the nutrition status of students)
  - Technical Assistance to the Department of Education in three broad areas:
    - Financial, procurement and administrative management
    - Engineering oversight and design (Construction management/capacity building)
    - Education reform and administration
  - Monitoring and evaluation
  - Office of Infrastructure and Engineering to provide engineering design and construction supervision and management services

#### 1.1.4. ROLE OF GOS AND USAID

Government of Sindh (GoS) is responsible for overall implementation through Program Steering Committee (PSC) that includes representation from USAID as observer.

Main operational arm of GOS is the Project Management and Implementation Unit (PMIU) that operates under the School Education Department (SED). In case of funds managed by the Government of Sindh the PMIU has a more direct role in implementation wherein it has direct control of funds. The remaining portion of SBEP is managed by the three component Projects of SBEP: the Sindh Community Mobilization Project (SMP), Sindh Reading Project (SRP) and the Sindh Capacity Development Project (SCDP) in addition to the Construction Design Consultant, Halcrow. These Projects are directly funded and supervised by the USAID. However, their activities are linked to the PMIU which functions as the Secretariat to the PSC. There are dedicated positions in the PMIU to coordinate the reform work of the three Projects and also to monitor and evaluate their progress. The Sindh Capacity Development Project assists the PMIU in the latter function.

Specifically, Workplans and Procurement Plans of USAID directly funded components are mandated to be prepared with the assistance of and in consultation with PMIU while the procurement process will be managed by USAID/Pakistan.



## 1.2. SCDP PROJECT OVERVIEW / SUMMARY

Project Name:	<b>Sindh Capacity Development Project</b>
Activity Start Date And End Date:	August 6, 2015 to August 5, 2018
Name of Prime Implementing Partner:	Deloitte Yousuf Adil, Chartered Accountants
Project Component	<p>COMPONENT 1:</p> <p>Improve efficiency and effectiveness of the PMIU to manage and implement SBEP in an effective and transparent manner</p> <p>Task 1a:</p> <p>Strengthening Financial Management and Accountability of the PMIU</p> <p>Deliverable:</p> <p>Based on capacity need assessment exercise, a customized capacity building plan for the PMIU developed</p>
Contract Number:	AID-391-C-15-00010

Sindh Capacity Development Project (SCDP) corresponds to components 5 and 6 of Sindh Basic Education Program (SBEP). It is a three-year USAID-funded project which has been awarded to Deloitte Yousuf Adil, Chartered Accountants (Deloitte Pakistan) and commenced in August 2015. SCDP is designed to support the sustainability of the SBEP by ensuring stronger governance and improved public accountability in the education sector through assistance in systems building and institutional strengthening of GoS.

SCDP aims to:

- Improve efficiency and effectiveness of the Program Management and Implementation Unit (PMIU) to manage and implement SBEP in an effective and transparent manner.
- Strengthen the effectiveness and impact of SBEP through the implementation of the M&E plan and further disseminate knowledge to guide the education sector's Monitoring and Evaluation (M&E) programs and practices in Sindh.
- Facilitate the systematic generation of knowledge on education challenges and innovative interventions and strategies to inform decision-makers for the improvement of education policies and programs in general and SBEP in particular.
- Strengthen capacities, systems and policies of the School Education Department (SED) to improve the education services in conjunction with the education reforms in Sindh.

## 1.3. CAPACITY BUILDING PLANNING PROCESS

The capacity building plan is prepared in connection with the implementation efforts for the last objective stated above. Deloitte Pakistan's team initially engaged to approach the capacity building needs assessment based on a ground up approach in the early stages of the contract but the strategy was changed on USAID/Pakistan's instructions to allow for the Public Financial Management Risk Assessment Framework (PFMRAF) stage 2 assessment to be completed by PwC and the results of those questionnaires be used by Deloitte Pakistan to execute component 1.

Component 1 activities were resumed after completion of PFMRAF activity in the second year of SCDP's contract and work has been initiated by front-loading support to internal audit function followed by work on the overall capacity building plan. The plan is based on our review of the PFMRAF report, related filled questionnaires and AGP reports presented for our review followed by discussions with relevant staff members to understand their functions and capacity needs.

## **1.4. SEGMENTS FOR CAPACITY BUILDING**

The premise of the capacity building plan is on two levels with the latter analyzed further on the primary business cycles at PMIU.

- Governance and organizational capacity:
- Functional capacity:
  - Construction management
  - M&E
  - Support services:
    - Procurement
    - Human Resources (HR)
    - Financial management and budgeting
  - Internal audit

# 2. SITUATIONAL ANALYSIS AND ORGANIZATIONAL ASSESSMENT

## 2.1. GOVERNANCE STRUCTURE OF SBEP

### 2.1.1. PROGRAM STEERING COMMITTEE

The SED is the executing and implementing department for SBEP in its entirety regardless of funding stream distinction. The Program Steering Committee has overall responsibility for overseeing the Program and overall coordination among all GoS departments and USAID stakeholders.

PSC is required to meet within a month of the end of a quarter or as required. Minutes of the meetings are required to be shared with the Chief Minister Secretariat, members of the Committee, all Program Staff, and general public through program website.

#### **COMPOSITION**

- Secretary, SED (Chairman)
- Secretary Planning & Development Department
- Additional Secretary, Finance Department
- Chief Program Manager, Reform Support Unit (RSU)
- Program Director, PMIU (Member/Secretary)
- District Coordination Officers of concerned districts
- Representative of USAID (observer)

#### **RESPONSIBILITIES**

Primary function of the PSC is to take responsibility for the achievement of outcomes of the program, overall coordination, and guidance on and approval of major business decisions. Specific responsibilities in accordance with Notification no. SO(C-IV)SGA&CD/4-26/2011 dated November 18 2011 include:

- 1) Monitoring and review of the project status as well as providing oversight of the project deliverables rollout.
- 2) Controlling project scope in the changing circumstances, ensuring that scope aligns with the agreed outcome requirements of GoS and USAID. Scope management will be particularly important in pre-budget meetings and at the time of Mid-Term Review of the program.
- 3) Resolving project conflicts and disputes, reconciling differences of opinion and approach.
- 4) Granting formal acceptance of project deliverables as reported through various progress reports.
- 5) Championing and building support for the program.



- 6) Approval of the following major elements:
  - a) Prioritization of project objectives and outcomes as identified in the Program Results Framework.
  - b) Deliverables and schedules as identified in the program work plans and budgets (quarterly, annual, overall)
  - c) Program budget to ensure that effort, expenditures and changes are compatible with stakeholder expectations
  - d) Strategic risk management framework to ensure that strategies to address potential threats to the project's success have been identified, estimated and approved, and that the threats are regularly re-assessed.
  - e) Quality assurance plan to ensure that project deliverables meet the expectation of all the stakeholders.

### **2.1.2. PROGRAM MANAGEMENT AND IMPLEMENTATION UNIT**

The overall objective of the Project Management and Implementation Unit (PMIU) of SBEP is the transparent and efficient management of SBEP, ensuring programmatic quality and effectiveness, technical coordination, internal and external communication, accountability and sound administration. PMIU is accountable to the PSC. The PMIU is structured with four distinct sections:

- Construction management
- Learning reforms and community mobilization
- Support/Back Office services
- Monitoring and evaluation

A comprehensive organizational structure was envisaged in the PC-1 for the PMIU with two regional offices in Sukkur and Larkana to provide on-ground liaison, and interaction with, and monitoring of the schools, subcontractors, and communities. The idea of satellite offices was to achieve these objectives for each districts with the workload adequately divided between the different offices:

<b>Office</b>	<b>In-scope Districts/Towns</b>
<b>PMIU, Karachi</b>	Selected towns of Karachi
<b>Regional office, Sukkur</b>	Kashmore & Kandhkot, Khairpur, Jacobabad
<b>Regional office, Larkana</b>	Larkana, Qambar-Shahdadkot and Dadu

### **RESPONSIBILITIES**

- 1) Construction related activities:
  - a) Appraising sub-project PC-Is within the mandate given by the Programme Steering Committee
  - b) Identifying schools for construction and/or up-gradation in accordance with agreed policies.
  - c) Initiating and managing architectural design of schools and preparing procurement packages for contractors
  - d) Supervising construction in terms of timeliness, cost effectiveness, delivery, and quality of works
  - e) Developing and implementing a quality plan for identification, design, and construction of sub-projects to ensure quality of works in line with agreed upon standards

- 2) Responsibilities involving engagement with SBEP stakeholders engaged through USAID directly funded activities:
  - a) Engaging with SBEP stakeholders on strategy and policy matters
  - b) Elaborating PC-I document guiding implementation at the individual component level
  - c) Procuring or facilitating the procurement of services and other inputs to the interventions at component level
  - d) Monitoring progress and outcomes of all components under its jurisdiction and undertaking specified evaluations
  - e) Preparing quarterly & annual work plans and budgets as specified by the Project Monitoring & Evaluation System (PMES)
  - f) Preparing monthly and quarterly progress reports as per PC-III format
- 3) General:
  - a) Identifying windows of opportunity to further develop the programme and components; managing actively the scope of the Program according to changing strategic environment.
  - b) Working out frame works, regulations, policies, and procedures necessary for effective management of the Program, to be approved by PSC
  - c) Introducing systems and procedures for Project Management Cycle as specified by USAID
  - d) Approving the utilization of funds within the mandate given by the PSC
  - e) Preparing a risk management framework to identify potential risks and risk response measures for active risk control
  - f) Collaborating and coordinating with SBEP staff, to be hired by USAID, to implement all components of the Program in an integrated manner for optimum results
  - g) Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention
  - h) Publicizing the achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers
  - i) Undertaking any other assignments as delegated by the PSC

The responsibilities are enlisted in the PC-1 document without the three tier grouping as shown above. However, we believe for the sake of capacity building gap identification, the above groupings are crucial to ensure correct understanding of the role of PMIU in SBEP.

