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Program Management and Implementation Unit

Sindh Basic Education Program

Procurement

Policies and procedure manual

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Custodian **Program Manager Support Services**

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Acronyms

APP	Annual Procurement Plan
BDS	Bio Data Sheet
BER	Bid Evaluation Report
BOQ	Bill of Quantity
CSR	Composite Schedule of Rates
DPD	Deputy Program Director
EOI	Expression of Interest
GCC	General Conditions of Contract
GOP	Government of Pakistan
GOS	Government of Sindh
INCB	International Competitive Bidding
ITB	Instruction to Bidder
ITC	Information to Consultant
JDs	Job Descriptions
JV	Joint Venture
LOA	Letter of Acceptance
LOI	Letter of Invitation
M&E	Monitoring and Evaluation
MIS	Management Information System
NCB	National Competitive Bidding
NIT	Notice Inviting Tender
PA	Procuring Agency
PD	Program Director, PMIU SBEP
P&DB	Planning & Development Board, GoS
PEC	Pakistan Engineering Council
PM	Program Manager
PMIU	Program Management and Implementation Unit
PSC	Program Steering Committee
RFP	Request for Proposal
SBEP	Sindh Basic Education Program
SELD	School Education & Literacy Department
SMP	Senior Manager Procurement
SOPs	Standard Operating Procedures
SPN	Specific Procurement Notice
SPPRA	Sindh Public Procurement Regulatory Authority
SPPRR	Sindh Public Procurement Rules, 2010
SCC	Special Conditions of Contract
SMO	Senior Manager Procurement
TORs	Terms of Reference
USAID	United States Agency for International Development

1. The Manual

The PMIU is mandated to procure goods / services / works for the implementation of the Sindh Basic Education Program (SBEP / the Program). This Procurement Manual therefore establishes policies and procedures for the all major and minor procurement of goods, services and works undertaken by PMIU under GoS and USAID-funded SBEP, following Sindh Public Procurement Rules, 2010. Accordingly, the purpose of this manual is to provide guidance common to all categories of procurement and also to distinctly encapsulate specific requirements for each category.

1.1. Scope, Purpose and Objective

Sindh Basic Education Program is managed through a Program Management and Implementation Unit (PMIU) as provided in the approved PC-I of the Program. This Manual will ensure implementation of the SBEP in a systematic, transparent and accountable manner. The processes and procedure laid in this Manual focus on the PMIU and related implementing partners in the Provincial Government.

The purpose of this Manual is to provide required assistance and guidelines in the management of Procurement and outline the policies and procedures laid down by the authorities of this program and the Government. This manual also provides a step-by-step guidelines to procurement officials of PMIU-SBEP, engineers, contractors, and their respective advisors to understand general policies and procedures concerning the procurement of works, goods, related services thereof (such as transportation, insurance, installation, commissioning, training, initial maintenance, piling, mapping and other operations) and consultancy services.

It is to serve as a code of conduct as well as determinate the role of actors involved in this program. The manual has been designed in compliance with the laws, rules, guidelines and policies governing the program and procurement management of the provincial Government. This manual will serve as a guide and on-going reference to streamline the day to day working and monitoring and tracking the procurement activities of the program.

The basic objective of procurement manual is to ensure compliance with all the provisions of procurement requirements of the Sindh Basic Education Program in accordance with Sindh Public Procurement Rules (SPPR) 2010. However Rule 5 of SPPR, 2010 allows for additional compliance by stating that "Wherever these regulations are inconsistent with, or in conflict with, any obligation or commitment of the Government of Sindh arising out of an international treaty or an agreement with a foreign country or countries, or any international financial institution, the provisions of such international treaty or agreement shall override the provisions of these rules."

To ensure that the procurement is in line with the agreed procedures and guidelines as specified in the program documents, this manual:

- i. Provides equal opportunity to all interested bidders to compete in the procurement process;
- ii. Ensures transparency and fairness in the process;
- iii. Avoids cost and time over run; and
- iv. Ensures best value for money.

It will serve as the Standard Operating Procedure (SOP) in relation to comprehensive reference of policies, procedures and general information concerning the operations of the Program Management and Implementation Unit (PMIU) of Sindh Basic Education Program.

1.2. Responsibility and Authority

This manual is the property of the PMIU Government of Sindh. The Senior Manager Procurement Head of the Procurement Section in the PMIU of the Program is responsible for safeguarding and implementation of the Procurement Manual under the supervision of Program Manager Support Services (PM – SS) who is responsible to maintain and keep the manual up-dated as and when required.

1.3. Approval, Revisions and Updates in the Manual

Program Steering Committee is the forum for approval of this Manual and any subsequent changes made in this Manual.

The policies and procedures contained in this Manual are subject to modification. The PMIU is responsible for any revisions, deletions and additions in the manual, in accordance with the required needs. Any changes / revisions in the manual is given in Section 14 of this Manual.

The updates are to be communicated to the users via official e-mail or otherwise as well. Upon receipt of new or revised information, the user can print and insert the replacement pages with the superseded pages. New or revised policies and procedures become effective when issued unless otherwise specified.

2. Document Approvals

Name and Designation	Ref to the section where change is required	Suggested Changes	Signature and Date	Comments of Sectional head	Approval of PD

3. Revision History

Date	Revision no.	Change	Reference sections
			-

4. Introduction

Under Kerry-Logger Bill, the Government of US has committed to work with GoP /GoS to improve the education sector in the areas affected by the floods / torrential rains, in Sindh in year 2010. Considering the damages to the schools in the various districts and in the selected towns of the Karachi, the USAID committed to provide an aid of US \$81 million for construction of new and bigger schools for enhancing accessibility and quality of the education for the poor / marginalized communities in those areas.

For this purpose both governments have signed an Activity Agreement for execution of the program through a well-established Program Management Implementation Unit (PMIU) to be funded through GoS counterpart fund.

4.1. Objective of the program

Through a partnership between USAID and the Government of Sindh (GoS), SBEP is aimed to achieve “increased and sustained student enrollment in primary, middle and secondary schools and provide improved infrastructure in specified geographical locations in Sindh”. The objective of the PMIU is to manage and implement the program and monitor the construction of schools in the eight programmed districts specified below that were severely affected by the floods during 2010 in the Sindh Province:

- Jacobabad
- Shahdadkot @ Kamber
- Karachi (Selected towns i.e. Kemari, Orangi, Gadap, Bin Qasim)
- Kashmore @ Kandhkot
- Larkana
- Sukkur
- Khairpur
- Dadu

4.2. Components of the program

- Construction of schools affected by 2010 floods;
- Support to Government of Sindh (GOS) Policy Reforms to merge, consolidate and upgrade schools through construction of schools;
- Improvement in early grade reading in primary schools;
- Community mobilization with a focus on increasing girls enrolment and improving nutritional status of children;
- Technical assistance to the SELD;
- Monitoring & Evaluation and
- School Construction Design and Construction Management & Supervision.

4.3. Program Steering Committee (PSC)

A Program Steering Committee (PSC) with one representative from USAID in the capacity of observer will be responsible for the oversight of the Program and overall coordination among all GOS Departments is to be chaired by Secretary, SELD.

A. Members of the PSC include

- a. Secretary, SELD (Chair-person);
- b. Secretary, Planning & Development;
- c. Additional Secretary, Finance Department;
- d. Chief Program Manager, Reform Support Unit School Education Department & Literacy Department;
- e. A Deputy Commissioner (DC) from one the program district;
- f. Program Director, SBEP will act as Member / Secretary of the PSC; and
- g. Representative of USAID / Pak will attend the meetings of the PSC as an observer and may contribute to the discussions.

B. Terms of reference of the PSC

Primary function of the Program Steering Committee is to take responsibility for the achievement of outcomes of the Program, overall coordination, and guidance on and approval of major business decisions.

The Program Steering Committee is responsible for:

- a. Monitoring and review of the program status, as well as providing oversight of the program deliverables rollout;
- b. Controlling program 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;
- c. Resolving program conflicts and disputes, reconciling differences of opinion and approach;
- d. Granting formal acceptance of program deliverables as reported through various progress reports;
- e. Granting acceptance/clearance to the sub-project PC-Is for placing in PDWP for formal approval; and
- f. Championing and building support for the Program.

PSC may review, redefine, add or modify the above terms of reference in its meetings. PSC will meet on quarterly basis or as required. The Program Director SBEP facilitates the PSC meetings. Program Director, SBEP will be responsible for preparing Minutes of the PSC Meetings to be shared with the Chief Minister Secretariat, members of the Committee, all Program staff, and general public through the Program website.

4.4. Program Management and Implementation Unit (PMIU)

Program Management and Implementation Unit (PMIU) is established in the School Education & Literacy Department, Government of Sindh. PMIU is headed by a Program Director (PD) who reports directly to the Secretary, who is also the Chairman of the Program Steering Committee (PSC). PMIU will serve as the Secretariat of the PSC and PD as its Secretary. The PMIU management is also mandated to develop policies and procedures to ensure that its directives are followed. The Program Director is assisted by a Deputy Program Director and four Program Managers (PM) supervising different sections of the program:

- a) Schools Construction Design and Construction Management & Supervision;
- b) Learning, Reforms and Community Mobilization; and
- c) Support Services; and

A. Terms of Reference / Functions of PMIU

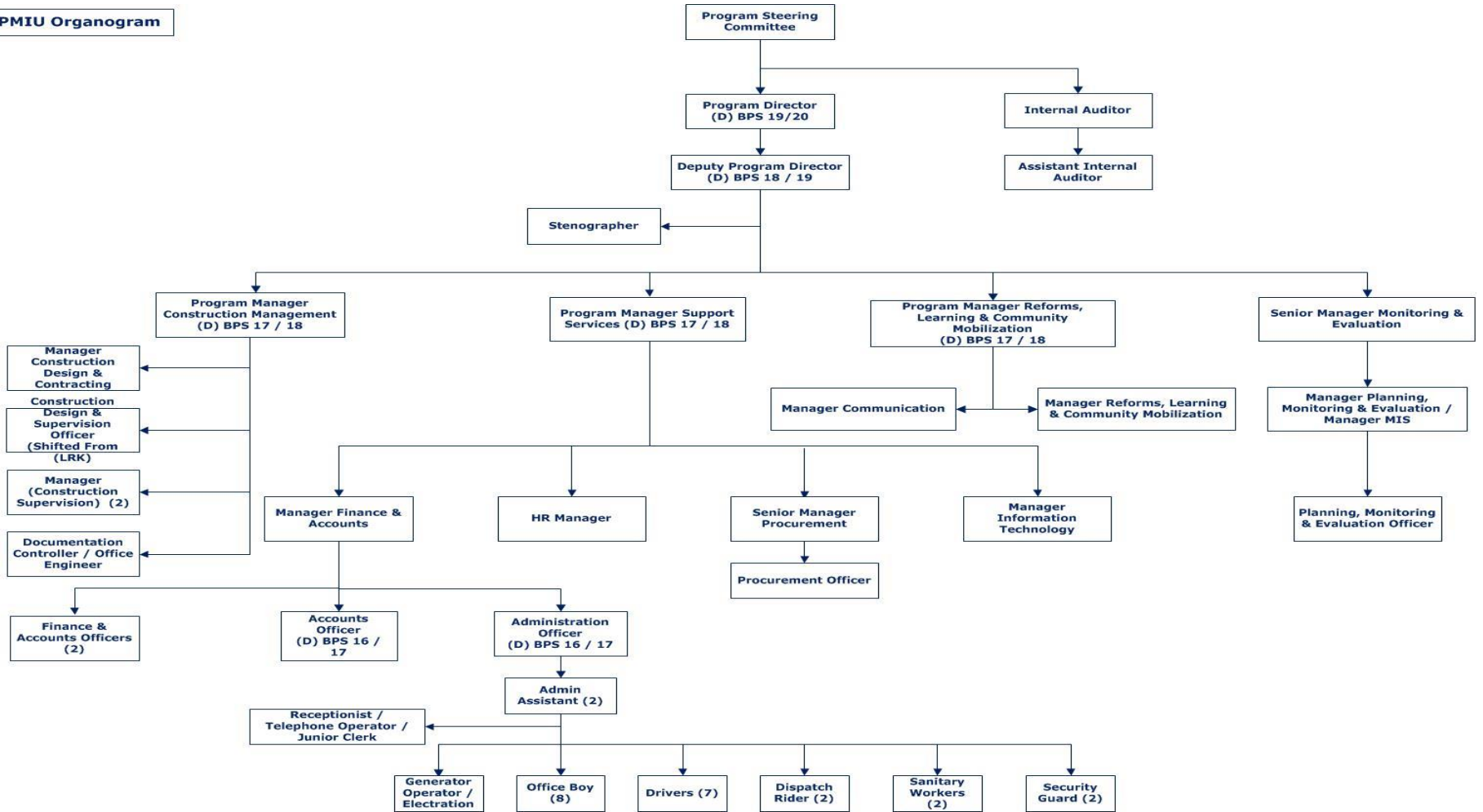
Overall objective of the PMIU is the transparent and efficient management of SBEP, ensuring programmatic quality and effectiveness, technical coordination, internal and external communication, accountability, and sound administration. PMIU is accountable to PSC.