The responsibility for preparing and appraising the sub-project PC-1s (1a above) involves technical assistance from Design and Supervision consultant, Halcrow hired by USAID. Consultants /contractors for reforms, community mobilization and learning component are recruited directly by USAID. However, as per the information obtained from PMIU, USAID sought endorsement of selection of the consultants and contractors from PMIU. As per the PC-1, PMIU is expected to take lead role in preparing work plans for community mobilization, reforms, and learning activities.

## **2.2. GOVERNANCE AND ORGANIZATIONAL CAPACITY ASSESSMENT**

### **2.2.1. INHERENT LIMITATIONS**

**DECISION MAKING STRUCTURE**

The governance structure of SBEP setup on a two tier structure of PSC and PMIU has certain inherent limitations which can could impede efficiency and effectiveness of the SBEP and its objectives. PMIU is set up as part of SED, mainly due to several requirements of government rules and regulations, where centralized decision making including many of the decisions requiring approval of Chief Secretary or the Chief Minister, and the structural inefficiencies and slow decision making have resulted in SBEP targets, primarily school construction being significantly delayed. PSC being the oversight and governance body for effective functioning of PMIU and expeditious implementation of SBEP is headed by Secretary SED, representatives of two other GoS departments (Finance & P&D) and subordinates of the Secretary SED and US AID representative as an observer. However, as representatives of other departments rarely attend, it effectively is controlled by Secretary SED. Due to participation of US AID representative as an observer and also participation of heads of other component programs, its efficacy improves, but the decision making in substance remains with the Secretary SED. These structural and systemic factors impose inherent limitations on any benefits of a capacity development exercise focused on PMIU.

**LEADERSHIP AND ROLES TURNOVER**

Inherent limitations of the government staffing processes include frequent transfers at key positions such PD, DPD and many key positions designated for government officials remaining vacant, and posting of officers who may not be suitable for the post as a robust process of evaluation for transfer of government officials is not in place. Owing to these limitations, we anticipate that performance of PMIU will remain constrained even after significant implementation of actions identified in this plan.

**SHORT-TERM LIFE OF PMIU**

The remaining life of PMIU is limited to around two to three years’ time (assuming that the project will be extended by at least one year). As this organization is for limited period, it does affect the morale of the people, due to which good quality people may not be attracted by PMIU. Further, it also may not make sense that after significant investment in PMIU and building its capacity is made, it should be liquidated. Therefore, SED / GoS should consider this aspect and evaluate whether it will make sense to merge PMIU with RSU, until then, this short-term life of PMIU imposes inherent limitations on much of the capacity building responses that are suggested herein and mainstreaming of the interventions in SBEP to GoS.

**2.2.2. GOVERNANCE AND ORGANIZATIONAL CAPACITY GAPS AND RELATED RESPONSE MATRIX MAPPING**

Capacity gap	Capacity building needs and response matrix reference (See section 3.1. below)
<b>EFFECTIVE ROLE OF PSC AS AN OVERSIGHT BODY</b>	
<p><b>REVIEW OF PERFORMANCE</b></p> <p>PSC as a governing body also needs to review the project performance annually and submit a report to ACS Development to demonstrate the execution of its responsibilities of program oversight. Currently, the program is delayed and the rationale for the delays have not been documented and reported within the government from the PSC platform which would feed into lessons to be learned in terms of future mainstreaming of the objectives of SBEP.</p>	OL-001 to OL-004; OL-010; OL-012 to OL-016

Capacity gap	Capacity building needs and response matrix reference (See section 3.1. below)
<p><b><i>LACK OF EFFECTIVE PARTICIPATION BY REPRESENTATIVES OF OTHER DEPARTMENTS AND COMPOSITION</i></b></p> <p>One key factor of PSC effectiveness is the composition of PSC which includes representatives of RSU, Finance Department and P&amp;D Department. However, it is seen that junior ranking officials attend from these departments who are usually silent observers of the proceedings, and as is the case with other government committees, the committee is primarily driven and decisions are made by Secretary SED.</p> <p>PSC is currently chaired by the Secretary SED who is also responsible administratively for the SBEP and is the Principal Accounting Officer for the allocated budget. Owing to attendance by junior representatives highlighted above, the presence of Secretary SED makes PSC as an extension of Secretary’s administrative authority in appearance and as such, does not effectively accomplish the purpose of PSC. The composition also does not include representatives of civil society and education sector experts as independent members to provide a higher degree of transparency and accountability from the PSC forum.</p> <p><b><i>APPROVAL OF STRATEGIC RISK MANAGEMENT FRAMEWORK AND QUALITY ASSURANCE PLAN</i></b></p> <p>The TORs of PSC include approval of the following two crucial documents of SBEP</p> <ul style="list-style-type: none"> <li>• <b>Strategic risk management framework</b> to ensure that strategies to address potential threats to the project’s success have been identified, estimated and approved, and that the threats are regularly re-assessed.</li> <li>• <b>Quality assurance plan</b> to ensure that project deliverables meet the expectation of all the stakeholders.</li> </ul> <p>Both these documents are yet to be prepared by PMIU for approval by PSC and implemented for management of SBEP implementation.</p>	
<p><b><i>ENABLING WORKFORCE AVAILABILITY AND RETENTION AT PMIU</i></b></p>	
<p>PMIU of SBEP was established for the implementation and management of SBEP under the oversight of PSC. The primary function of PSC as per PC-1 is to take responsibility for the achievement of outcomes of the program. Such responsibility demands effective oversight over the progress of the project and ensuring that PMIU is effectively resourced to achieve its objective of implementing and managing the program.</p> <p>PMIU cannot be effective unless it ensures that appropriate human resources are available. The fact that the PMIU has remained significantly under-staffed and frequent turnover of leadership reflects lack of corrective oversight by the PSC as well as inability of GoS to execute effectively SBEP</p>	<p>OL-005 to OL-007</p>

Capacity gap	Capacity building needs and response matrix reference (See section 3.1. below)
<p>The organizational chart in Annexure 1 shows the staffing situation of PMIU which shows key middle management level positions vacant and satellite offices non-operational. While the Government of Sindh (GoS) committed in the PC-1 document to ensure that the government staff working on deputation with SBEP is not transferred to the extent possible, the turnover of leadership has been a significant issue. In just 1.5 years into the contract of SCDP, the current PD is the third person in this position.</p> <p>As such, PMIU has not had consistent leadership to be able to achieve its overall objectives to ensure transparent and efficient management of SBEP, programmatic quality and effectiveness, technical coordination, internal and external communication, accountability and sound administration. The unfilled vacancies at key positions also means that the resources required to manage tasks to meet these objectives are not present which not only results in reliance on junior level staff for execution but also results in additional oversight responsibilities on PD and DPD adding to their workload.</p> <p>These matters along with a list of personnel for prioritized hiring were also communicated in our Staff Rationalization Report which also included job descriptions for the staff. Hiring process of most of the vacancies is underway. Slow remediation process shows lack of timely execution to remediate critical findings.</p> <p>The current situation of the organizational structure with incomplete staff strength, and the absence of satellite offices means that the capacity of PMIU to effectively achieve its objectives is significantly constrained. As explained in more detail in the Procurement subsection of the next section on Functional Capacity Assessment, the vacancies at key positions result in significant deficiencies internal control system of PMIU that undermine its ability to ensure efficiency and effectiveness of its operations, compliance with laws and regulations.</p> <p>Although significant duration of the project has lapsed but effectively only 11 out of 106 schools originally envisaged have been completed and all other counterparts have at least a year and a half to accomplish their deliverables. PMIU needs strengthening with optimal human resources to manage the key phases of implementation that are likely to continue till at least 2019.</p>	
<p><b><i>WORKING RELATIONSHIP OF SBEP COMPONENTS DIRECTLY FUNDED BY USAID WITH PMIU</i></b></p>	
<p>Through the PMIU, the project in its entirety is envisioned to be monitored and tracked on a regular basis and reviewed quarterly by PSC. However, the working relationship of SBEP counterparts engaged by USAID and PMIU remains to be streamlined. This is partly due to the absence of Program Manager roles in the organizational structure and high turnover of PDs and partly owing to the general perception that PMIU is only responsible for the construction component of SBEP which is not an accurate representation of the PC-1 design and project</p>	<p>OL-008</p>

<b>Capacity gap</b>	<b>Capacity building needs and response matrix reference (See section 3.1. below)</b>
<p>management requirements by GoS. The components require a formal and periodic engagement with the counterparts at PMIU on three fronts:</p> <ul style="list-style-type: none"> <li>• All components: Monitoring and evaluation – for data submissions and timely updates to SBEP M&amp;E database and reporting. This is being performed through M&amp;E focal group to an extent but there is need for streamlining the data submission process and collection at PMIU.</li> <li>• Construction related component(s): Construction management function at PMIU. Once staffed, the role of construction management would enhance to have more structured visibility and monitoring at PMIU.</li> <li>• Non-construction components: Reforms, Learning and Community mobilization components at PMIU.</li> </ul> <p>Formal working relationship with periodic structured reporting and engagement from the components to PMIU would enable PMIU to achieve the TOR under PC-1 of being able to monitor the implementation and the achievements of deliverables of SBEP.</p>	