The PMIU is responsible for:

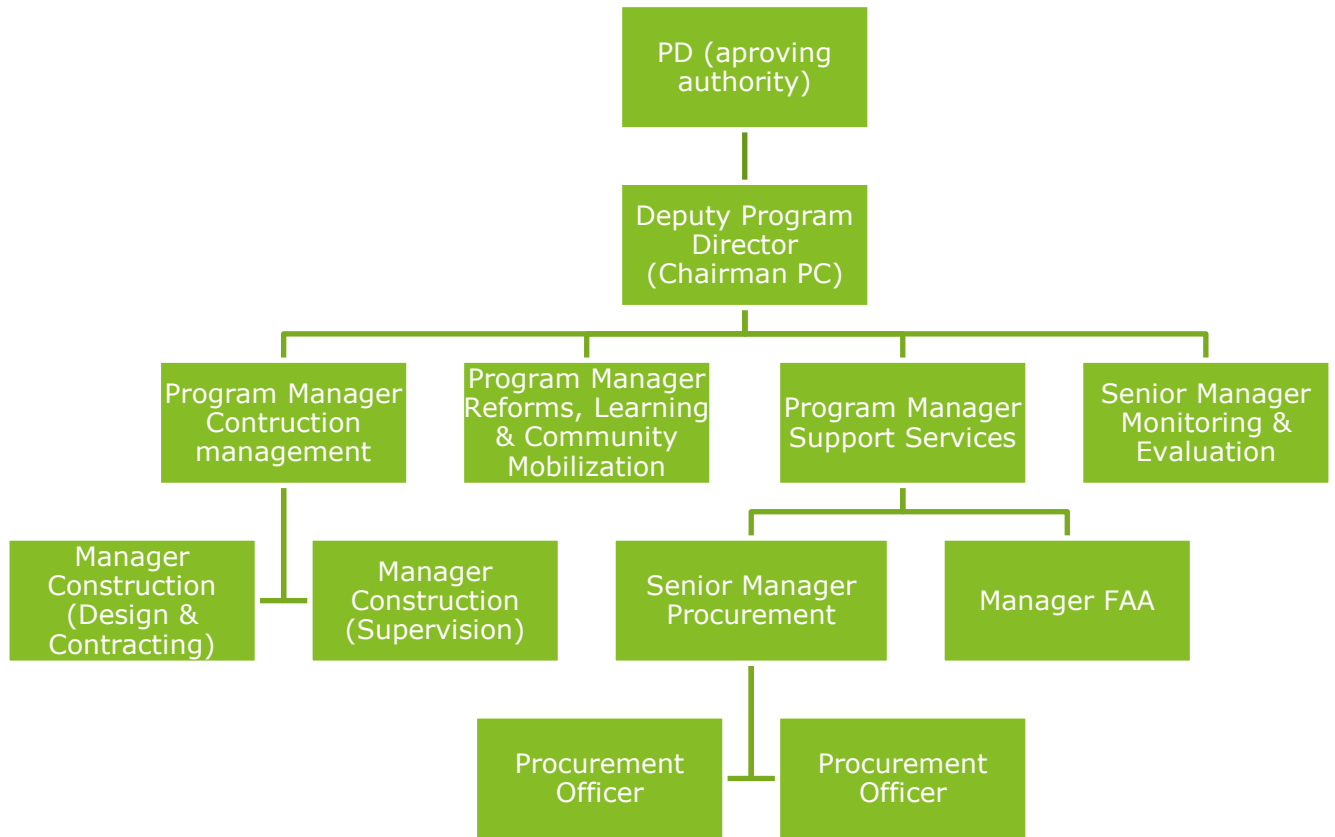
- a. Engaging with SBEP stakeholders on strategy and policy matters;
- b. Identifying windows of opportunity to further develop the Program and components; managing actively the scope of the Program according to changing strategic environment;
- c. Elaborating PC-I document guiding implementation at the individual component level;
- d. Appraising sub-project PC-Is within the mandate given by the Program Steering Committee;
- e. Working out frame works, regulations, policies, and procedures necessary for effective management of the Program, to be approved by PSC;
- f. Identifying schools for construction and/or up-gradation in accordance with agreed policies;
- g. Initiating and managing architectural design of schools and preparing procurement packages for contractors;
- h. Supervising construction in terms of timeliness, cost effectiveness, delivery, and quality of works;
- i. Introducing systems and procedures for Project Management Cycle as specified by USAID;
- j. Procuring or facilitating the procurement of services and other inputs to the interventions at component level;
- k. Approving the utilization of funds within the mandate given by the PSC;
- l. Monitoring progress and outcomes of all components under its jurisdiction and undertaking specified evaluations;
- m. Preparing quarterly & annual work plans and budgets as specified by the Project Monitoring & Evaluation System (PMES);
- n. Preparing monthly and quarterly progress reports as per PC-III format;
- o. 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;
- p. Preparing a risk management framework to identify potential risks and risk response measures for active risk control;
- q. 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;
- r. Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention;
- s. Publicizing the achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers;
- t. Undertaking any other assignments as delegated by the PSC.

B. Organogram

PMIU Organogram



C. Procurement Section at PMIU



5. Definitions

- a) **“Act”** means Sindh Public Procurement Act, 2009;
- b) **“Administrative Approval (AA)”** It is a concurrence and formal acceptance of the Administrative Department concerned to the incurring of the proposed expenditure to execute specified works at a stated amount to meet the requirements of the Administrative Department.
- c) **“Appendix to Bid”** means the appendix comprising form annexed to the Bidding document.
- d) **“Authority”** means the Sindh Public Procurement Regulatory Authority established under Section 3 of Sindh Public Procurement Act, 2009;
- e) **“Best Evaluated Bid”** means in case of Public Private Partnership projects, a bid, which attains the highest score under criteria laid down in Rule 84, read with respective bidding documents;
- f) **“Bid”** means a tender, or an offer by a person, consultant, firm, company or an organization expressing willingness to undertake a specified task at a price, in response to an invitation by a PMIU;
- g) **“Bid with Lowest Evaluated Cost”** means the bid quoting lowest cost amongst all those bids evaluated to be substantially responsive;

- h) **"Bidder"** means a person or entity submitting a bid;
- i) **"Bidding Documents"** means all documents provided to the interested bidders to facilitate them in preparation of their bids in uniform manner;
- j) **"Bidding Process"** means the procurement procedure under which sealed bids are invited, received, opened, examined and evaluated for the purpose of awarding a contract;
- k) **"Bill of Quantities (BOQ)"** means the price and completed bill of quantities forming part of the tender/bid;
- l) **"Blacklisting"** means barring a bidder, contractor, consultant or supplier from participating in any future procurement proceedings by the PMIU;
- m) **"Calendar Days"** means days including all holidays;
- n) **"Commencement Date"** means the date mentioned in the notice issued by the Engineer to start the work;
- o) **"Competent Authority"** means an officer of the PMIU empowered to exercise financial powers and approve the award of contract for procurement of goods, works or services, as the case may be;
- p) **"Completion Time"** means the time for completing the execution of work as stated in Letter of Acceptance and has satisfactorily passed any Tests prescribed by the contract;
- q) **"Conflict of Interest"** means –
 - i. Where a contractor, supplier or consultant provides, or could provide, or could be perceived as providing biased professional advice to a PMIU to obtain an undue benefit for himself or those affiliated with him;
 - ii. Receiving or giving any remuneration directly or indirectly in connection with the assignment except as provided in the contract;
 - iii. Any engagement in consulting or other procurement activities of a contractor, consultant or service provider that conflicts with his role or relationship with the PMIU under the contract;
 - iv. Where an official of the PMIU engaged in the procurement process has a financial or economic interest in the outcome of the process of procurement, in a direct or an indirect manner;
- r) **"Consultant"** means a professional who can study, design, organize, evaluate and manage projects or assess, evaluate and provide specialist advice or give technical assistance for making or drafting policies, institutional reforms and includes private entities, consulting firms, legal advisors, engineering firms, construction managers, management firms, procurement agents, inspection agents, auditors, international and multinational organizations, investment and merchant banks, universities, research institutions, government agencies, non-governmental organizations, and individuals;
- s) **"Consulting Services"** means services of an advisory and intellectual nature provided by consultants using their professional skills to study, design, organize, and manage projects, encompassing multiple activities and disciplines, including the crafting of sector policies and institutional reforms, specialist advice, legal advice and integrated solutions, change management and financial advisory services, planning and engineering studies, and architectural design services, supervision, social and environmental assessments, technical assistance, and programme implementation;
- t) **"Contract"** means an agreement enforceable by law and includes General and Special Conditions, Specifications, Drawings and Bill of Quantities;

- u) **“Contractor”** means a person, firm, company or organization that undertakes to execute works including services related thereto, other than consulting services, incidental to or required for the contract being undertaken for the works;
- v) **“Corrupt and Fraudulent Practices”** means either one or any combination of the practices given below;
 - i. **“Coercive Practice”** means any impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence the actions of a party to achieve a wrongful gain or to cause a wrongful loss to another party;
 - ii. **“Collusive Practice”** means any arrangement between two or more parties to the procurement process or contract execution, designed to achieve with or without the knowledge of the PMIU to establish prices at artificial, noncompetitive levels for any wrongful gain;
 - iii. **“Corrupt Practice”** means the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the acts of another party for wrongful gain;
 - iv. **“Fraudulent Practice”** means any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
 - v. **“Obstructive Practice”** means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of a contract or deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements before investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or acts intended to materially impede the exercise of inspection and audit rights provided for under the Rules.
- w) **“Drawings”** means all drawings, calculations and technical information of a like nature provided by the engineer to the contractor under the contract;
- x) **“Emergency”** means natural calamities, disasters, accidents, war and breakdown of operational equipment, plant, machinery or engineering infrastructures, which may give rise to abnormal situation requiring prompt and immediate action to limit or avoid damage to person(s), property or the environment;
- y) **“Engineer’s Representative”** means a person appointed from time to time by the engineer.
- z) **“Engineer”** means the person appointed by the PMIU to act as engineer for the purposes of the contract.
- aa) **“Goods”** means articles and object of every kind and description including raw materials, drugs and medicines, products, equipment’s, machinery, spares and commodities in any form, including solid, liquid and gaseous form, and includes services identical to installation, transport, maintenance and similar obligations related to the supply of goods, if the value of these services does not exceed the value of such goods;
- bb) **“Government”** means the Government of Sindh;
- cc) **“Head of the Department”** means the administrative head of the department or the organization;
- dd) **“Letter of Acceptance”** means the formal acceptance by the PMIU of the bid/tender.
- ee) **“Lowest Evaluated Bid”** means a bid for goods, works and services having the lowest evaluated cost among the substantially responsive bids, as defined in clause (hh);
- ff) **“Lowest Submitted Price”** means the lowest price quoted in a bid, which is otherwise not substantially responsive;

- gg) **"MIS-procurement"** means public procurement in contravention of any provision of Sindh Public Procurement Act, 2010, any rule, regulation, order or instruction made thereunder or any other law in respect thereof, or relating to, public procurement;
- hh) **"Modified Administrative Approval (MAA)"** means sanction granted when PC-I is modified due to inadequate physical or financial provisions, before the start of work or incurring of any expenditure, after issuance of administrative approval of scheme.
- ii) **"National Company or Firm"** means any enterprise, firm or company set up or incorporated in Pakistan;
- jj) **"Notice Inviting Tender"** means the notice issued by a PMIU through publication in the newspapers or through electronic means for the purpose of inviting bids, or applications for pre-qualifications, or expression of interests, which may include Tender Notice, Invitation for Bids, Notice for Pre-qualifications or Request for Expression of Interests;
- kk) **"Open Competitive Bidding"** means a fair and transparent specified procedure defined under these Rules, advertised in the prescribed manner, leading to the award of a contract whereby all interested persons, firms, companies or organizations may bid for the contract and includes both National and International Competitive Biddings;
- ll) **"Procurement Proceedings"** means all procedures relating to public procurement, starting from solicitation of bids up to award of contract;
- mm) **"Public Private Partnership"** means a contractual arrangement between the public and private sectors, built on the expertise and resources of each partner that best meets clearly defined public needs through appropriate allocation of resources, risks and rewards;
- nn) **"Public Private Partnership Unit Sindh" or "Unit"** means the entity established within the Finance Department, Government of Sindh under the Public Private Partnership institutional framework;
- oo) **"Public Procurement"** means acquisition of goods, services or construction of any works financed wholly or partly out of the public fund, including projects of Public Private Partnership, unless excluded otherwise by Government;
- pp) **"Responsive Bid"** means a bid that contains no material deviation from, or reservation to, the terms, conditions and specifications given in the bidding document. In case bids are technically non-responsive bids, financial bids are not opened and returned to the bidders.
- qq) **"Revised Administrative Approval (RAA)"** means the sanction issued, when cost of the scheme/project is not sufficient for completion of the scheme/project for reasons of physical deviations/departures or on account of rates provided therein, during the currency of the work.
- rr) **"Revised Technical Sanction (RTS)"** means the sanction issued, when the cost of execution of work exceeds the cost of originally sanctioned estimate by more than 5%.
- ss) **"Services"** includes physical maintenance, professional, intellectual, consultancy or advisory services but does not include appointment of an individual to a post or office, advertisement, arbitration, conciliation or mediation services, services of an advocate in a court case or any other services specifically excluded under the rules;
- tt) **"Specification"** means the specification of the works included in the contract, any modification thereof or any addition made thereto.
- uu) **"SPP Rules"** means Sindh Public Procurement Rules 2010.