**2.3. FUNCTIONAL CAPACITY ASSESSMENT**

<b>Capacity gap</b>	<b>Capacity building needs and response matrix reference (See section 3.2. below)</b>
<b>2.3.1. HUMAN RESOURCES</b>	
<b><i>SELECTION, HIRING AND PERFORMANCE APPRAISALS</i></b>	
<p>There is currently no formal documented selection process for PMIU’s Government deputationists and market based staff. From SED’s perspective, the requirement of appointing the right person from the government resource pool after due process, ensuring their tenure as per commitment under PC-1 and reviewing their performance annually to determine their reward structure (project allowance) is currently does not exist. The process of selection of government servants has been random based more on availability of specific civil servants and not a structured process to filter the best fit. This is despite notification of several selection committees notified (see next section). A critical symptom has been high turnover, already discussed earlier. Part of the problem lies in exogenous factors. Firstly, other comparable position have better incentives and attract quality civil servants even when they opt for these positions. Secondly the sunset clause on PMIU means it will close at some point (now a maximum of two years) and this reduces incentives for anyone to opt for PMIU as a priority. Finally the nature of transfer and postings in the civil services transcends the remit of the School</p>	<p>OL-005 to OL-007; OL-011; FL-002</p>

Capacity gap	Capacity building needs and response matrix reference (See section 3.2. below)
<p>Education Department. Situations of career needs of civil servants that require transfer and the decisions of SGA&amp;CD which are independent of the needs of SED both impact the turnover. Internally the lack of staffing can be considered both a cause and effect of high leadership turnover.</p> <p>This is a significant capacity gap with SED and GoS which needs to be rectified by laying down appropriate framework, especially with regard to PD, Deputy PD and market based staff. Similarly, results based monitoring and related performance appraisal system is required for all staff working in PMIU. However, since the life of PMIU is quite short, the issue persists in relation to the viability of addressing the HR gaps highlighted above.</p>	
<b><i>SELECTION COMMITTEES COMPOSITION AND FUNCTIONING</i></b>	
<p>We noted that several selection committees have been notified in context of PMIU, we have seen a draft of notification ref: SO(G-III)E&amp;L/SBEP/___/12 Karachi, dated ___ January-2013 and have been informed that the notification copy will be provided</p> <ul style="list-style-type: none"> <li>• PD/DPD: <ul style="list-style-type: none"> <li>○ Secretary Education (Chair),</li> <li>○ Rep of P&amp;D</li> <li>○ Rep of USAID (2)</li> <li>○ CPM of RSU</li> </ul> </li> </ul> <p>The above selection process has not been followed to date and the PDs and DPDs have been transferred and notified by the SGA&amp;CD against the positions without any due process of selection. Since the position entails monetary benefits over and above the regular salary and allowances, therefore, these positions should have been filled through a process giving opportunity to most suitable civil servants.</p> <ul style="list-style-type: none"> <li>• IA: <ul style="list-style-type: none"> <li>○ Secretary Education (Chair)</li> <li>○ PD (Secretary)</li> <li>○ Additional Secretary SGA&amp;CD</li> <li>○ Rep from P&amp;D</li> <li>○ Rep from USAID (2)</li> <li>○ Relevant technical person nominated from Finance department</li> </ul> </li> <li>• Program Managers <ul style="list-style-type: none"> <li>○ Secretary Education (Chair)</li> <li>○ PD (Secretary)</li> <li>○ Representative of SGA&amp;CD</li> <li>○ Representative from P&amp;D</li> <li>○ Representative of USAID (2)</li> </ul> </li> <li>• Market based staff</li> </ul>	OL-007

<p><b>Capacity gap</b></p>	<p><b>Capacity building needs and response matrix reference (See section 3.2. below)</b></p>
<ul style="list-style-type: none"> <li>○ Secretary Education (Chair)</li> <li>○ PD (Secretary)</li> <li>○ Additional Secretary (Services-I), SGA&amp;CD</li> <li>○ Additional Secretary (Administration), P&amp;D Department</li> <li>○ Relevant technical person (BS-18 and above )</li> <li>○ Rep of USAID (2)</li> </ul> <p>USAID representatives in selection committee are not designated as observers in line with their role in PSC as documented in the PC-1 which needs to be ensured.</p>	
<p><b>HR FUNCTION STAFFING</b></p>	
<p>The current hiring process does not include the position of HR manager which was earlier filled by using the position of one out of two procurement officers due to the position not being present in the organizational chart in the approved PC-1 and is currently occupied by an advisor on USAID/Pakistan’s payroll. We are informed that the role of HR manager will be inserted in the revised PC-1 and only after that the hiring can take place. This will mean that the hiring process which has so far been very slow in pace will need to be repeated for the HR manager position once the revised PC-1 is approved.</p>	<p>OL-005 to OL-007</p>
<p><b>HR MANUAL</b></p>	
<p>The HR manual developed by ASP is not used at PMIU as management of PMIU considers that it lacks appropriate coverage of applicable rules, laws and notifications and the construct being less user friendly. Among the needs identified, is a need for employee remuneration policy which sets out the policy for increments for market based staff in light of applicable rules and regulations. Currently this aspect is not covered and the knowledge of relevant rules and regulations is not there which has resulted in the suspension of increments for the market based staff or selective increments which have resulted in observations in PFMRAF report.</p>	<p>OL-009; FL-002; FL-004</p>
<p><b>TRAINING</b></p>	
<p>From the review, we noted that there is a need for the employees engaged in HR activities and payroll calculations for trainings of relevant laws and regulations applicable to different types of employees working in PMIU. This need has been identified by PMIU and also noted in PFMRAF report; however, the prior utilization of the training budget has been primarily limited to certain training by senior management as elaborated in detail in the aforementioned PFMRAF report.</p>	<p>FL-001; IL-001 to IL-002; IL-004</p>
<p><b>JOB DESCRIPTIONS</b></p>	
<p>The Staff Rationalization Report included staff job descriptions which were prepared after an extensive staff engagement process. This was identified as a gap in the HR function which has been supported to be remediated but needs to be communicated within the organization to be effective.</p>	<p>OL-011</p>



Capacity gap	Capacity building needs and response matrix reference (See section 3.2. below)
<b>2.3.2. MONITORING AND EVALUATION</b>	
<b>M&amp;E CAPACITY NEEDS ASSESSMENT</b>	
<p>A capacity need assessment was carried out by Deloitte in February 2016 when it was noted that job descriptions and role clarification was needed for M&amp;E staff. M&amp;E was done on ad hoc basis in absence of a formal workplan that is tracked in the light of the SBEP M&amp;E plan. The M&amp;E documents were not aligned with SBEP indicators and milestones. It was also noted that there is no consistent data gathering to track the progress of the program. Subsequent to the analysis, the M&amp;E team further shrunk by one team member but the engagement with SCDP M&amp;E team resulted in formalizing the M&amp;E activities and standardization of working papers aligned with SBEP indicators for monitoring activities. Reports were also shared with components counterparts and stakeholders for their perusal. Deloitte also conducted a training on M&amp;E for PMIU and DG M&amp;E staff. However, the work plan, team capacity and database creation remains to be implemented.</p>	FL-007
<b>M&amp;E FUNCTION STAFFING</b>	
<p>M&amp;E team is also understaffed with absent Senior Manager position which is shown in the PC-1 organogram but not included in the staff-wise costing. Manager M&amp;E is not effectively fulfilling his role as Manager M&amp;E and focusing on operating the FMIS system that he has developed for Finance function and certain other applications. In effect, M&amp;E operations are limited to one staff member who is in need of capacity development in relation to M&amp;E activities and report writing.</p>	OL-005 to OL-007; FL-006; IL-003
<b>2.3.3. INTERNAL AUDIT</b>	
<p>The internal audit function of PMIU comprise of a single Internal Audit manager whereas Assistant Internal Audit is a position included in the vacancies being hired at PMIU. The Internal Audit process requires interaction at the governance level and at a functional level. At the governance level, the function needs approved foundation documents such as a charter and a manual and constitution of an audit committee that would report to the Program Steering Committee for planning and sharing of reports of internal audit, and ensuring timely corrective action. Currently the audit committee does not exist for effective oversight on internal audit function. We have assisted PMIU in development of charters of Internal Audit, Audit Committee and its composition, and we understand that our recommendations that were approved by PSC are in process of implementation.</p> <p>For development of effective and efficient Internal Audit function at PMIU, the foundation documents prepared and shared include Internal Audit Charter which specifies its mission, reporting and relationship with audit committee, responsibilities, authority and independence &amp; objectivity of the internal audit; Audit Committee Charter containing purpose, membership, responsibilities,</p>	FL-013

<b>Capacity gap</b>	<b>Capacity building needs and response matrix reference (See section 3.2. below)</b>
<p>relationship of audit committee with internal auditor and meetings related matters and composition of audit committee which were presented to PSC for approval. The PSC decided for PD to notify the audit committee and the audit committee should approve the necessary documents. PSC did decide to remove the pre-audit function from IA which was an audit finding as well and the function is now being performed by a finance officer.</p> <p>The audit committee composition needs to be formalized and the current work programs and tools of Internal Audit need to be reviewed and streamlined under a risk-based internal audit plan with defined frequencies of areas to be audited based on their respective risk rating. Currently there is no Internal Audit plan reviewed and approved by the PSC and the reports shared with PSC from the last meeting are not based on a risk based audit plan.</p>	
<b>2.3.4. FINANCIAL MANAGEMENT</b>	
<b><i>FINANCE FUNCTION STAFFING</i></b>	
<p>The finance function in PMIU is functioning without a Finance Manager and the two finance officers are in need of capacity building in terms of relevant laws and regulations in their daily operations. The ASP drafted manual is not being followed by the finance officers on the basis that the same lacks relevance and is not user friendly. However, PFMRAF assessment included various gaps and findings which were concluded to be results of not following the manual which contained the relevant regulations.</p>	OL-005 to OL-007
<b><i>ACCOUNTING SYSTEM INTEGRATION</i></b>	
<p>The accounting system in place at PMIU is disaggregated in that GoS funds accounting is performed in an in-house developed software, FMIS whereas Assignment Account book keeping is done in QuickBooks accounting software. An additional Sindh Bank Account was opened during January 2015 for a bank locker facility for safe placement of bid securities and bank guarantees which is also used to collect tender fees which is not accounted for in either of the two systems. Instead, transactions are recorded in an Excel based spreadsheet separately from the other two accounting systems. PMIU's book keeping practices are in the need of integration into a single system.</p>	FL-005
<b><i>FINANCIAL MANAGEMENT MANUAL</i></b>	
<p>While a training was arranged for QuickBooks Accounting software for the PMIU staff which proved to be quite helpful in operations but the issue of lack of awareness of the accounting staff with relevant notifications applicable to the areas in-scope of PMIU is required to be addressed through an updated and revised manual and staff training.</p>	OL-009