- vv) **"Subcontractor"** means any person or firm named in the contract as subcontractor of a part of works or any person to whom a part of the works has been subcontracted with the consent of the engineer.
- ww) **"Substantially Responsive Bid"** means the bid that contains no material differences or deviations from, or reservations to, the terms, conditions and specifications given in the bidding documents;
- xx) **"Supplier"** means a person, firm, company or an organization that undertakes to supply goods and services related thereto, other than consulting services, required for the contract;
- yy) **"Value for Money"** means best returns for each rupee spent in terms of quality, timeliness, reliability, after sales service, up-grade ability, price, source, and the combination of whole-life cost and quality to meet the PMIU's requirements.
- zz) **"Works"** means any construction work, including electrical and mechanical work, consisting of erection, assembly, repair, renovation, or demolition of a building or structure or part thereof, such as site preparation, excavation, installation of equipment or materials and decoration, finishing and includes incidental services such as a drilling, mapping, satellite photography, seismic investigations and similar activities, if the value of those services does not exceeds that of the works themselves;

The expressions used but not defined in these rules shall have the same meanings as are assigned to them in the Act and, if not defined there, as in the ordinary usage of language.

6. Procurement Policy and Principles

As a matter of policy all procurements in PMIU shall be regulated through the Procurement Committee. As per Rule 4, while procuring goods, works or services, the PMIU shall ensure that procurements are conducted in a fair and transparent manner and the object of procurement brings value for money to the PMIU and the procurement process is efficient and economical.

This Procurement manual provides policies and principles for the procurement activities.

6.1. General Principles

A. Conflict with International and Inter-Governmental Agreements

As per Rule 5, In the event that these rules are inconsistent with, or in conflict with, any obligation or commitment of Government arising out of an international treaty or an agreement with a foreign country or countries, or any international financial institution, the provisions of such international treaty or agreement shall override the provisions of these Rules to the extent of that inconsistency or conflict as the case may be.

B. Language

As per Rule 6,

All communications and documentation related to procurements of PMIU shall be in English, Urdu or Sindhi:

Provided that notice inviting tenders, notices for pre-qualifications and request for expressions of interest shall be issued in aforementioned three languages.

In case of any dispute reference shall be made to the original documentation retained on record and decision shall be made in accordance with such original documentation.

C. Confidentiality

As per rule 53,

The PMIU shall keep all information regarding the bid evaluation confidential until the time of announcement of evaluation report in accordance with the requirements of Rule 45.

D. Bar on negotiations

As per rule 52, Save as otherwise provided there shall be no negotiations with the bidder having submitted the lowest evaluated bid or with any other bidder.

E. Discriminatory and difficult conditions

As per rule 44, save as otherwise provided, the PMIU shall not introduce any condition(s) which discriminates among bidders. In ascertaining the discriminatory nature of any condition reference shall be made to the ordinary practices of that trade, manufacturing, construction business or service to which that particular procurement is related.

F. Payments on account of contracts

As per rule 54, the PMIU shall make payments to suppliers, consultants and contractors against their invoices or running bills within the time given in the conditions of the contract.

6.2. Principles of hiring of consultants

A. Fair Selection of Consultancy Services

As per rule 61,

The selection shall be guided by the following considerations:

- a) Best quality of services available;
- b) Need for economy and efficiency;
- c) Need to give all qualified consultants an equal opportunity to compete;
- d) Encouragement of local consultants without any unfair competitive advantage;
- e) Transparency in the selection process.

B. Bar on hiring in cases of Conflict of Interests

As per rule 62,

Without limitations on the generality of the foregoing, services of such consultants shall not be hired if there is a conflict of interest, as defined in these rules.

C. Hiring of Government Officials and Academics

As per rule 63,

Government officials and civil servants may be hired as consultants only if:

- a) They are on leave of absence without pay;
- b) They are not being hired by the agency they were working for, six months prior to going on leave; and
- c) Their employment would not give rise to any conflict of interest.

D. Equal Access to Information

As per rule 64, the PMIU shall make available all information to all the bidders for consulting services on an equal opportunity basis.

E. Rights and obligations of the PMIU and consultants

As per rule 65, Rights and obligations of the PMIU and the consultants, individuals or firms, shall be governed by general and special conditions of contract signed between the PMIU and the consultant.

F. Association or Consortium between Consultants

As per rule 77,

- a) An association of consultants may take either the form of a consortium or a sub-consultancy.
- b) Under a consortium arrangement only one entity, either through the lead consultant or by forming a legal juridical person, shall be responsible to the Government for execution of the entire assignment.
- c) Under sub-consultancy, the main consultant may engage another consultant for performing part of an assignment, only if expressly provided in the contract agreement and expressly agreed to by the PMIU. The main consultant shall, however, bear all responsibility for quality of the output and in all other respects as provided in the main contract.

G. Intellectual Property Rights

As per rule 78 (1) and (2), all documents, reports, designs, research work and all deliverables prepared by the consultant shall become and remain the property of the PMIU;

As per Rule No. 78 (2), any restrictions on the future use of these documents and software by the consultant shall be specified in the conditions of the contract

H. Extent of Contract Negotiation

As per rule 79,

- The PMIU may negotiate with the highest ranked bidder regarding methodology, work plan, staffing and special conditions of the contract.
- The PMIU shall not permit substitution of key staff, unless both parties agree that undue delay in selection process makes such substitution unavoidable.
- Similarly, negotiations shall not seek changes in the rates quoted by the bidder. In case of failure of negotiations, the PMIU may invite the second ranked bidder as per the evaluation report.

I. Professional Liability of Consultants

As per rule 80,

- The consultant selected and awarded a contract shall be liable for consequence of omissions or commissions on his or their part. The extent of liability of consultant shall be incorporated in the contract, and in no case, shall be less than the remuneration, excluding out of pocket expenses, nor shall the liability exceed twice the amount of remunerations.
- The PMIU may demand insurance on part of the consultant to cover its liability as stated above, and necessary costs shall be borne by the consultant.
- The consultant shall be liable for all losses or damages suffered by the PMIU on account of any misconduct by the consultant in performing the consulting services.

7. Persons affected

Chief secretary Government of Sindh, Secretary School Education & Literacy Department Government of Sindh, All person within PMIU and bidders of the PMIU.

8. Responsibilities

S. No.	Designation	Responsibilities / Expectations
1	Program Director	Ensure compliance to the procurement policy/procedures
2	Deputy Program Director	<ul style="list-style-type: none"> a) Assist PD in preparation of Rolling/Annual Procurement Plan b) Review Implementation of the plan c) Allocate adequate resources for procurements as per plan
3	Program Managers	<ul style="list-style-type: none"> a) Abide by the guidelines set forth in this manual and complete the codal formalities in accordance with the procedures set forth in the SPPRA Rules. b) Assist PD / DPD in the formulation and implementation of the Procurement Plan
4	Senior Manager Procurement	<ul style="list-style-type: none"> a) Perform such functions under the supervision of the DPD and in consultation with PM – SS
5	Procurement Section	<ul style="list-style-type: none"> a) Be the custodian of this Manual b) Maintain all record pertaining to the procurements

9. Constitution of Procurement Committees

9.1. Committee for Works, Goods and Support Services

As per SPPR Rule 7, The PMIU shall, with approval of its Head of the Department, constitute as many procuring committees, as it deems fit, each comprising odd number of persons and headed by a Gazette officer not below the rank of BS-18, or if not available, the officer of the highest grade, and shall ensure that at least one third of the members of a procurement committee are from the agencies or departments other than the PMIU.

Notice of Procurement Committee is provided in **Annexure – I**.

Function and responsibilities of Procurement Committee

As per Rule 8, procurement committee(s) shall be responsible for;

- a. Preparing bidding documents;
- b. Carrying out technical as well as financial evaluation of the bids;
- c. Preparing evaluation report as provided in Rule 45;
- d. Making recommendations for the award of contract to the competent Authority; and
- e. Perform any other function ancillary and incidental to the above.

9.2. Focal Person

The process of procurement in the PMIU shall be dealt by the senior procurement specialist who shall be ex-officio member of the committee and perform such functions under the supervision of the DPD and in consultation with PM – SS.

9.3. Proceedings of Committee

A. Meetings

- a. The committee shall meet as many times as may be required for the purpose of preparation of bid documents including the letter of invitation (LOI), opening and evaluation of bids;
- b. Meetings of the PC may be convened by the chairman (DPD), at his own or on the request of SMP whenever; there is need to initiate the process for procurement; or the review of the APP is require;
- c. The SMP, will be responsible for maintaining the record of proceedings before the committee and record the minutes thereof for the approval of committee members.

B. Proceedings

- i. The PC shall undertake the preparation of the bid documents and LOI and submit these documents to DPD for approval for publication;
- ii. The PC shall undertake the process of the opening and evaluation of bids is provided in Section 11.2.5. of this Manual;
- iii. On the finalization of the process of evaluation, the committee shall submit recommendations for award of contract to the competent authority which is DPD in case of PMIU;
- iv. However, the recommendations of the procurement committee shall not be binding on the DPD who shall accept the recommendations after his independent due diligence;
- v. The proceedings of the PC for each procurement shall culminate at the award of the contract;
- vi. All proceedings should be recorded in a structured manner by the secretary of the meeting format of minutes provided in **Annexure – II**.

Explanations: Since the SELD has already notified the Procurement Committee for PMIU with DPD as its chairman, therefore the DPD continues to head the procurement committee and approve the award of the contract as well.

10. Procurement Planning

As per Rule 11(1), the PMIU shall devise a mechanism for planning in detail for all proposed procurements, determining the requirements according to the approved PC-I and within its allocated resources and prepare an **Annual Plan** for the financial year or a **Rolling Plan** for the life of the program, detailing the procurement methods applicable for specific procurements. Sample of procurement plan for Development Work and Non-Development Work is provided in **Annexure – IIIA** and **Annexure – III B**.

10.1. Fundamentals of the Procurement Planning

- a. **Rolling Plan:** Since the period of the program and its activities are predefined and approved in the PC-I, therefore the PMIU will prepare rolling plan covering the period of the program that will serve as a guideline, parameter and overall control for initiating the procurement process of the program.
- b. **Identification of need:** The Plan is based on the identification of the need of various categories of procurement required for the PMIU and the program activities under the provisions given in PC-I.
- c. **Identification of type of procurement:** At this stage, the PMIU will identify the types of procurement i.e. work, goods, or services based on the actual implementation requirement of the program.
 - i. **Works**
 - Works contracts for construction of schools and educational facilities including provision of electrification, clean drinking water and sanitation facilities.
 - Works contracts for construction, reconstruction and consolidation of surveyed and shortlisted schools damaged by 2010 floods.
 - Contract for emergency works.
 - ii. **Goods**
 - Furniture & fixtures, equipment and books.
 - Computers, printers, scanners, photocopy machines, fax machines, digital cameras, generators, security devices etc.
 - Communication equipment, internet connectivity equipment.
 - Software including software for Program management and engineering design.
 - iii. **Services**
 - a) **Consulting**
 - Long term and short term consulting services from individual consultants or consulting firms.
 - b) **Other Services**
 - Internet
 - Security
 - Transport
 - Design, supervision, inspection, etc.
 - Others
 - c) **Grouping and Packing:** While grouping the items into individual contract packages following principles shall be taken into account;
 - i. **Homogeneity:**
 - compatibility of the items,
 - time of requirement/ need,
 - suppliers' capabilities and wider competition

- ii. All planned **procurements** for each financial year shall proceed as already grouped, allocated and scheduled in the Procurement Plan without any splitting or regrouping under the *Rule 12(1)*.
- d. **Method of Procurement:** As far as possible the method of procurement is given in the plan for each category.
- e. **Review and update:** The rolling plan is regularly and periodically reviewed by PMIU under *Rule-11(2)*.
- f. **Publication on website:** The plan will be posted in advance on the Authority's website as well as on websites of the PMIU and the SELD under the *Rule 12(2)*