Capacity gap	Capacity building needs and response matrix reference (See section 3.2. below)
<b>2.3.5. PROCUREMENT</b>	
<b>ROLE OF USAID CONSULTANT FOR CONSTRUCTION DESIGN IN PROCUREMENT PROCESS TO SUPPORT PROCUREMENT CAPACITY GAPS AND RELATED MATTERS</b>	
<p><b>OUTSOURCING OF KEY FUNCTIONS</b></p> <p>Procurement under the USAID contribution which is related to the construction of schools is done through a Procurement Committee comprising of:</p> <ol style="list-style-type: none"> <li>1. Program Director (Chairman)</li> <li>2. Additional Secretary (GA/C), School Education Department (Member)</li> <li>3. Director, (Road Planning, Designing &amp; Asset Management), Road Sector Development Directorate of Works and Services Department (Member)</li> <li>4. Representative of M/s Halcrow (Co-opted member – Non-voting)</li> </ol> <p>Terms of Reference as outlined in SPP Rule 8, Procurement Committee(s) shall be responsible for:</p> <ol style="list-style-type: none"> <li>1. Preparing bidding documents;</li> <li>2. Carrying out technical as well as financial evaluation of the bids;</li> <li>3. Preparing Bid Evaluation report as provided in Rule 45;</li> <li>4. Making recommendations for the award of the contract to the competent authority; and</li> <li>5. Perform any other function ancillary and incidental to the above.</li> </ol> <p>From our inquiries and the PFMRAF Procurement Questionnaire, we are informed that the abovementioned functions from 1 to 4 have been outsourced to the co-opted member Halcrow and the recommendations of Halcrow are documented in the minutes of Procurement Committee briefly and the approval of PD is obtained on this recommendation. This is considered a material weakness in procurement system, as the consultant who performs advisory functions based on review of PFMRAF report and our discussions, has been delegated most of the work of the PMIU indicating lack of oversight over such consultant by PMIU. Detailed review of ToRs of Halcrow, if provided, would provide additional insight to these matters.</p> <p><b>WORKING RELATIONSHIP WITH HALCROW</b></p> <p>In absence of a robust procurement function in-house, Halcrow helps PMIU in these activities whereas the scope of the A&amp;E contractor as per the PC-1 and activity agreement was restricted as follows:</p> <p style="text-align: center;"><i>Through a USAID turnkey design/construct contract, a local firm(s) will provide engineering design and construction supervision to provide quality control on the building</i></p>	FL-008 to FL-011

Capacity gap	Capacity building needs and response matrix reference (See section 3.2. below)															
<p><i>of schools as well as construction services through subcontracts with local firms. This firm will work in collaboration with the Government of Sindh, and build their capacity to monitor construction programs.</i></p> <p>Since the agreement between Halcrow and USAID is not available therefore it is difficult to understand the ‘working relationship’ between the PMIU and Halcrow that is primarily hired to assist and support the PMIU in the design and supervision of the works. In the current situation, PMIU has no capacity to oversee the work of Halcrow.</p> <p><b>PROCUREMENT PROCESS RELATED MATTERS</b></p> <p><b>Engineering estimate</b></p> <p>Engineering estimate is a key component and primary factor in bid evaluation and related decisions and is currently prepared by Halcrow. AGP auditors have raised observations on the bid evaluation process using the engineering estimate and lack of approved supporting analyses documentation. The engineering estimate prepared by Halcrow includes 42% contractor’s profit and overheads in addition to direct costs such as material/labor and transportation. AGP observation challenge this practice and in response to AGP findings, M/s Halcrow has provided below break up and justification for the 42% contractor's profit &amp; Overhead:</p> <table border="1" data-bbox="207 1096 1153 1837"> <thead> <tr> <th data-bbox="207 1096 418 1150">Description</th> <th data-bbox="418 1096 586 1150">Percentage</th> <th data-bbox="586 1096 1153 1150">Comments by Halcrow, if any</th> </tr> </thead> <tbody> <tr> <td data-bbox="207 1150 418 1243">Contractor profit</td> <td data-bbox="418 1150 586 1243">15%</td> <td data-bbox="586 1150 1153 1243"></td> </tr> <tr> <td data-bbox="207 1243 418 1692">Overheads</td> <td data-bbox="418 1243 586 1692">15%</td> <td data-bbox="586 1243 1153 1692">This is to cater for the project specific mandatory requirements which normally are not required on govt. projects. These include appointment of a degree holder Project Manager (to be approved by The Engineer), HSE Personnel, QA/QC personnel, contractor's office facilities on site including office container, wash rooms etc., obtaining three different types of insurances for the Project, temporary construction works like cordon off, monthly water testing reports, HSE requirements including personal protection equipment etc., Security of construction sites.</td> </tr> <tr> <td data-bbox="207 1692 418 1747">Tax</td> <td data-bbox="418 1692 586 1747">6%</td> <td data-bbox="586 1692 1153 1747"></td> </tr> <tr> <td data-bbox="207 1747 418 1837">Transportation between sites</td> <td data-bbox="418 1747 586 1837">2%</td> <td data-bbox="586 1747 1153 1837">Due to scattered nature of the works ( some schools up to 100 kms apart)</td> </tr> </tbody> </table>	Description	Percentage	Comments by Halcrow, if any	Contractor profit	15%		Overheads	15%	This is to cater for the project specific mandatory requirements which normally are not required on govt. projects. These include appointment of a degree holder Project Manager (to be approved by The Engineer), HSE Personnel, QA/QC personnel, contractor's office facilities on site including office container, wash rooms etc., obtaining three different types of insurances for the Project, temporary construction works like cordon off, monthly water testing reports, HSE requirements including personal protection equipment etc., Security of construction sites.	Tax	6%		Transportation between sites	2%	Due to scattered nature of the works ( some schools up to 100 kms apart)	
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<b>Capacity gap</b>			<b>Capacity building needs and response matrix reference (See section 3.2. below)</b>
Contingencies	4%	1% has already been consumed by increase of Tax rate to 7%).	
	42%		<p>It is not evident that the procurement committee has questioned the logic for including these items in the calculation of 42% and then allowing an additional increase of 13.64%, 6.30% and 9.74% respectively. <b>Audit findings related to procurement approval are yet to be resolved with AGP auditors, it highlights the need for senior level input for the PD and DPD in the process of decision making.</b></p> <p><b>Bid evaluation basis</b></p> <p>From the AGP findings, we have noted that the bid evaluation prepared for school construction compares the total bid amount with engineer’s estimate to see if the difference falls under 20% threshold (SPP Regulation for Procurement of Works no. 11.3.3). AGP auditors have prepared findings based on a different basis by comparing the amount without contractor’s profit and overheads resulting in a much higher variance. The documentation we reviewed that includes the responses do not adequately respond to the auditor’s finding on the basis of justification in light of the Rules and Regulations. This matter of the basis used to support procurement decision making which is currently challenged by auditors needs to be clarified with SPPRA.</p> <p><b>Unsupported rate analysis</b></p> <p>Related to the abovementioned area, the absence of formal approved rate analysis supporting the breakdown of material, labor and overheads reflected a need for stronger monitoring and review from PMIU’s part over the processes relating to construction management and procurements. A formal approved rate analysis is needed to demonstrate an evidence based exercise of rate determination. Currently, the only rate analysis that PMIU had and which was also shared with us for our review were unsigned sheets containing breakdown of each item of BOQ in material, transportation and contractor’s profit and overheads. The auditor’s finding of the rate analysis being unapproved was unaddressed till the date of our inquiry and based on our discussion with Halcrow, the documentary evidence for the activities undertaken for the construction of the said rates was not to be shared with PMIU.</p>
<b>PROCUREMENT STAFFING</b>			
<p>The position of Senior Procurement Specialist has remained vacant at PMIU and out of the two procurement officers planned as per PC-1, one slot was used to hire HR Manager - a position which was not present in the approved PC-1 document – at a salary higher than PC-1 approved rate for that position. The sole procurement officer at PMIU is tasked with the complete processing of procurement of all spending out of GoS funds and handling documentation for both local and foreign</p>			OL-005 to OL-007

Capacity gap	Capacity building needs and response matrix reference (See section 3.2. below)
<p>funding. PFMRAF and AGP reports have identified findings relating to procurement of POL and other items of use in PMIU related to local spending concluding with capacity of the person handling procurements about local laws and their compliance requirements.</p> <p>As per Article 3 of the Activity Agreement, the GoS is responsible for the implementation of the activity, including, without limitation, all procurement necessary to implement the activity. In the current situation where the co-opted member of the Procurement Committee prepares substantially all the procurement documentation, important positions within PMIU of Senior Procurement Specialist and Manager Construction Supervision remain vacant that can provide technical review of the process to enable the PMIU to meet its responsibility as per the Activity Agreement. Some level of review is performed by Manager Construction Design and Contracting but the process requires physical transfer of bids from PMIU premises to Halcrow premises for evaluation without any supporting monitoring and review controls within PMIU. With the hiring of the vacant senior management positions to assist procurement committee in effective oversight of the construction activities of PMIU.</p>	
<p><b><i>PROCUREMENT MANUAL</i></b></p>	
<p>The procurement manual is not adopted as of yet and as in the case of HR manual, is expected to be revised. PFMRAF findings pointed out that a procurement checklist for compliance with SPPRA Rules and Regulations should be prepared which has not been done as of yet.</p>	<p>OL-009; FL-010</p>

# 3. CAPACITY DEVELOPMENT RESPONSE

## 3.1. ORGANIZATIONAL LEVEL

### 3.1.1. EFFECTIVE IMPLEMENTATION OF PSC ROLE

In order for effective implementation of PSC roles, the capacity gaps identified need to be remediated with suggested steps as tabulated below:

Action point reference	OL-001	OL-002	OL-003	OL-004
<b>Action(s) required</b>	Annual review report should be prepared by PMIU for SBEP covering all aspects of the program and PSC scope and reviewed and approved by PSC and distributed in same manner as PSC minutes as required under PC-1.	Attendance at PSC meetings should be enforced to be the notified person and CS should consider nominating the PSC members by name who continue to be PSC members with fiduciary responsibilities even if transferred from their original department of P&D or Finance etc. One Attendance details should be communicated in Annual Review report	Independent experts and/or civil society members should be inducted in PSC through notification. CS/ACS can be engaged by circulation of PSC meeting minutes to him and requesting feedback on the program.	Strategic risk management framework and QA plan should be prepared by IA and Program Manager Reforms, Learning and Community Mobilization respectively and reviewed and approved by the PSC. The risk framework should be reviewed annually.
<b>Person responsible</b>	Secretary SED; PD-PMIU	Secretary SED; PD-PMIU	Secretary SED; PD-PMIU	Secretary SED; PD-PMIU; IA; PM-RLCM (if hired)
<b>Priority<sup>1</sup> (High / Normal / Low)</b>	High	High	High	High
<b>Timeline (Estimated deadline or</b>	[Urgent] Next coming year-end	[Urgent] Immediate PSC meeting for attendance	[Urgent] Immediate PSC meeting for	[Urgent] March 2017 for SRMF; QA plan within 1

<sup>1</sup> Action points relevant to Risk Mitigation Plan in PFMRAF or responsive to AGP findings or otherwise of significance for the objectives of the program are rated "High". Value adding recommendations, if any are rated "Low". All remaining responses are rated "Normal".

<b>if urgent, marked as such)</b>		and the meeting after for composition.	approval of composition and the meeting after for reconstituted PSC.	month of on boarding of PM RLCM.
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### 3.1.2. STAFF RECRUITMENT

As can be seen from the organizational chart presented in Appendix 1, PMIU is in dire need of prioritized hiring to fill the vacant positions. Three of the senior management positions are for government employees of BPS 18 which may be filled fairly quickly to ensure appropriate segregation of duties and enhance efficiency and effectiveness of PMIU operations. These positions are Program Manager Construction Management, Program Manager Reforms, Learning and Community Mobilization, Program Manager Support Services and Directors of regional offices. Getting placements on these posts will require active follow-up by Secretary SED (Chairman PSC) and PD PMIU. . Below is the capacity building response to this vital gap in human resource capacity of PMIU.

<b>Action point reference</b>	<b>OL-005</b>
<b>Action(s) required</b>	Note to be written to the Secretary School Education for placement of personnel with requisite skillset on the vacant government positions including those for satellite offices based on appropriate process that ensures posting of people having required knowledge and skills. This matter should be raised as a high risk issue in the next PSC meeting and followed up with reporting on progress to all PSC members, If not completed within the agreed timeframe (as agreed in the next PSC meeting) an urgent meeting of PSC be called to resolve the matter.
<b>Person responsible</b>	PD
<b>Priority<sup>2</sup> (High / Normal / Low)</b>	High
<b>Timeline (Estimated deadline or if urgent, marked as such)</b>	[Urgent] Within 1 week of submission of this capacity building plan.

The vacancies in market type positions have been taken up by PMIU for hiring and we are already assisting PMIU in arranging written tests through an external institution. The process is required to be completed expeditiously and the capacity building needs to include additional roles envisaged for efficient and effective implementation of the objectives of PMIU in the Staff Rationalization Report. Key additional roles in this regards include the following:

- Manager MIS
- Manager Legal and Compliance
- Legal and Compliance Assistant
- Document Control Assistant

In addition, the role of HR Manager also should be considered for inclusion in the organizational structure formally.

<sup>2</sup> Action points relevant to Risk Mitigation Plan in PFMRAF or responsive to AGP findings are rated “High”. Value adding recommendations, if any are rated “Low”. All remaining responses are rated “Normal”.



<b>Action point reference</b>	<b>OL-006</b>
<b>Action(s) required</b>	Process hiring of additional key roles in PMIU for market based positions in accordance with Staff Rationalization Report.
<b>Person responsible</b>	PD
<b>Priority (High / Normal / Low)</b>	Normal
<b>Timeline (Estimated deadline or if urgent, marked as such)</b>	[Urgent] March – April 2017

Amendment in the constitution of selection committee (other than for PD, DPD, Internal Auditor and Program Managers, i.e. for market staff other than Internal Auditor) may be considered for which PD should move a note for the Secretary SED

The capacity of selection committees can be enhanced by the recommendations below:

<b>Action point reference</b>	<b>OL-007</b>
<b>Action(s) required</b>	Amend the constitutions of selection committees as follows: <ul style="list-style-type: none"> <li>• All committees <ul style="list-style-type: none"> <li>○ Representatives of USAID should have a defined role of observer in accordance with their defined role in PSC. The number of observers may be considered to be reduced to one in line with representation of other relevant agencies/departments in the composition.</li> </ul> </li> <li>• Committee for PD/DPD <ul style="list-style-type: none"> <li>○ Additional Secretary SGA&amp;CD (Services) should be included.</li> <li>○ From P&amp;D, the representative should be specified to be Chief / Deputy Chief Education Section.</li> </ul> </li> <li>• Committee for Internal Auditor and market based Managers <ul style="list-style-type: none"> <li>○ A single committee may be formed for IA and market based Managers as the latter committee already defines relevant technical persons (Works &amp; Services, finance, SPPRA, Information Technology) to be the members of the committee.</li> </ul> </li> </ul>
<b>Person responsible</b>	PD
<b>Priority (High / Normal / Low)</b>	High
<b>Timeline (Estimated deadline or if urgent, marked as such)</b>	[Urgent] March – April 2017

The necessity of revision in PC-1 required for the processing of the above positions and any other realignments in organizational structure necessary to achieve PMIU's objectives may be considered by the PD in accordance with the powers delegated under the Sindh Financial Rules to the PD of SBEP being a Category 1 officer.

### 3.1.3. WORKING RELATIONSHIP OF SBEP COMPONENTS DIRECTLY FUNDED BY USAID WITH PMIU

Working relationship between PMIU and the SBEP counterparts contracted or engaged directly by USAID not formalized and consequently, PMIU's scope as an overall management hub for implementation of SBEP is limited.

<b>Action point reference</b>	<b>OL-008</b>
<b>Action(s) required</b>	Formal working relationship with periodic structured reporting and engagement from the components to PMIU would enable PMIU to achieve the TOR under PC-1 of being able to monitor the implementation and the achievements of deliverables of SBEP. It will also contribute to sustainability of SBEP reforms.
<b>Person responsible</b>	Secretary SED; PD PMIU; PMs
<b>Priority (High / Normal / Low)</b>	High
<b>Timeline (Estimated deadline or if urgent, marked as such)</b>	[Urgent] March – April 2017, subject to completion of hiring process and on-boarding of PMs

### 3.1.4. POLICIES AND PROCEDURES MANUALS

The Risk Mitigation Plan in response to PFMRAF contains revision and implementation of policies and procedures manual as the top most priority.

<b>Action point reference</b>	<b>OL-009</b>
<b>Action(s) required</b>	Policies and procedures manuals may be updated for the following topics: <ul style="list-style-type: none"> <li>• Human resources</li> <li>• Procurement</li> <li>• Financial management</li> <li>• Monitoring &amp; Evaluation</li> </ul>
<b>Person responsible</b>	PD
<b>Priority (High / Normal / Low)</b>	High
<b>Timeline (Estimated deadline or if urgent, marked as such)</b>	[Urgent] March – April 2017; Stage-wise starting from the draft of first set of manuals to be shared early March and all manuals to be completed by April 15, 2017.

The review process timelines are to be agreed with PMIU in accordance with the availability of relevant staff members. Training workshops are to be followed as per Deloitte's work plan after the final set of manuals are approved by the PD and PSC.

Additional organizational level and functional level inputs are included in the response matrix that is placed in the next section.