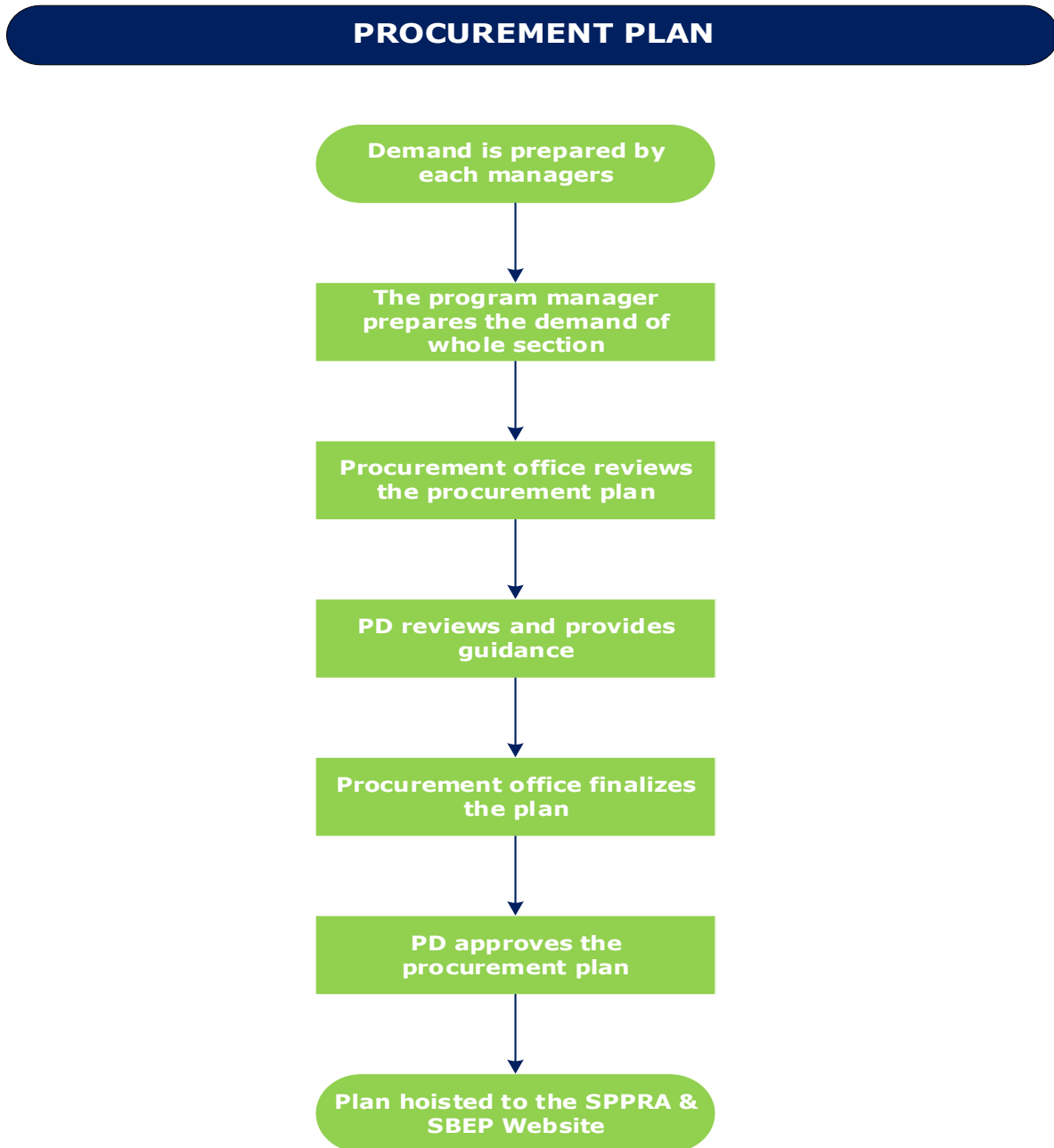
10.2. Planning Activities

The process for planning of procurement starts in May and is finalized by July each year after the receipt of final allocation figures for the budget year from the SELD as follows:

- a. The demand for procurement is primarily based on the nature of procurement of goods / services / works approved in PC-1;
- b. Demand is prepared by each managers for his office and submitted on prescribed format;
- c. The program manager prepares the demand of whole section and submits it to the procurement office for consideration;
- d. The Manager Finance prepares financial plan in view the projected availability of funds;
- e. Procurement office reviews the procurement plan in the light fresh demand and prepares draft procurement plan for the next financial year;
- f. The PD reviews and provides guidance on the draft procurement plan;
- g. After receiving the final allocation for the year from the SELD, the procurement office finalizes the procurement plan for the next budget year;
- h. The PD approves the procurement plan, and directs for the project managers for implementation; and
- i. Senior Manager Procurement to make copies of the annual procurement plan available to each section of PMIU and the regional office for initiating the procurement.

S. No.	Activity	Timeline
1	AMs submit procurement demand to the PM	1st Week of May
2	PM finalizes the procurement demand of section & submits to procurement office	15th May
3	Verification by Manager Finance for funds allocation in the Annual Budget (Financial Plan)	
3	The procurement office meeting and finalization of draft procurement plan	25th May
4	PD reviews the draft procurement plan	1st Week June
5	Receipt of budget allocation from SELD for the financial year	2nd week of July
6	Procurement office finalizes procurement plan	Before 20th of July
7	PD approves the procurement plan	4th week of July

Flowchart 1



10.3. Review and Update

As per regulation 2.9 (3):

- The procurement plan prepared shall be reviewed and updated throughout the life (completion period) of the project/scheme.
- Annual financial plan needs to be updated on a regular basis throughout the year.

- Changes to an annual financial plan may be required due to:
 - a) Shortage of funds,
 - b) Availability of supplementary funds,
 - c) Late release of funds,
 - d) Delays in obtaining necessary approvals and
 - e) Failure of contractors to supply/execute as contracted, necessitating rebidding.
- Procurement plans should be reviewed on a quarterly basis and adjustments made, if required.
- The PMIU shall take into account the following while reviewing and updating the plan:
 - a) estimates of time requirements,
 - availability of funds,
 - assumptions about institutional capacity,
 - b) Changing priorities; and
 - c) Other factors that require plan adjustments for the success of the project.
 - Such required adjustments will not invalidate the plan if made for improving the plan in the interests of the successful and timely completion of the project.

11. Procurement Procedures

PMIU shall select the method of procurement according to the amount of procurement involve:

Sr. No.	Amount of Procurement	Method of Procurement	Procedure in the Manual
1	Below Rs. 25,000	Petty Cash	10.1 (VI)
2	More than 25,000 and less than Rs. 100,000	Quotations	10.1 (III)
3	More than Rs. 100,000	Bidding	
4	Equivalent to or below US \$ 10 million	National Competitive Bidding (Default Method)	
5	Equivalent to or below US \$ 10 million	International Competitive Bidding if following conditions are fulfilled: 1. If the PMIU is convinced that technological sophistication, technical expertise, or professional capability of the satisfactory level is not available in the country, and the best value for money cannot be obtained, if competition is restricted to the domestic companies, firms, or parties. 2. Prior approval of the Secretary School Education & Literacy Department is obtained.	
6	Equivalent to or above US \$ 10 million	International Competitive bidding (Default Method)	
7	Equivalent to or above US \$ 10 million	National Competitive Bidding if following conditions are fulfilled: 1. If the PMIU is convinced that it is the most economical and timely way of procuring goods, works, or services which, by their nature, or scope are unlikely to attract foreign competition, 2. Prior approval of Secretary SELD is obtained and shall record the reasons and justifications for his decision.	

Initiation of Procurement Process:

- a. User section will raise the requisition on indent / requisition form, submit to the head of the section and who will approve the indent / requisition. Sample of Indent / requisition form is provided in **Annexure – IV**.
- b. User department shall submit the indent / requisition form to the procurement section of the PMIU.
- c. Procurement Section shall follow the method given in the procurement plan after seeking budgetary approval from the finance section. The procedure to be followed for each method of procurement is given in the section 11.1 of this manual.

11.1. Methods of Procurement

According to the approved PC-I the PMIU is required to procure goods and services for the efficient, management and working of the PMIU while it has to initiate process for procurement of works and goods for the construction of schools according to objectives of the program. For this purpose the PMIU may use following methods as given in the plan:

A. Open Competitive Bidding

- a. International Competitive Bidding

- b. National Competitive Bidding
- c. Type of Envelop
 - i. Single Stage**
 - a. One Envelop Procedure
 - b. Two Envelop Procedure
 - ii. Two Stage**
 - iii. Two Stage – Two Envelop Bidding Procedure**

- B.** Procurement through Pre-Qualified Bidders
- C.** Request for Quotations
- D.** Direct Contracting
- E.** Force Account
- F.** Petty Purchases
- G.** Repeat Orders

A. Opening Competitive Bidding

Open bidding process is the principal method of procurement used by the PMIU. There are two type of open bidding:

a. International Competitive Bidding [Rule 15(2)]

- i. International Competitive Bidding is open to all interested and eligible parties, firms or individuals, whether national or international;
- ii. The PMIU will opt for International Competitive Bidding as the default method of procurement for all procurements with an estimated cost equivalent to US \$ 10 million or above;
- iii. The PMIU may opt for International Competitive Bidding for procurements below the estimated cost equivalent to US \$ 10 million if it is convinced that technological sophistication, technical expertise or professional capability of the satisfactory level is not available within the country and the best value for money cannot be obtained, if competition is restricted to the domestic companies, firms or parties;
- iv. In case the PMIU plans for procurement of less than US\$ 10 million through international bidding, it may do so with prior approval of the Secretary of the SELD as Head of Department.

b. National Competitive Bidding

- i. National Competitive Bidding shall be the procedure wherein bidding is open only to interested national firms, companies or parties and international firms, companies or parties are not invited for the bidding.
- ii. National Competitive Bidding shall be the principal method of procurement with an estimated cost below US \$ 10 million or equivalent in local currency.
- iii. The PMIU may opt for National Competitive Bidding for procurements with an estimated cost equivalent to US \$ 10 million or above, where the PMIU is convinced that it is the most economical and timely way of procuring goods, works or services which, by their nature or scope are unlikely to attract foreign competition; Provided that the Head of the Department of the PMIU, while making decision to opt for the National Competitive Bidding shall record reasons and justifications for his decision.

c. Type of envelop (Rule 47)

- i. **Single Stage One Envelope Bidding Procedure** shall be used as the standard bidding procedure for procurement of goods, works and services of simple and routine nature and where no technical complexity or innovation is involved;
- ii. **Single Stage Two Envelope Bidding Procedure** shall be used where the bids are to be evaluated on technical and financial grounds and price is taken into account after technical evaluation;

- iii. **Two Stage Bidding Procedure** shall be adopted in large and complex contracts where technically unequal proposals are likely to be encountered or where the PMIU is aware of its options in the market but, for a given set of performance requirements, there are two or more equally acceptable technical solutions available to the PMIU; and
- iv. **Two Stage Two Envelope Bidding Procedure** shall be used for procurement where alternate technical proposals are possible, such as certain type of machinery or equipment or manufacturing plant.

B. Procurement through prequalified Bidders

As per rule 27

The PMIU, may opt for procurement through pre-qualified bidders only in the following cases and subject to the provision that such procurement will remain restricted for that specific package of procurement mentioned in the plan:

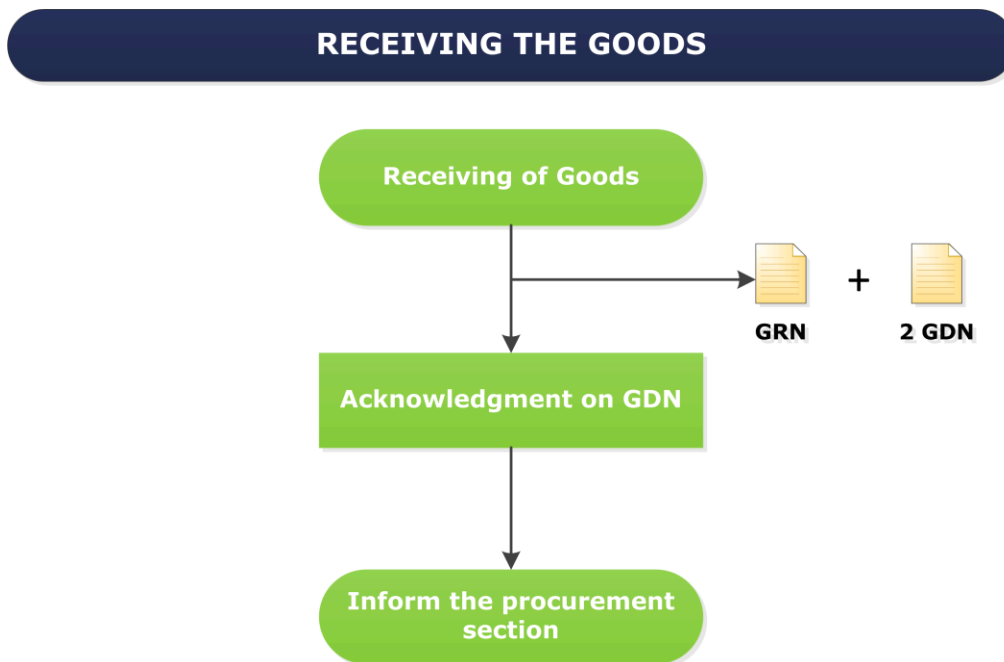
- a. In case of contracts for large and complex works and services related to, in which there are high costs of preparing detailed bids;
- b. In the contracts to be let under turnkey, design and build, or management contract;
- c. In case of expensive and technically complex equipment and works with a view to ensuring that invitations to bid are extended only to those who have adequate capabilities, competence and resources.