### 3.2. CAPACITY BUILDING NEEDS AND RESPONSE MATRIX

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
<b>Capacity development at organizational or functional level</b>									
<b>OL-001</b>	PSC as a governing body needs to review the project performance annually and submit a report to ACS Development and CS to demonstrate the execution of its responsibilities of program oversight.	Annual review report should be prepared by PMIU for SBEP covering all aspects of the program and PSC scope and reviewed and approved by PSC and distributed in same manner as PSC minutes as required under PC-1.  Performance of the project and that of PSC should be reported on a fairly regular basis to the CS and ACS Development to ensure that the PSC is accountable for the TOR established under the Program. The report should include among other things, progress of the project and reasons for delays, Objectives achieved as mapped with the Sindh Education Sector Plan.	2016-17	Practice in place to document progress against PSC's responsibility for the achievement of outcomes of the program, overall coordination, and guidance on and approval of major business decisions.	Annual review report	Secretary SED; PD PMIU	High	[Urgent] Next coming year-end	Deloitte can review and provide input on the draft report prepared by PMIU
<b>OL-002</b>	Junior ranking officials attend from other departments in PSC who are usually silent observers of	Attendance at PSC meetings should be enforced to be the notified level and CS should consider nominating the PSC members by name who continue to be PSC members with fiduciary	2016-17	Attendance in PSC of the right level of representatives and active engagement	Attendance record showing participation by the adequate level of staff members	Secretary SED; PD PMIU	High	[Urgent] Immediate PSC meeting for attendance and the meeting after for composition.	Deloitte can assist IA to include review of PSC proceedings and attendance as part of

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
	the proceedings.	responsibilities even if transferred from their original department of P&D or Finance etc. Attendance details should be communicated in Annual Review report							internal audit plan.
<b>OL-003</b>	PSC should comprise of civil society members and education sector experts as independent members	Independent experts and/or civil society members should be inducted in PSC through notification. CS/ACS can be engaged by circulation of PSC meeting minutes to him and requesting feedback on the program.	2016-17	A PSC that is better composed to play an active part in achievement of its objectives under the PC-1 and monitor the program effectively.	Notification(s) relating to PSC	Secretary SED; PD PMIU	High	[Urgent] Immediate PSC meeting for approval of composition and the meeting after for reconstituted PSC.	Deloitte can review the necessary correspondence to be initiated by PD PMIU, if required.
<b>OL-004</b>	SRMF and QA plan are not prepared and approved and subsequently reviewed.	SRMF and QA plan should be prepared by IA and Program Manager Reforms, Learning and Community Mobilization respectively and reviewed and approved by the PSC. The risk framework should be reviewed annually.	2016-17	PSC oversight mechanism facilitation is robust and implemented in compliance with the PC-1 document	SRMF and QA plan approved by PSC	Secretary SED; PD-PMIU; IA; PM-RLCM (if hired)	High	[Urgent] April 2017 for SRMF; QA plan within 1 month of on-boarding of PM RLCM.	Deloitte can assist in the design of SRMF and QA plan and review the draft prepared by PMIU.
<b>OL-005 and OL-006</b>	Rationalization and optimization of Organizational Structure	Implementation of capacity development plan	2016-17	PMIU staffed with key positions and operational satellite offices	All prioritized hiring completed	PD-PMIU	High	Recruitment: [Urgent] Within 1 week of submission of this capacity building plan. Additional roles: [Urgent]	Deloitte can review periodic updates produced by PMIU in response to the plan.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
								March – April 2017	
<b>OL-007</b>	Selection committees need to be amended to ensure appropriate mix of required expertise.	<p>Amend the constitutions of selection committees as follows:</p> <ul style="list-style-type: none"> <li>• All committees <ul style="list-style-type: none"> <li>○ Representatives of USAID should have a defined role of observer in accordance with their defined role in PSC. The number of observers may be considered to be reduced to one in line with representation of other relevant agencies/departments in the composition.</li> </ul> </li> <li>• Committee for PD/DPD <ul style="list-style-type: none"> <li>○ Additional Secretary SGA&amp;CD (Services) should be included.</li> <li>○ From P&amp;D, the representative should be specified to be Chief / Deputy Chief Education Section.</li> </ul> </li> <li>• Committee for Internal Auditor and market based Managers <ul style="list-style-type: none"> <li>○ A single committee may be formed for IA and market based</li> </ul> </li> </ul>	2016-17	Effective selection committees with appropriate representation	Revised selection committees	Secretary SED; PD-PMIU	High	[Urgent] March – April 2017	Suggested compositions included in the activities column.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		<p>Managers as the latter committee already defines relevant technical persons (Works &amp; Services, finance, SPPRA, Information Technology) to be the members of the committee.</p> <p>The selection committees for the government deputationists should provide their recommendations for the relevant government official who has the authority for the appointment of the relevant grade for his/her approval.</p>							
<b>OL-008</b>	Working relationship between PMIU and the SBEP counterparts contracted or engaged directly by USAID not formalized and consequently, PMIU's scope as an overall management hub for implementation of SBEP is limited.	Formal working relationship with periodic structured reporting and engagement from the components to PMIU would enable PMIU to achieve the TOR under PC-1 of being able to monitor the implementation and the achievements of deliverables of SBEP.	2016-17	Compliance with TORs of PMIU under PC-1	PMIU's input in approving workplans of all components.  Documented working relationship agreed by all components and USAID.	Secretary SED; PD PMIU; PMs	High	[Urgent] March – April 2017, subject to completion of hiring process and on-boarding of PMs	Deloitte can facilitate the engagement led by PMIU and review the documents prepared.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
<b>OL-009</b>	Revision of organizational policies and procedures	Update HR, Procurement, Financial Management and M&E manuals	2016-17	Updated and implemented policies and procedures manuals	Approved policies and procedures manuals; training for orientation of manuals imparted	PD and PSC	High	Stage-wise from March 2017 to April 2017 with trainings imparted till June 2017	Deloitte is to assist in the development of manual and provide training in accordance with the timeline
<b>OL-010</b>	Annual review of organization structure not undertaken by PSC.	Annual review of organization structure by PSC	2016-17; 2017-18	Minuted review of organizational structure by PSC	Documented minutes regarding PMIU's review of agenda working papers showing review of organization structure of PMIU	PD-PMIU as responsible person for PMIU and as Secretary of PSC.	Normal	First quarter's meeting of PSC	Deloitte may support in the annual review, if required by PD-PMIU.
<b>OL-011</b>	Performance management	Circulation of revised job descriptions to all staff	2016-17	Refreshed understanding of the roles and responsibilities and identification of any improvement in the current JDs.	JDs circulated and reconfirmed by all staff members	PD; HR Manager (if appointed)	Normal	July 2017	Deloitte may assist in any specific JDs requiring update
<b>OL-012</b>	PSC meetings to be appropriately recorded	Attendance records of PSC meetings need to be adequately maintained as PFMRAF report identified certain instances where sign-offs were not maintained of key	2016-17	Accurate attendance records of PSC meetings	PD sign off on attendance sheets	PD	High	Immediate next PSC meeting	Deloitte can review the compliance as part of support in Internal Audit.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		<p>individuals such as the Secretary Education.</p> <p>Attendance records of the PSC meetings need to be ensured to be signed off by the PD to enforce compliance.</p>							
<b>OL-013</b>	PSC oversight over project management through PMIU and project progress	<p>Corrective actions and decisions and delays are not seriously considered leading to gaps of people retention and motivation being unaddressed. Understaffed PMIU has existed for a prolonged period of time without actual progress towards resolution shows that PSC oversight and monitoring on this area has largely been non-existent.</p> <p>PSC to ensure the availability of proper human resources and to ensure that performance management is appropriate.</p> <p>There should be an added PSC ToR: Ensuring that PMIU has proper human resources in order to accomplish the objectives and goals set in the PC-1. To achieve this objectives:</p> <ul style="list-style-type: none"> <li>• Right people are posted, with requisite knowledge and experience and commitment to deliver the project within the</li> </ul>	2016-17	PSC TOR to include clear description of oversight role over PMIU.	Revised PSC TOR	PD PMIU; Manager Construction Design and Contracting	High	Next PSC meeting	Deloitte may review such TOR prepared by PD and provide input to PD for finalization.



S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		<p>timeframe. People deputed:</p> <ul style="list-style-type: none"> <li>○ Clarity of target and goals</li> <li>○ Reasonable tenure; vacancies not filled on timely basis; PSC not overseeing and should be included in its role; overall mandate of efficiency</li> </ul> <ul style="list-style-type: none"> <li>● Ensuring effective performance appraisal system for effective accountability.</li> </ul> <p>PSC composition issues: government attendance (no ownership of other departments); may be considered to get independent members from the private sector.</p> <p>In order to streamline PMIU's accountability towards PSC, the ToRs of PMIU as a secretariat to PSC should be documented.</p>							
<b>OL-014</b>	Role and responsibilities of Chairman PSC and Secretary PSC to be defined.	Role of the Chairman, Secretary SED, who chairs the PSC and the PD who is the Secretary of the PSC and operational head of the PMIU are critical for effective governance and operations of PMIU for attaining the SBEP objectives. The roles should highlight how the roles are	2017	Defined role of Chairman and Secretary of PSC defined.	Role description of Chairman PSC and Secretary PSC	PD PMIU	High	By next PSC meeting	Deloitte may review such roles and provide input to PD for finalization.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		exercised for effective and efficient functioning of the oversight mechanism of PSC.							
<b>OL-015</b>	Role of PSC and PMIU? in monitoring achievements of program objectives as mapped with overall Sindh education sector plan	<p>The manager (Reform, Learning and Community Mobilization) establishes linkage with all counterparts of SBEP and stakeholders in education sector to ensure that program objectives contribute to overall objectives Sindh education sector plan.</p> <p>Senior Manager (M&amp;E) will provide all relevant data to the SSMS unit to enable Sindh School Education department in mapping of data.</p>	2016-17	Accountability for achievement of program objectives.	Annual report including comparison of target and achieved targets	Secretary SED; PD-PMIU; Senior Manager (M&E), if hired	High	By next PSC meeting.	This aspect is to be taken care of through internal and external support. For internal support and relevant coordination with all SBEP counterparts the position of program manager (Reform, Learning and community mobilization) and Senior Manager (M&E) is provided in PMIU while the SCDP is available for providing external support. However, the PD may take lead role under the policy guidance from PSC and on the basis of

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
									program objectives and objectives of Education Sector plan.
<b>OL-016</b>	Performance appraisal of oversight functions and bodies above PMIU need to be done.	PSC and Audit Committee, if any, need to carry out certain evaluations of their performance on annual basis. These evaluations may include performance of the committee as a whole in terms of meetings held and business attended as well as follow up actions taken.	2016-17	Healthy governance and higher degree of accountability	Performance appraisal documentation	Secretary SED (As chair of PSC); Chairman of Audit Committee, if any; PD-PMIU (Secretary of PSC)	High	Annually starting from 2016-17	Deloitte can assist PD-PMIU in developing the requisite appraisal documentation.
<b>FL-001</b>	Human Resources – Training Needs Analysis	Conduct Training Needs Analysis and Employee Surveys for devising an appropriate human resources management strategy	2016-17	Trainings of staff planned systematically	Staff's training needs identified and converted into an annual plan	PD; HR Manager (if hired)	Normal	July 2017	Deloitte may support in the TNA work, if required by PD-PMIU.
<b>FL-002</b>	Human Resources – Performance management policy	Develop Performance Management Policy to deal with problems of poor performance and indiscipline and reward good performance. As per PC-1, Annual Confidential Reports of all staff of PMIU will be linked to JDs and respective deliverables. This factor should be ensured through policy.	Refer OL-003	Refer OL-003	Refer OL-003	Refer OL-003	Refer OL-003	Refer OL-003	Refer OL-003

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
<b>FL-003</b>	Human Resources – HR MIS	Acquire an integrated HR Management Information System to automate the functions of the HR section and train the staff in the use of the system.	2017-18	HR system / software developed / procured	Integrated HRIS is used by PMIU (no; yes)	PD; HR Manager (if hired)	Normal	July-Aug 2017	Deloitte may support in the arrangement of HR software, if required by PD-PMIU.
<b>FL-004</b>	Human Resources – Manual	Update HR Manual in line with Government of Sindh's HR regulations and PC1.	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>
<b>FL-005</b>	Integrated Financial management system to be implemented	Financial management software needs to be integrated into a single system that covers local currency account, foreign currency account and the bank account connected with the locker being maintained. Currently, the local currency accounting is done on FMIS which is an in-house developed software housed in the desktop of Manager M&E with no oversight of the Manager IT who is responsible for the information system security of PMIU systems. Response to PFMRAF report by management was that Manager M&E has been asked to share in-house software with Manager IT so that there should be minimum risk in	2017-18	Financial management activities integrated under a single system	Integrated financial accounting system implemented	PD; Manager Finance (if hired)	High	July – August 2017 for implementation completion	Deloitte may support the acquisition and implementation of the financial accounting system, if required by PD-PMIU

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		PMIU FMIS operations. Our recommended activity is to implement an integrated system rather than operating two different systems							
<b>FL-006</b>	M&E officers in satellite offices need to be hired	Vacancies for satellite offices need to be filled urgently and tasked with immediate duties to carry out periodic M&E activities on ground.	2016-17	M&E Officers in satellite offices hired	M&E Officers in satellite offices hired	PD-PMIU; HR Manager (if hired)	Normal	Within 1.5 months of approval of this capacity building plan	Deloitte may assist in the hiring process, if required by PD PMIU
<b>FL-007</b>	M&E workplan needs to be created and operationalized	No proper field visit plan and workplan is available which can guide team to plan a data collection from the field. The same should be drafted and filed by the team in their field visits	2016-17	M&E workplan	M&E workplan and implementation status	PD-PMIU; Senior Manager M&E (if hired)	High	March – April 2017	Deloitte can review the M&E workplan after sharing current activity plan as base for PMIU to draft own workplan.
<b>FL-008</b>	Construction management and Supervision function need to be strengthened in PMIU	With appropriate staffing of the Construction Management function, activities need to be implemented to monitor and track all aspects of the construction activities as reported by the consultant. The review process should report to the PD and eventually to the PSC about the detailed factors of progress in terms of construction timelines and construction costs. Based on the symptomatic	2016-17	In-house construction management mechanism and mainstreaming of the construction management and supervision capabilities of the consultant (Halcrow) committed to be transferred	Complete Construction Management workplan and deliverables	Secretary SED; PD-PMIU; Program Manager	High	March – April 2017	Deloitte may assist in the hiring / selection process and review the workplan and deliverables as prepared by the team headed by Program Manager

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		situation of only 11 schools being constructed out of 106 required, analysis of the situation from a causative chain approach. There is a need to review the internal and external (or more aptly endogenous and exogenous) factors that have led to the situation. In the current state of affairs, there is absolute dependence on Halcrow's processes which are not accountable towards PMIU.		to the GoS as per PC-1					
<b>FL-009</b>	Engineer's estimate is currently not substantiated at the PMIU level and since all procurement is as per market rates as per PC-1, critique by auditors or any other evaluators on the estimate and subsequent comparisons with bids cannot be answered satisfactorily at	Engineer's estimate needs to be developed at PMIU based on information to be gathered through surveys or other means for which Consultant's assistance may be needed.  Alternatively, the entire process and supporting documentation of engineering estimates should be available with PMIU and there should be recorded review of the estimate at PMIU before technical sanction.	2016-17	Resolution of key audit findings; Ownership of the basis of technical sanction	Engineer's estimate duly supported and auditable at PMIU	PD-PMIU; Program Manager Construction Management, if hired	High	March-April 2017	Deloitte can review the documentation produced by PMIU and provide input.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
	the PMIU levels. Halcrow's engineer's estimate cannot be disclosed to PMIU which creates a risk for the PD.								
<b>FL-010</b>	Procurement function is not effective and entire process for foreign funding utilization is effectively sub-contracted to Halcrow with no demonstrable mechanism in place in PMIU to oversee the arrangement in contradiction to the Activity Agreement and PC-1 which makes GoS responsible for all procurement under the project.	Much time has elapsed since Halcrow had been co-opted as member of Procurement committee and the capacity of PMIU has not been increased as was the commitment for the consultant to be engaged by PMIU. With appropriate staffing for procurement function, the co-opted member role should be finished and all responsibility from bid document preparation to bid evaluation should be performed by PMIU. Halcrow being consultant can still develop or assist PMIU to develop Engineer's estimate in accordance with the above finding.	2016-17	Resolution of key audit findings; Mainstreamed procurement activity	Procurement function without role of Halcrow	Secretary SED; PD-PMIU; Senior procurement Specialist, if hired	High	March-April 2017	Deloitte is preparing Procurement manual which will assist in the staff's functions. Procurement activity will be reviewed as part of Internal Audit.
<b>FL-011</b>	Guidance from SPPRA needs	Guidance needs to be obtained from SPPRA in	2016-17	Resolution of key audit	Conclusion from SPPRA	PD-PMIU, Senior	High	March – April 2017	Deloitte may review the note

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
	to be obtained to ensure that procurement activity is in line with the legal requirements as challenged by the AGP Auditors in their findings with respect to comparison of bids with engineer's estimates.	light of PMIU's procurement conditions which stipulate using market rates to develop engineer's estimate. Auditor has challenged the practice of comparing the total engineering estimate with total bid value and comparing the difference with 20%. This fundamental difference of understanding needs to be clarified from SPPRA as so far, although the audits have not been concluded, PMIU with assistance of Halcrow has not been able to substantiate their basis of understanding in the light of the relevant rules and regulations.		findings; Procurement function compliant		Procurement Specialist, if hired			to be sent to SPPRA and provide input.
<b>FL-012</b>	Documentation of all procurement activities to be audit-ready	SPPRA checklists have been identified by PFMRAF auditors but these are not yet implemented. At any stage of procurement, the documentation trail is not present that can demonstrate compliance with the relevant provisions of SPPRA Rules and Regulations.	2016-17	Robust and accountable procurement function	SPPRA checklist	PD-PMIU; Senior Procurement Specialist	High	March-April 2017	Deloitte will include SPPRA checklist in the draft manual for PMIU's review and approval



S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
<b>FL-013</b>	Internal audit strengthening	Audit committee to be constituted and consequently foundation documents (charters, workplan, etc.) approved; PD is required to follow up on the letter written in this regards to the Chief Secretary. In absence of the audit committee; internal auditor should report to PSC directly. Properly staffed internal audit function should carry out internal audit of PMIU activities in accordance with a risk-based internal audit plan and report the findings to PSC/audit committee on quarterly basis.	2016-17	Effective and independent internal audit function	Audit Committee / PSC minutes showing review and consideration of internal auditors' work; Internal Auditor's approved workplan; Internal Auditor's reports presented for PSC / AC review and related minuted deliberations.	Secretary SED; Internal Auditor	High	March – April 2017	Deloitte will assist IA in the process.
<b>Capacity development at individual level</b>									
<b>IL-001</b>	Training and development of new staff: Orientation Training within PMIU	Prepare a detailed training calendar for new staff of PMIU for orientation training in functional capacities such as planning, time management, communication skills, report writing, team building, etc.	2016-17	Training scheduled for all staff focusing on new staff orientation training	Training calendar for staff	PD; HR Manager (if hired)	Normal	April – May 2017	Deloitte can support in identification of the orientation skill set for training and plan preparation for PMIU to implement, if required by PD

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
IL-002	Training and Development of existing staff of PMIU: technical capacities	Prepare a detailed annual training calendar with suggested partners/institutes for training	2016-17	Training scheduled for all staff focusing on technical training needs of specific staff	Training calendar for staff	PD; HR Manager (if hired)	Normal	April – May 2017	Deloitte can support in identification of the orientation skill set for training and plan preparation for PMIU to implement, if required by PD
IL-003	Monitoring and evaluation team needs to be operationalized	Manager M&E needs to take ownership of the M&E activities and be responsible for the tasks and timelines of the function. Currently, the role is largely outsourced to Deloitte which needs to be taken up by the M&E function at PMIU to ensure sustainability of capacity development activities.	2016-17	Manager M&E responsible for M&E tasks and deliverables	Monthly, Quarterly and Annual reports prepared by PMIU and submitted to Deloitte for review.	PD-PMIU; Senior Manager M&E (if hired)	Normal	Within one week of approval of this capacity building plan	Deloitte may review the outputs prepared by M&E team for quality control and supervision.
IL-004	Technical trainings needs of staff involved in identified functions need to be addressed.	Training of procurement specialists in procurement rules and regulations; finance personnel in financial management and assignment account procedures in Sindh; Internal Auditor in auditing contracts; Construction Design and Supervision or Construction Management	2016-17	Trained human resource	Training calendar implementation status report	PD-PMIU	High	2016-17	Deloitte may assist in development of the plan and its implementation.