The detailed process for prequalification to be undertaken by the PMIU is Section 11.4. of this manual.

C. Request for Quotations

- a. **Reasons:** The PMIU shall engage in this method of procurement only if the following conditions exist;
 - i. The cost of object of procurement is below the prescribed limit of one hundred thousand rupees and above the financial limit prescribed for petty purchase, as provided in clause (d);
 - ii. The object of procurement has standard specifications;
 - iii. The object of the procurement is purchased from the supplier offering the lowest price;
 - iv. Requests for quotations shall indicate the description and quantity of the goods or specifications of works, as well as desired delivery, or completion time and place. Quotations may be submitted by letter, facsimile or by electronic means;
 - v. The evaluation of quotations shall follow the same principles as applicable to open competitive bidding;
- b. **Procedure to be followed:**
 - a. Procurement officer will issue a "Request for Quotation" to the vendors / suppliers / contractors in the open market; Sample format for "Request for Quotation" is provided in **Annexure – V**,
 - b. The request for quotation shall include the specification, quantity, and volume of the item is required to be procured;
 - c. After receiving at least three quotations from the market, the procurement officer shall prepare a comparative statement with cost to be incurred and submitted to the Senior Procurement Specialist for seeking approval before procurement; Sample for Comparative Statement is provided in **Annexure – VI**.
 - d. The senior procurement specialist shall submit the request for procurement with comparative and with budgetary provision to the PD being the principal accounting officer of the PMIU;
 - e. After the approval, the procurement officer will issue "Purchase Order" to the lowest vendor / supplier / contractor for supply of the item. Sample format for "Purchase Order" is provided in **Annexure – VII**.
- c. **Receiving of the goods**
 - a. The Admin section shall receive the goods procured through quotations, and place them in safe custody / space designated for receiving of goods; Sample format for Goods Receiving Note is provided in **Annexure – VIII A**.
 - b. The supplier shall bring two copies of the Goods Delivery Note / Supply Order;
 - c. The admin section shall also provide the acknowledgement on the Goods Delivery note, after verifying that nature of goods matches with Goods Delivery Note; and
 - d. inform the procurement section accordingly

Flowchart 2



d. Inspection of goods received

The DPD shall notify an internal goods inspection team, headed by PM – SS and consisting of Admin Manager and Manger of the concerned section; to perform the inspection of received goods in the manner:

- a. Verify the goods supplied are according to the specifications, volume and quantity mentioned in the "Purchase Order";
- b. Ensure the quality of the supplied goods;
- c. Prepare "Quality Inspection Report" provided in **Annexure – VIII B**;
- d. If items / goods found appropriate, the goods shall be entered into the inventory register by the admin section; and issue to the requisition section. Sample of Inventory Register is provided in **Annexure – IX**.
- e. In case the inspection team observe any short coming in the supplied goods, team shall inform the procurement section through the "Quality Inspection Report" for corrective action.

D. Direct Contracting

a. Conditions for Direct Contracting

As per rule 16 (b), this method means procurement from a single source without competition and shall only be applicable under any of the following conditions

- i. Standardization (specification) of equipment or spare parts, to be compatible with the existing equipment (in use by the PMIU);

Provided that the competent authority certifies in writing the compatibility of the equipment spare part(s) to be procured;
- ii. The required item(s) is of proprietary nature and obtainable only from one source; Provided that the Head of the Department certifies in writing the proprietary nature of the item(s) to be procured;
- iii. The contractor responsible for a process design requires the purchase of critical items from a particular supplier as a condition of a performance guarantee;
- iv. Where civil works are to be contracted and are a natural extension of an earlier or ongoing job and it can be ascertained that the engagement of the same contractor will be more economical and will ensure compatibility of results in terms of quality of work subject to clause (e) below;
- v. Where a change of supplier would oblige the PMIU to acquire material having different technical specifications or characteristics and would result in incompatibility or disproportionate technical difficulties in operation and maintenance;
Provided that the competent authority certifies in writing the compatibility of the materials to be procured;
- vi. When the price of goods and works and service related thereto, is fixed by Government or any other authority, agency or body duly authorized by the Government, on its behalf;
- vii. For purchase of locally manufactured motor vehicle from local manufacturers or their authorized agents at manufacturer's price;
- viii. In cases of emergency;

Provided that the Head of the Department or any other officer not below BS-20 to whom such powers have been delegated by the Head of the Department, declares that a situation of emergency has arisen and reasons for making such a declaration shall be recorded in writing.

b. Procedure for Direct Contracting

- a. On receipt of requisition, the procurement officer will issue a "Request for Quotation" to the vendor/supplier/contractor;
- b. The request for quotation shall include the specification, quantity, and volume of the item is required to be procured;
- c. After receiving quotation from the vendor/supplier/contractor, the procurement officer shall prepare a statement with cost to be incurred and submitted to the Senior Procurement Specialist for seeking approval before procurement;
- d. The senior procurement specialist shall submit the request for procurement with budgetary provision to the PD being the principal accounting officer of the PMIU;
- e. After the approval, the procurement officer will issue "Purchase Order" to the vendor/supplier/contractor for supply of the item;

c. Receiving of the goods

- The Admin section shall receive the goods procured, and place them in safe custody/space designated for receiving of goods;
- The supplier shall bring two copies of the Goods Delivery Note/Supply Order;
- The admin section shall also provide the acknowledgement on the Goods Delivery note, after verifying that nature of goods matches with Goods Delivery Note; and
- Inform the procurement section accordingly.

d. Inspection of goods received

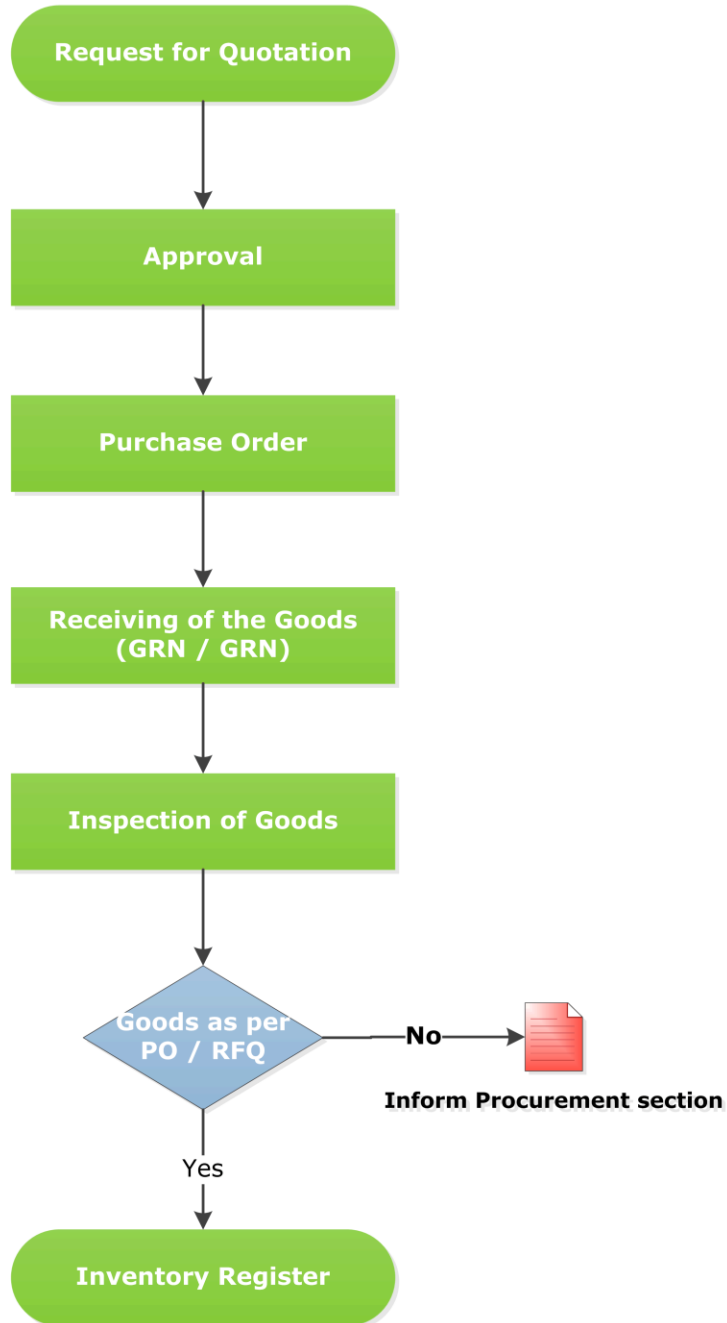
The DPD shall notify an internal goods inspection team, headed by PM-SS and consisting of Admin Manager and Manger of the concerned section; to perform the inspection of received goods in the manner:

- Verify the goods supplied are according to the specifications, volume and quantity mentioned in the "Purchase Order";
- Ensure the quality of the supplied goods;
- Prepare "Quality Inspection Report";
- If items/goods found appropriate, the goods shall be entered into the inventory register by the admin section; and issue to the requisition section.

In case the inspection team observe any short coming in the supplied goods, team shall inform the procurement section through the "Quality Inspection Report" for corrective action.

Flowchart 3

PROCEDURES FOR DIRECT CONTRACTING



E. Force Account

Construction by the use of the PMIU's own personnel and equipment and shall only be used for the works under the following conditions;

- i. Quantities of work to be done cannot be defined in advance; works are small and scattered or in remote locations for which qualified construction firm(s) is unlikely to bid at reasonable prices;
- ii. Works are required to be carried out without disrupting ongoing operations;
- iii. In case of emergencies;

Provided that the competent authority declares that a situation of emergency has arisen and reasons for making such a declaration shall be recorded in writing.

Procedure:

In normal circumstance such procurement may not be planned in advance and made part of the procurement plan of the PMIU, however, if such a situation arises where the construction management or any other section considers to adopt this method of procurement for completing some work of the nature on receiving the indent from requisitioning department the SMP shall prepare working paper for getting approval from PD and proceed with the process in consultation with requisitioning section.

F. Petty Purchases

The PMIU may provide for petty purchases, where the object of the procurement is below the **financial limit of twenty five thousand rupees**. Such procurement shall be exempt from the requirements of bidding or quotation of prices;

Provided that the PMIU shall ensure that the procurement of petty purchases is in conformity with the principles of procurement prescribed in Section 4 of this manual.

Procedure

1. After receiving of requisition from the concerned section, where the estimated amount, is less than Rs. 25,000 the person authorized to deal with Petty Cash in the PMIU, shall procure the item according to the requisition specification and nature of the item.
2. Obtain proper invoice from the supplier after making payments and get the approval from the PD.

G. Repeat Orders

As per rule 16(e), Procurement of additional quantities of the item(s) from the original contractor or supplier, where, after the items originally envisaged for the project or scheme have been procured through open competitive bidding, and such additional quantities of the same item(s) of goods or works are needed to meet the requirements of the project or scheme;

Provided that;

- i. The cost of additional quantities of item(s) shall not exceed 15% of the original contract amount; and
- ii. The original supplier and contractor are willing to supply goods or carry out additional work on the same prices as agreed in the original contract.

- iii. In case of goods, it shall be permissible only within the same financial year, and in case of works, during the currency of the project(s) or scheme(s).

a) Procedure in case of goods

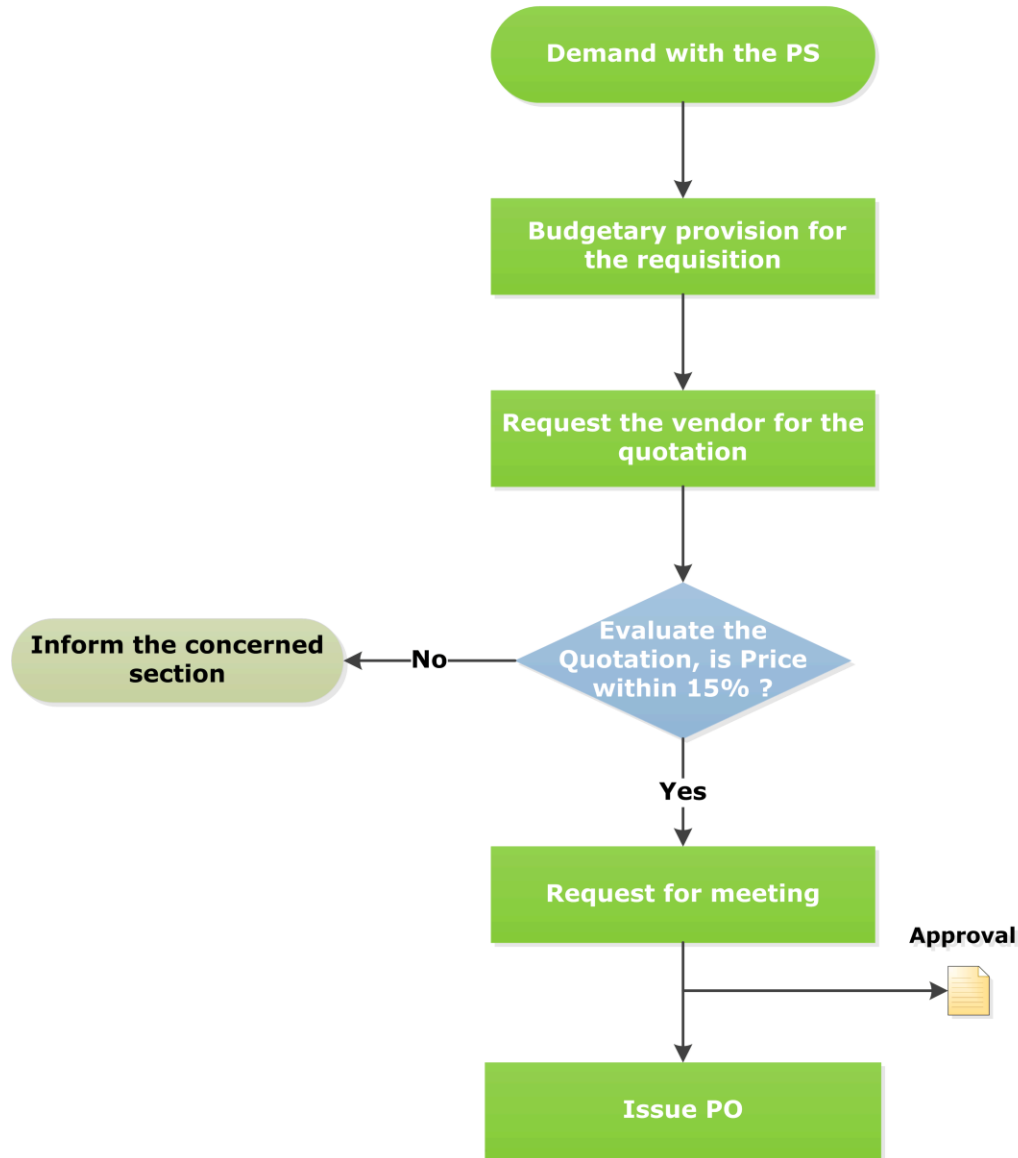
- i. The requisitioning section shall work out the exact number, volume or quantity of the additional goods of the same nature and specifications which are already under procurement or have been procured within the same financial year and place the demand with the procurement section;
- ii. The SMP, shall verify the nature and specification of the items, earlier procured during the financial year before initiating the process for the procurement through the repeat order;
- iii. The SMP, shall obtain budgetary provision from the finance section for the requisition goods. There shall be no further process in case there is no provision in the annual budget for the additional requisition;
- iv. The SMP, shall request the vendor for the quotation and the period for supply of the requisition goods;
- v. The SMP shall not proceed further for procurement through the method of "Repeat Order" in case the vendor fails to satisfy both the condition i.e. the cost of additional goods will not exceed 15% of the original cost (per unit) and the supply of the same within that financial year;
- vi. In case of failure of the vendor with both the conditions of the repeat order the SMP shall inform the concerned section accordingly;
- vii. The SMP shall proceed for procurement of additional goods if the price of such goods is within 15% of the original contract amount and the vendor is willing and able to supply the goods within the same financial year;
- viii. The SMP shall request DPD for convening the meeting of procurement committee and place the case before the committee for consideration and approval;
- ix. On approval from committee, the SMP shall issue "Purchase Order" to same vendor specifying the price (per unit) quoted and approved and delivery date.

b) Procedure in case of works

- i. The Program Manager (Construction Management) shall works out the nature of the work to be carried out in continuation of the works which are already in process and place the demand with the procurement section;
- ii. The SMP, shall verify the nature of the works, currency of the scheme before initiating the process for the procurement through the repeat order;
- iii. The SMP, shall obtain budgetary provision from the finance section for the additional works. There shall be no further process in case there is no provision in the annual budget for the additional requisition;
- iv. The SMP, shall request the vendor/contractor for quoting the cost of the additional work and tentative time of completion;
- v. The SMP shall not proceed further for procurement through the method of "Repeat Order" in case the vendor fails to satisfy both the condition i.e. the cost of additional work will not exceed 15% of the original cost of the scheme under construction;
- vi. In case of failure of the vendor with both the conditions of the repeat order the SMP shall inform the concerned section accordingly;
- vii. The SMP shall proceed for procurement of additional work if the cost of such additional work is within 15% of the original contract amount and the vendor is willing and able to complete such additional work as continuation of the contract of the same scheme ;
- viii. The SMP shall request DPD for convening the meeting of procurement committee and place the case before the committee for consideration and approval;
- ix. On approval from committee, the SMP shall issue "Work Order" to the same vendor/contractor specifying the additional cost quoted, and approved.

Flowchart 4

REPEAT ORDER (IN CASE OF GOODS)



11.2. Procurement of works through bidding

At the beginning of the financial year, the program manager of the section requiring to procure works, that would need to initiate competitive bidding process, national or international, shall move request with details as per approved APP; works nature and design of work along with estimated cost to the PD/DPD seeking his consent, for initiating the procurement process.

After the approval of PD / DPD, the program manager shall refer the matter to the SMP for initiating the process.

SMP shall initiate the procurement process as under:

1. Preparation of Bidding Documents.
2. Advertisement and Publication.
3. Receiving and Recording of Bids.
4. Cancellation of bidding process.
5. Bids evaluation.
 - a. Opening of bids.
 - b. Evaluation of bids.
 - c. Preparation of Comparative statement.
 - d. Announce of bid evaluation report.
6. Acceptance, approval and award of contract.

A. Preparation of Bidding Documents

On receiving the approval, the SMP shall initiate the process for the preparation of bidding documents including the letter of invitation for bid in the manner prescribed below during the process he shall review the following:

- i. Estimation of necessary equipment, plants, and other resources in consideration with specified completion time and nature of work to be done jointly with respective sectional head;
- ii. Specification and drawings are also to be checked for consistency with the related procurement, any ambiguity or incomplete information should be clarified with the design section/program manager construction management.
- iii. Once the bid documents including NITs are prepared shall be presented to PM - SS for obtaining approval of PD through DPD to convene the meeting of the procurement committee for preparation and approval of bid documents.

After the approval from **PC**, PM - SS will send complete bidding documents to SPPRA for hoisting on their website and shall also ensure these are available on their website for convenience of bidders and for efficient procurement process.

As per rule 21, following information has to be contained in bid documents

1. Letter of Invitation for bid, sample of letter of invitation is provided in **Annexure – X**.
2. Data sheet containing information about the assignment. Sample of Data Sheet is provided in **Annexure – XI**.
3. Instructions for preparing bids.
4. Amount and manner of payment of bid security and performance guarantee (where applicable). Explanation – 1.
5. Manner and place, date and time for submission of bidding documents.
6. Manner, place, date and time of opening of bids.
7. Method of procurement used.
8. A detailed and unambiguous evaluation criteria. Explanation – 2.

9. Terms and conditions of the contract agreement.
10. Terms of Reference and technical specifications of goods, works or services to be procured.
11. Manner in which tender price is to be assessed and computed, including information about tax liability.
12. Currency in which tender price is to be formulated and expressed.
13. Bid validity period. Explanation – 3.
14. A copy of integrity pact to be signed by the parties (where applicable). Sample of Integrity pact is provided in **Annexure – XII**.
15. Any other information which is specified in regulations as may be issued by the SPPRA from time to time.

Fee of bidding document: Rule 20(2): the PMIU will charge a fee for bidding documents, which shall not exceed the cost of preparation and printing.

Explanations:

11.2.1. Amount and manner of payment of bid security and performance guarantee (where applicable);

As per Rule 37, Bid Security,

The PMIU shall require the bidders to furnish a bid security not **below one percent** and not exceeding **five percent** of the bid price, which shall remain valid for a period of **28 days** beyond the validity period for bids, in order to provide the PMIU reasonable time to act, if the security is to be called;

Bid security shall be released to the unsuccessful bidders once the contract has been signed with the successful bidder or the validity period has expired.

As per rule 39, Performance Security

The PMIU shall, in all procurement of goods, works and services, carried out through open competitive bidding, require security in the form of pay order or demand draft or bank guarantee, an amount sufficient to protect itself in case of breach of contract by the contractor or supplier or consultant, provided that the amount shall not be more than **10% of contract price**;

The security shall be provided in an appropriate form and amount, as provided in the bidding documents;

Validity of performance security shall extend at least ninety days beyond the date of completion of contract to cover defects liability period or maintenance period subject to final acceptance by the PMIU.

As per regulation 7.12.2.

The PMIU shall in all procurement of works, carried out through open competitive bidding, require security in an amount sufficient to protect the PMIU in case of breach of contract by the contractor, provided that the amount shall not be **more than 10% of the contract price**.

Normally in contracts of works, **5%** of total bid cost is obtained as performance security and remaining part is deducted from running bills as security deposit and same must be mentioned in the Data Sheet of Bidding Document.

The successful bidder shall furnish to the PMIU a performance security in the form and the amount stipulated in the conditions of contract with a period of **14 days** after the receipt of letter of acceptance:

- i. Amount of performance security should be mentioned in the bidding document and also stated in the letter of acceptance. The amount of the security may vary, depending on the nature and magnitude of works, but in any case **shall not exceed 10%** of total bid cost stated in the letter of acceptance;
- ii. Performance security shall be provided in an appropriate form; and must be obtained either in the form of Bank Guarantee from the schedule bank or as prescribed in regulations issued by the Authority;
- iii. Time Limit: Contractor should provide performance security within time mentioned in the letter of acceptance; (Normally within **14 days** after the receipt of the letter of acceptance).
- iv. Period of Validity: The period shall extend sufficiently beyond the date of completion of the works to cover the defects liability or maintenance period up to the final acceptance by the procuring agency. It depends on the nature and magnitude of the contract; however it should not be less than **90 days**, and shall be clearly stated in the bidding document.
- v. Release of Performance Security: After expiry of defect liability period and final acceptance by the PMIU; the same is released to the contractor. However it shall be reflected in terms and conditions of the contract.

Procedure

- i. After the approval of the bid, the Manager Construction Management shall issue the Letter of Acceptance to the contractor including draft contract and with request to submit the Performance Guarantee as stipulated in bidding documents along with signed copy of the contract. When requesting the contractor for submission of Performance Guarantee, he shall include the following details:
 - a. Amount of performance guarantee required in numbers and figure;
 - b. Mode of performance Guarantee;
 - c. Deadline for submission of performance guarantee; and
 - d. Package and contract details;
- ii. When signed contract and performance guarantee is received, he shall check whether the performance guarantee received is complete in all regards;
- iii. Manager Construction shall handover the performance guarantee to Manager FAA for keeping in the safe custody and it shall be properly documents.

11.2.2. A detailed and unambiguous evaluation criteria

As per Rule 21-A, Evaluation Criteria

The PMIU shall formulate an appropriate evaluation criterion, listing all the relevant information against which a bid is to be evaluated and criteria of such evaluation shall form an integral part of the bidding documents. The failure to provide a clear and unambiguous evaluation criteria in the bidding documents shall amount to MIS-procurement.

11.2.3. Bid Validity period

As per Rule 38,

- i. The PMIU, keeping in view nature of procurement, shall subject the bid to a validity period, which shall be specified in the bidding document and shall not be more than 90 days in case of National Competitive Bidding and 120 days in case of International Competitive Bidding;

Extension of bid validity may be allowed subject to approval by the competent authority of the PMIU, and with reasons to be recorded in writing;

Provided that if validity period has to be extended due to some slackness on the part of PMIU, the competent authority shall fix responsibility and take appropriate disciplinary action;

- ii. After obtaining such approval, the PMIU, shall request in writing all bidders to extend the bid validity period. Such a request shall be made before the date of expiry of the original bid validity period;
- iii. Such an extension shall not be for more than one third of the original period of bid validity;
- iv. In case the PMIU fails to finalize the bid evaluation within the extended time, the bids shall stand cancelled and a fresh bidding process shall be initiated;
- v. Whenever an extension of bid validity period is requested, a bidder shall have the right to refuse to grant such an extension and withdraw his bid and bid security shall be returned forthwith;
- vi. Bidders who;
 - a. Agree to extension of the bid validity period shall also extend validity of the bid security for the agreed extended period of the bid validity;
 - b. Agree to the PMIU's request for extension of bid validity period shall neither be requested nor permitted to change the price or other conditions of their bids.