S. No.	Capacity needs	Activities	Year	Expected outputs	Indicators (baseline; target)	Responsible person	Priority	Timeline	Deloitte's support and timelines
		personnel in relevant trainings, M&E and HR personnel in their respective trainings need to be imparted							

# 4. IMPLEMENTATION, M&E OF CAPACITY DEVELOPMENT PLAN

With respect of the Capacity Development needs identified herein, PD-PMIU needs to oversee, possibly through delegation of execution to DPD, that the implementation and necessary tasks are performed on time and all the dependencies are amicably resolved to avoid any bottlenecks. Such dependencies may include staff hiring or deputation, or follow-ups with other government departments or within SEDs.

Progress can be tracked in the template below and the Senior Manager, M&E may be tasked with the control of this log.

S. No.	Year	Responsible person	Priority	Timeline	Implementation status	Issues requiring PSC attention, if any
<b>Capacity development at organizational/functional level</b>						
<b>OL-001</b>	2016-17	Secretary SED; PD PMIU	High	[Urgent] Next coming year-end		
<b>OL-002</b>	2016-17	Secretary SED; PD PMIU	High	[Urgent] Immediate PSC meeting for attendance and the meeting after for composition.		
<b>OL-003</b>	2016-17	Secretary SED; PD PMIU	High	[Urgent] Immediate PSC meeting for approval of composition and the meeting after for reconstituted PSC.		
<b>OL-004</b>	2016-17	Secretary SED; PD-PMIU; IA; PM-RLCM (if hired)	High	[Urgent] April 2017 for SRMF; QA plan within 1 month of on-boarding of PM RLCM.		
<b>OL-005 and OL-006</b>	2016-17	PD-PMIU	High	Recruitment: [Urgent] Within 1 week of submission of this capacity		

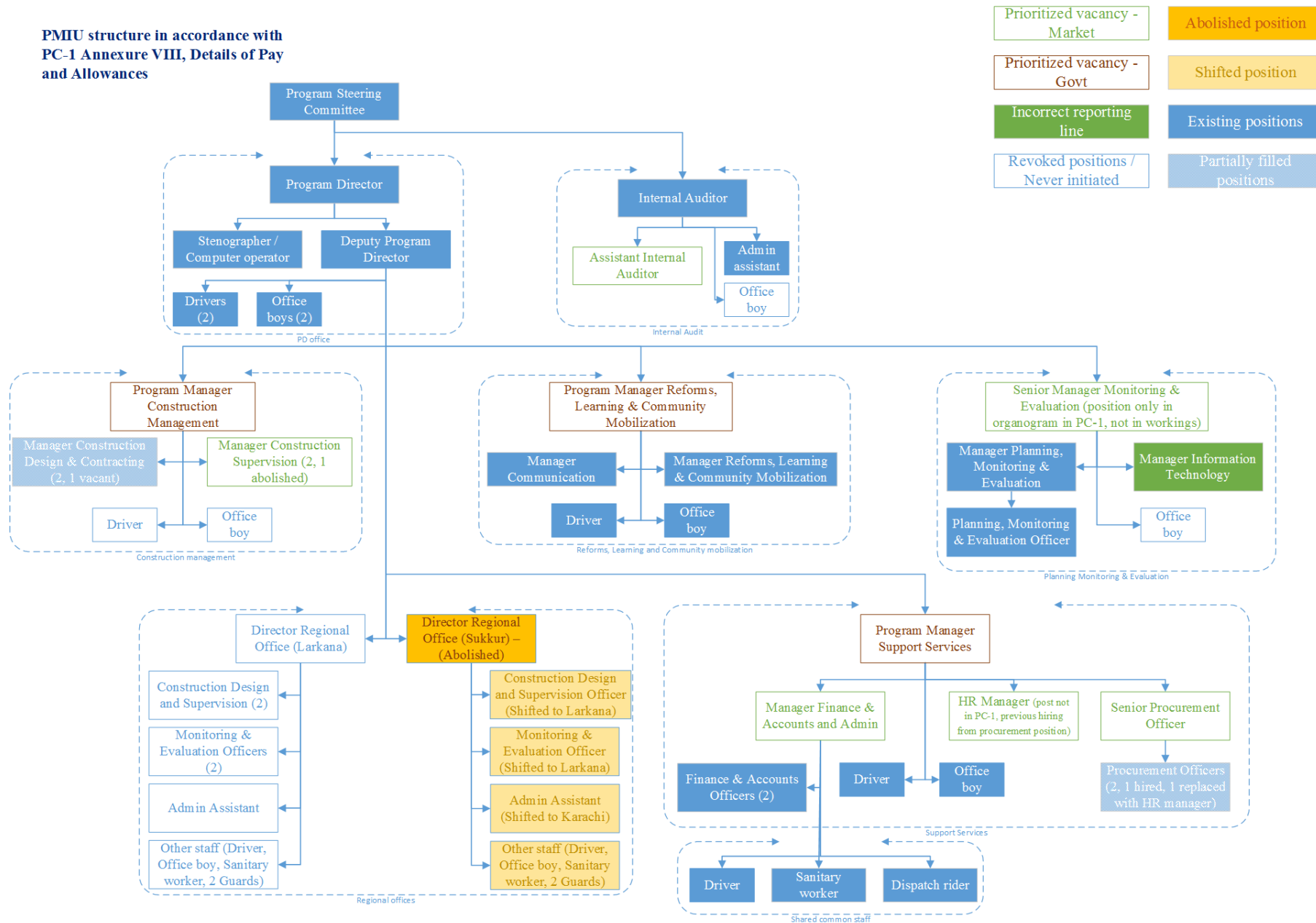
S. No.	Year	Responsible person	Priority	Timeline	Implementation status	Issues requiring PSC attention, if any
				building plan. Additional roles: [Urgent] March – April 2017		
<b>OL-007</b>	2016-17	Secretary SED; PD-PMIU	High	[Urgent] March – April 2017		
<b>OL-008</b>	2016-17	Secretary SED; PD PMIU; PMs	High	[Urgent] March – April 2017, subject to completion of hiring process and on-boarding of PMs		
<b>OL-009</b>	2016-17	PD and PSC	High	Stage-wise from March 2017 to April 2017 with trainings imparted till June 2017		
<b>OL-010</b>	2016-17; 2017-18	PD-PMIU as responsible person for PMIU and as Secretary of PSC.	Normal	First quarter's meeting of PSC		
<b>OL-011</b>	2016-17	PD; HR Manager (if appointed)	Normal	July 2017		
<b>OL-012</b>	2016-17	PD	High	Immediate next PSC meeting		
<b>OL-013</b>	2016-17	PD PMIU; Manager Construction Design and Contracting	High	Next PSC meeting		
<b>OL-014</b>	2017	PD PMIU	High	By next PSC meeting		
<b>OL-015</b>	2016-17	Secretary SED; PD-PMIU; Senior Manager (M&E), if hired	High	By next PSC meeting.		
<b>OL-016</b>	2016-17	Secretary SED (As chair of PSC); Chairman of Audit Committee, if any;	High	Annually starting from 2016-17		

S. No.	Year	Responsible person	Priority	Timeline	Implementation status	Issues requiring PSC attention, if any
		PD-PMIU (Secretary of PSC)				
<b>FL-001</b>	2016-17	PD; HR Manager (if hired)	Normal	July 2017		
<b>FL-002</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>		
<b>FL-003</b>	2017-18	PD; HR Manager (if hired)	Normal	July-Aug 2017		
<b>FL-004</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>	Refer <b>OL-003</b>		
<b>FL-005</b>	2017-18	PD; Manager Finance (if hired)	High	July – August 2017 for implementation completion		
<b>FL-006</b>	2016-17	PD-PMIU; HR Manager (if hired)	Normal	Within 1.5 months of approval of this capacity building plan		
<b>FL-007</b>	2016-17	PD-PMIU; Senior Manager M&E (if hired)	High	March – April 2017		
<b>FL-008</b>	2016-17	Secretary SED; PD-PMIU; Program Manager	High	March – April 2017		
<b>FL-009</b>	2016-17	PD-PMIU; Program Manager Construction Management, if hired	High	March-April 2017		
<b>FL-010</b>	2016-17	Secretary SED; PD-PMIU; Senior procurement Specialist, if hired	High	March-April 2017		
<b>FL-011</b>	2016-17	PD-PMIU, Senior Procurement Specialist, if hired	High	March – April 2017		

S. No.	Year	Responsible person	Priority	Timeline	Implementation status	Issues requiring PSC attention, if any
<b>FL-012</b>	2016-17	PD-PMIU; Senior Procurement Specialist	High	March-April 2017		
<b>FL-013</b>	2016-17	Secretary SED; Internal Auditor	High	March – April 2017		
<b>Capacity development at individual level</b>						
<b>IL-001</b>	2016-17	PD; HR Manager (if hired)	Normal	April – May 2017		
<b>IL-002</b>	2016-17	PD; HR Manager (if hired)	Normal	April – May 2017		
<b>IL-003</b>	2016-17	PD-PMIU; Senior Manager M&E (if hired)	Normal	Within one week of approval of this capacity building plan		
<b>IL-004</b>	2016-17	PD-PMIU	High	2016-17		

# APPENDIX 1

## PMIU structure in accordance with PC-1 Annexure VIII, Details of Pay and Allowances





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