B. Advertisement and Publication of NIT

Notice Inviting Tender

As per Rule 17 (3), the PMIU may invite the bids through a letter of invitation for bids, such letter shall contain the following:

- a. Name, postal address, telephone number(s), fax number, e-mail address (if available) of the PMIU;
- b. Purpose and scope of the project;
- c. Schedule of availability of bidding documents, submission and opening of bids, mentioning place from where bidding documents would be issued, submitted and would be opened;
- d. Amount and manner of payment of tender fee and bid security;
- e. Any other information that the PMIU may deem appropriate to disseminate at this stage.

i. Advertisement

As per **Rule 20**, the SMP in the PMIU will publish the NIT in the newspapers(s), website of PMIU and the Authority (for which it shall pay a fee as may be determined by the Authority) in the manner provided in the following table:

S. No.	Amount of procurement	Authority's website	Newspapers	International English newspaper or known website	Rule
1	Greater than 100,000 but less than 1,000,000	✓	×	×	17(1)
2	Greater than 1,000,000	✓	3 National newspapers	×	17(1)
3	International Competitive Bidding	✓	2 English Newspapers	✓	

- a. In case of procurement of greater than Rs. 100,000 and less than Rs. 1 million, the publication of NIT in newspaper is not mandatory, however the PMIU shall be publish the website of the authority and its own.
- b. In case of procurement of greater than Rs. 1 million, the publication of NIT is required in three national newspapers of English, Sindhi and Urdu languages. The procedure of publication shall be in conformity with the directions issued from the Information department, GoS.
- c. In case of international competitive bidding, the publication of NIT is required in 2 English language newspapers and one international English newspaper or an internationally known website relevant to the procurement.
- d. As per Rule 17 (4) and (5), the PMIU will also post all advertisements concerning procurement on its own website but it shall ensure that all information posted on the website contains all the information mentioned in NIT.

ii. Response Time

Response time is the period allowed to the bidders for the submission of their bids. This time starts from the date of the publication of the NIT in the newspapers and on the website:

As per Rule 18,

While deciding the response time for the submission of bids, the PMIU will give due consideration to the scope, magnitude and nature of procurement:

S. No.	Situation	Calendar days from the date of publication
1.	National Competitive Bidding	15
2.	International Competitive Bidding	45

As per regulation 4.8:

- a. The PMIU shall ensure that bidding documents are available to the interested bidders from the first day of publication of Notice Inviting Tender in the newspaper or hoisting on the website, as the case may be;

- b. Response period is determined/calculated from the date of first publication in newspaper or hoisting on the authority's website as the case may be (keeping in view the cost of bid) up to last date of issuing documents. Response period is same.
- c. In case of large works or complex items, sufficient period be allowed which is generally between **60-120** days to enable the interested bidders to conduct investigations before submitting their bids, and, in such cases, the PMIU could convene pre-bid conferences and arrange site visits also.

iii. Amendments in bid after the publication of the NIT

As per Rule 21(2),

In case the PMIU considers that any information, that has become necessary for bidding or for bid evaluation, after the invitation to bid or issue of the bidding documents to the interested bidders, the PMIU shall provide that information to the bidders in a timely manner and on equal opportunity basis by way of modification in the bid invitation.

Such change, addition, modification or deletion shall be made in a manner similar to the original advertisement/publication.

Procedure

- i. SMP with the approval of PD shall publish such information in the manner in which the original NIT was published. Such information may include information regarding change in the time and place of submission of bids.
- ii. In case of any change, addition or modification or deletion in the eligibility or evaluation of criteria in the bidding document, the SMP will prepare the working paper and place it such proposal before the PC for consideration and approval.
- iii. After approval from the PC, the SMP shall communicate such change, modification, deletion in the bidding document for the information of the bidders in the same manner in which original NIT was published.
- iv. However, where the bidders have already been shortlisted after due process only the shortlisted bidders may be informed through courier service, registered post, email or the bidder conference.

iv. Extension of Time Period for Submission of Bids

As per Rule 22,

The PMIU may extend the deadline for submission of bids only, if one or all of the following conditions exist:

- Fewer than three bids have been submitted and procurement committee is of the unanimous view that wider competition can be ensured by extending the deadline for the submission of the bids. In such case, the bids submitted shall be returned to the Bidders un-opened;
- If the PMIU is convinced that such extraordinary circumstances have arisen owing to law and order situation or a natural calamity that the deadline should be extended.

As per regulation 4.10,

Advertisement of such extension in time shall be done in a manner similar to the original advertisement, in which case all rights and obligations of the PMIU previously subject to the original dead line will thereafter be subject to the dead line extended.

In case, corrigendum or addendum is issued, following points be taken into consideration:-

- a. Notice of corrigendum or addendum is issued prior to expiry date of submission of bids or at least published within **3 days** of expiry date/opening date and hoisting on the same date;
- b. Notice is to be advertised in a manner similar to the original advertisement. Affixing of corrigendum on notice board of office of the PMIU cannot a substitute to the requirement of publication in newspaper or hoisting on SPPRA website as the case may be;
- c. In case of material deviation or addendum, it is necessary to provide a minimum response period of **fifteen days** which will be counted from the date of publication/hoisting of such corrigendum or addendum;
- d. In case addendum which envisages additional items to be tendered, then it is essential to enhance the response period by **fifteen days** to be counted from date of publication or hoisting on SPPRA website addendum at least for new items.

Procedure

- i. SMP, shall inform the PD if any of the following condition has been arisen and will discuss the need for time extension in the submission of bids.
- ii. PD shall decide the time for convening the meeting for extension of time period for submission of bids,

v. Clarification of bidding documents

As per Rule 23 (1),

An interested bidder, who has obtained bidding documents, may request for clarification of contents of the bidding document in writing, and PMIU shall respond to such queries in writing within three calendar days, provided they are received at least five calendar days prior to the date of opening of bid.

Example:

S. No.	Date of Opening of Bids	Last Date for Query
1.	10 May 20XX	5 May 20XX

S. No.	Date of Query	Latest Date of Response by PMIU
1.	1 May 20XX	4 May 20XX

For the purpose of transparency and equal opportunity, any clarification by the PMIU in response to a query by any bidder shall be communicated to all parties who have obtained bidding documents.

vi. Reissuance of Tender Notice in case of modification of bidding

As per Rule 23 (2),

PMIU shall re-issue the Notice Inviting Tenders, in accordance with above rules, if it is convinced that there is a material infirmity or ambiguity in the bidding documents, which would require major modification in the contents of bidding documents.

Procedure

In such situation, where the bidding document requires, major change or clarification, the SMP will prepare the working paper and place the proposal before the PC seeking approval for reissuance of the bid. After approval from the PC, the SMP shall proceed in the same manner in which original NIT was published.

As per regulation 7.4 Re-issuance of Tenders:

The PMIU may re-issue tenders in case, the bidding process has been cancelled as provided in Rule 25, or one of the conditions exists:

- i. Such an infirmity in the bidding documents has surfaced that the procuring committee recommends to the competent authority that bids have to be invited afresh;
- ii. The case has been declared as one of MIS-procurement, in pursuance of Rule 56;
Provided while re-issuing tenders, the PMIU may change the specifications and other contents of bidding documents, as deemed appropriate.

vii. Pre bid meeting for clarification and modification of bidding documents

- PC will organize pre bid meeting(s) of the potential bidders, where interested bidders are invited to voice their concerns & queries to be answered by PMIU management and the consultants. This may also help the potential bidders gain a better understanding of the work expected. All important and major aspects will be shown to or discussed with the interested bidders. This may also help PMIU in better evaluation and contact administration.
- SMP will prepare minutes of the meetings, questions raised and clarifications provided to the potential bidders.

Such pre bid meetings shall be held at least 10 clear days before the date of submission of bids, so that the bidders get enough time to decide for submission of bids.

C. Receiving and Submission of bids

As per Rule 24:

- a. The bids shall be submitted at the place on the date and time and in the manner mentioned by the PMIU, in the tender notice and bidding documents;
- b. Any bid submitted late due to any reason whatsoever, shall not be considered by the procurement committee;
- c. Bidders shall be permitted to submit the bids by registered mail, courier service or in person before the given date and time;
- d. Date for opening of bids/proposals and the last date for the submission of bids shall be the same, as given in the bidding documents and in the Notice Inviting Tender/Expression of Interest;
- e. In case, the two dates are different, the date and time, given in the bidding documents shall apply.

As per regulation 7.8, Clarification of bids:

If warranted, occasionally, the PMIU, may request clarifications bidders concerning ambiguities or inconsistencies in the bid, but it shall invariably be in writing and the response to such request shall also be in writing.

No change in the price or scope of the originally offered bids shall be sought or accepted, except for the correction of the arithmetic error and to understand the bidder's intentions for a decision on its responsiveness. No circumstances shall justify meeting or conversations between the executing agency, its evaluation committee (or its consultants) and bidders during the bid evaluation process.

Procedure

- a. SMP** will be responsible for receiving the bids from bidders and keeping the received bids under lock and key. He shall record following details regarding each bids received on the daily basis:
 - i. Name of procurement and control number for which the bid is received;
 - ii. Specify whether the submission is Original, Modification, Withdrawal or Substitution;
 - iii. Name of the Bidder;
 - iv. Whether the bid is sealed or not (specify what type of seal);
 - v. Source of delivery i.e. registered mail, courier or by hand;
 - vi. If delivered 'by hand', the name, CNIC, contact number and position of the person delivering the bid;
 - vii. Date and time on which the bid is received, if received late then specify the actual date and time;
 - viii. The person receiving the bid 'by hand' shall give proper receipt with date and time of the receiving of the bid;
 - ix. Name and signature of the person from designated Procurement Officer who received the bid.
- b. SMP** shall ensure that sealed envelope must be directed at the address notified in the invitation to bid, bearing the following identification:
 - i. Bid for (Name of work);
 - ii. bid reference number;
 - iii. on the reverse side to the address bear the name and address of the bidder, to enable the bid to be returned unopened in case it is declared "late" or unresponsive;
 - iv. Caution "Do Not Open Before [insert time and date for bid opening]"
- c. SMP** shall ensure that bid should always be sealed, and the envelope shall contain all of the bid documents except the drawings and specification book which shall be returned separately;
- d. SMP** shall drop the bids in the **locked Tender Box or Cabinets** which may be used or when the tenders are in large volumes or in envelopes that are large or thick, they may be directly received by an assigned officer/official of the procuring agency. The key of the box should remain in possession of the **SMP**;
- e. SMP** shall issue an acknowledgement of receipt starting the date and time, when the bids are sent through either courier service or by post;
- f.** If the outer envelope is not sealed and marked as above, the PMIU will assume no responsibility for the misplacement or premature opening of the bid;

- g. Bidders shall submit only one bid unless permitted to submit alternate bid and in case separate bidding/tender document is to be purchased.

D. Modification, withdrawal, or substitution of bids

As per Rule 43,

If any bidder wants to make any modification, withdrawal, or substitution before the date and time of submission of bids.

No bidder shall be allowed to alter or modify his bid(s) after the expiry of deadline for the receipt of the bids.

The above record shall be written "Bid Record Sheet" sample is provided at **Annexure – XIII.**

As per regulation 7.1,

Submission of Bids

Formal procedure: It is essential to define the procedure for the formal receipt of tenders, closing of tendering and safe-keeping of tenders for the transparency of the tendering process for the following reasons:-

- i. It ensures that tendering is closed at the precise date and time of the deadline, that no late tenders are accepted;
- ii. Ensures that a record is kept of all tenders submitted on time, to help avoid the opening of any late tenders submitted at the opening;
- iii. It ensures that submitted tenders are kept unopened until the time for the public tender opening, to promote fair competition.

E. Cancellation of bids

As per Rule 25:

- The PMIU may cancel the bidding process at any time prior to the acceptance of a bid or proposal;
- The PMIU shall incur no liability towards the bidders, solely by cancellation of bidding process;

Intimation of the cancellation of bidding process shall be given promptly to all bidders and bid security shall be returned along with such intimation.

The PMIU shall, upon request by any of the bidders, communicate to such bidder, grounds for the cancellation of bidding process, but is not required to justify such grounds.

As per regulation 7.3, Cancellation of bidding process:

- a. The PMIU may reject all bids or proposals at any time prior to the acceptance of a bid or proposal.

Normally, a reason for cancellation of all bids or bidding process is either for following reasons:-

- i. Evidence of lack of effective competition; such as non-participation by a number of potential bidders;
- ii. Bids are not substantially responsive;

- iii. Bid prices are substantially higher than existing budget, beyond the allowable limit of official estimated cost or allowable percentage above the schedule B / bill of quantities cost in percentage contract, provided the estimate is realistic;
- iv. Bidders are unable to propose completion of the works within the stipulated time, though the stipulated time is reasonable and realistic; or
- v. Evidence of professional misconduct, seriously affecting the procurement process is established.

Lack of competition shall be not determined solely on the basis of the number of bidders. Even when only one bid is submitted, the bidding process may be considered valid, if the bid was satisfactorily advertised and prices are reasonable in comparison to the market values and procurement made by PMIU in the recent past.

- b. Actions to be taken after cancellation of bidding process: If all bids are cancelled, the Procuring Agency shall review the causes justifying the cancellation and consider making revisions to the conditions of the contract, design, specifications and scope of the contract, or combinations of these, before inviting fresh tenders;
- c. procuring agency shall incur no liability, solely by virtue of cancellation/rejection of all bids towards contractors who have submitted bids or proposals;
- d. Intimation of the rejection of all bids or proposals shall be given promptly to all contractors who submitted bids or proposals and the bid security shall be returned along with such intimation.

Options: When all bids are cancelled, then PMIU can opt either of following options for inviting new bids from:

- i. Initially prequalified firms: OR
- ii. Only those who had submitted bids in the first instance; OR
- iii. A fresh NIT / EoI will be initiated. This will be better choice if time is not constraint.

Procedure for Cancellation

The proposal for cancellation of bidding process shall be initiated by the SMP with grounds for doing so and shall be cancelled with due approval of the PD and with intimation to other members of the PC.

SMP shall communicate the grounds of such cancellation to the bidder(s), if so requested by the bidder(s).

F. Bid Evaluation

a. Bid opening procedures

The procurement committee shall open and evaluate all bids received in the manner prescribed in the Notice Inviting Tenders or bidding document and record the bid opening process including the method of procurement on the Bid Record Sheet.

All bids shall be opened publicly in the presence of all the bidders, or their representatives, who may choose to be present in person at the time and place announced in the invitation to bid.

The bid opening is not delayed on the plea of absence of bidders or their representatives, as their presence is optional.

As per Rule 41 and regulation 7.5,

The procurement committee of the PMIU shall be opening the bids as per the following procedures:

- i. The date for opening of bids and the last date for the submission of bids shall be the same, as given in the bidding documents and in the Notice Inviting Tender;
- ii. Subject to provisions of Rule 18, in case, the two dates are different, the date and time, given in the bidding documents shall apply;
- iii. The bids shall be opened within one hour of the deadline for submission of bids;
- iv. All bids shall be opened publicly in the presence of all the bidders, or their representatives, who may choose to be present in person, at the time and place announced in the invitation to bid;
- v. The tender box shall be opened and all tenders removed and counted;
- vi. The chairman of the procurement committee shall read aloud the name of the bidder and total amount of each bid, and of any alternative bids if they have been permitted, shall be read aloud and recorded when opened;

- a. Reading out at the time of opening of the bid shall be in following manner:

Firstly; withdrawal letters submitted by a bidder shall be read first, and it will be recorded in minutes, and bids submitted by the bidders shall be returned unopened;

Secondly; substituted or modified bids shall be read out and the bids submitted earlier shall be returned to them unopened; both the original tender and modification should be stamped on key pages and signed or initialed by the chairperson of PC and by all members of the PC;

Thirdly; original bids submitted by the bidders, shall be opened and read out.

Following items shall be readout in the bid opening meeting:

- Name of the bidder,
 - Letter of authorization to sign the bid,
 - Total bid amount,
 - Any modifications,
 - Alternative bids,
 - Discount,
 - Details of bid security,
 - Unit rates in the BOQ,
- vii. All envelopes should be counted, each tender envelop should be identified by giving a **serial number divided by total number of tenders received**. When 5 bids are received then bids will be identified by marking them in following manner,; 1/5, 2/5, 3/5, 4/5, 5/5;
 - viii. Bid opening sheet (BOS) is prepared containing the information relating to bids announced at the opening;
 - ix. Corrections or deletions in unit rates or amount in BOQ and recorded in the Bid Opening Record sheet.

Procedure for corrections

Regulation 7.6 (c)

Bids determined to be substantially responsive shall be checked by the procurement committee for arithmetical errors and any such error is read out to all participants and corrected by the PC in the manner given below:

- When there is a discrepancy between the unit price entered against an item in the bill of quantities and the total amount then the total amount shall be amended accordingly;
 - When discrepancy is the misplacement / absence of a decimal place in the unit rate, the unit rate shall be amended on the basis of the total amount which shall be taken as correct as entered;
 - When there is a discrepancy in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected;
 - if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to the notes above; and
 - PC shall notify all bidders in writing, about all any arithmetic corrections made at the time of the opening of the bid and request to agree to such corrections.
- x. All bidders present in the bid opening meeting shall sign an attendance sheet;
- xi. Following bids shall not be opened and returned after recording the reasons doing so:
 - a. Bids which are submitted after the time prescribed in NIT; and
 - b. Bids not considered due to procedural flaw(s).
- xii. The chairman procurement committee shall encircle the rates and all the members of procurement committee shall sign each and every page of financial proposal and the Bid Record Sheet;
- xiii. The procurement committee shall issue the minutes of the opening of the tenders and shall also mention over writing or cutting as recorded in the bid record sheet, if any;
- xiv. At the time of opening of the bid the PC may ask the bidders for clarifications needed for the clarity for the purpose of evaluation the bids but shall not permit any bidder to change the substance or price of the bid;
- xv. The members of PC shall sign an attendance sheet evidencing their attendance;
- xvi. The PC after the bid opening meeting shall initiate the process for bid evaluation and preparation of Comparative statement.

Bid Opening Checklist to be included in the working papers of bid opening proceedings

S. No.	Items	Name of Bidders		
		Firm A	Firm B	Firm C
1	Is envelope sealed?	Yes/No		
2	Required Amount of Bid security			
3	Required Bid validity period			
4	Authority of signing Alternate bid if any			
5	Withdrawal,			
6	Alternate bid if any			
7	Withdrawal,			
8	Substitution or Modification if any			
9	Any discounts (if any)			
10	Price Read out			
11	Form of tender signed or not			
12	Other documents attached(PEC valid Registration in required discipline and category			
	Any other detail			

b. Bid Evaluation

The PC in the PMIU shall evaluate all responsive bids in accordance with the evaluation criteria and other terms and conditions mentioned in the bidding documents.

The PC shall apply following principles at the time of bid evaluation:

i. Single Bid

As per Rule 48,

Even when only one bid is submitted, the bidding process may be considered valid, if the bid was advertised in accordance with rules, and the complete procedure was adopted. However, in this situation the quoted prices are compared with the prices or rates of the last awarded similar contract or market prices.

Provided that the PC may consider to review that the comparison of similar contract or market prices may not be workable in case of consulting services.

- ii. For the purpose of comparison of bids quoted in different currencies, price shall be converted into a single currency specified in the bidding documents. The rate of exchange shall be the selling rate prevailing seven working days before the date of opening of the bids specified in the bidding documents, as notified by the State Bank of Pakistan;
- iii. A bid once opened in accordance with the prescribed procedure shall be subject to only those rules, regulations and policies that are in force at the time of issuance of notice for invitation of bids;

- iv. At the time of the evaluation of the bid the procurement committee may ask the bidders for clarifications needed in the evaluation the bids but shall not permit any bidder to change the substance or price of the bid;

Procedure for bid evaluation

The PMIU may use any of the following bidding procedure for ensuring transparency, quality and cost effectiveness.

Bid evaluation procedure depends on the method of bidding is selected and detailed procedures for bid evaluation for each method.

However, guidelines and further explanation for bid evaluation is given in the regulation 7.6 which shall be used for better understanding given under:

c. Stages of evaluation

The three important stages of bid evaluation are listed as follows:

Preliminary screening:

- a. eliminate tenders who fail to comply with the basic requirements of the Bidding Document and
- b. bidders who do not meet mandatory eligibility requirements;

Detailed evaluation: to determine whether tenders are substantially responsive to the commercial and technical requirements stated in the bidding document and to eliminate tenders which are not responsive; and

Financial evaluation: to compare the costs of responsive tenders and determine which is the lowest priced tender.

The successful tender will be the lowest priced tender, which is substantially responsive to requirements of the bidding document. But in case of Single Stage One Envelope Procedure, Post qualification procedure is used to determine Eligible and responsive bidder. The above stages of evaluation are very use full in case of Single Stage Two Envelope Procedure

Procedure

All bids shall be evaluated in accordance with the evaluation criteria and other terms and conditions set forth in the NIT and the bidding documents. Tender/Bid with any condition or where the conditions mentioned in the NIT and the bidding documents have been allured or omitted will not be entertained, and will be declared non-responsive and shall stand rejected;

Purpose of bid evaluation is to determine the cost of each responsive/technically qualified bid in a manner that permits a comparison on the basis of their evaluated cost;

Bid Evaluation for Works shall be strictly in monetary terms, however if time is a critical factor, the value of early completion may be taken into account according to the criteria presented in the bidding documents. Bonus marks for early completion may be awarded, if mentioned in the evaluation criteria. In such cases, provisions for commensurate penalties for noncompliance must be included in the conditions of contract.

Correction of Arithmetical checking: Bids determined to be substantially responsive shall be checked by the PMIU for arithmetical errors and any such errors will be rectified as follows:-

- i. where there is a discrepancy between the extended amount entered against an item in the bill of quantities and the amount obtained by multiplying the unit rate and the quantity, then the latter amount shall prevail and the extended amount entered in the bill of quantities shall be amended accordingly;
- ii. if discrepancy is the misplacement of a decimal place in the unit rate, the unit rate shall be amended and the extended amount entered as aforesaid shall be taken as correct;
- iii. if there is a discrepancy in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
- iv. if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to the notes above.
- v. Bidders shall be notified in writing of any arithmetic corrections made and requested to agree to the corrections in writing.

For the purposes of comparison of bids quoted in different currencies, the price shall be converted into a single currency specified in the bidding documents. The rate of exchange shall be the selling rate as notified by the State Bank of Pakistan prevailing seven working days before the date of opening of the bids or the date of opening, specified in the bidding documents.

If the bidder does not accept the Corrected Amount of Bid, his bid will be rejected and his Bid Security forfeited.

Bid once opened in accordance with the prescribed procedure shall be subject to only those rules, regulations and policies that are in force at the time of issue of notice for invitation of bids.

There shall be no consideration during the bid evaluation of any information contained in a bid submission that was not requested in the bidding document.

Correction for Provisional Sums: Bids may contain provisional sums set by the Procuring Agency for contingencies or for nominated subcontractors if allowed, etc. As these sums are the same for all bids, they should be subtracted from the read out prices to allow for a proper comparison of bids in subsequent steps. However, those provisional sums set aside for day work etc., where priced competitively, should not be included in the deductions.

Completeness of Bid: Unless the bidding documents have specifically allowed, bids not offering all of the required items should ordinarily be considered non-responsive. However, under works contracts, a rate or price shall be entered against each item in the priced Bill of Quantities, whether quantities are stated or not. The cost of items against which contractor will have failed to enter rate or price shall be deemed to be covered by other rates and prices entered in the preamble of Bill of Quantities. No separate payment will be made for those items.

Substantial Responsiveness: Responsiveness of the bidder and bid is to be determined by the Eligibility and the fact that bid has no Major deviations as mentioned below:

Eligibility:

- The bidder is of valid license holder from the PEC and fall within the category and discipline allowed to participate;
- The bidder is registered with tax authorities.
- The bidder is not black listed by any Procuring Agency.

- In case of electrical works, the bidder is in possession of electrical license from the Electrical Inspector of Sindh.

Deviations:

a. Major (Material):

Major deviations to the commercial requirements and technical specifications are a basis for the rejection of bids. As a general rule, major deviations are those that if accepted, would not fulfill the purposes for which the bid is requested, or would prevent a fair comparison or affect the ranking of the bids that are compliant with the bidding documents. Major deviations include:-

- i. Stipulating price adjustment when fixed price bids were called for;
- ii. Failing to respond to specifications;
- iii. Failing to comply with Mile-stones/critical dates including completion date provided in Bidding Documents including completion date;
- iv. Subcontracting contrary to the Conditions of Contract specified in Bidding Documents;
- v. Refusing to bear important responsibilities and liabilities allocated in the Bidding Documents, such as performance guarantees and insurance coverage;
- vi. Taking exception to critical provisions such as applicable law, taxes and duties and dispute resolution procedures.
- vii. Bid security is of not required amount and source.
- viii. Bid validity is less than specified period.
- ix. Bid is submitted for incomplete Scope of Work.
- x. Bid indicates that material to be supplied does not meet the eligibility requirements or it is materially and substantially different from the Conditions/Specifications of Bidding Documents.
- xi. The bidder refuses to accept the arithmetic corrections.

b. Minor Deviations

Bids that offer deviations acceptable to the PMIU and which can be assigned a monetary value may be considered substantially responsive the issue of fairness. This monetary value would however be added as an adjustment for evaluation purposes only during the detailed evaluation process.

i. Single Stage – One Envelope Procedure

a. Eligibility Criteria: Notice Inviting Tenders and bidding documents of this method shall contain the following eligibility criteria;

- Relevant experience;
- Turn-over of at least last three years;
- Registration with Federal Board of Revenue (FBR), for Income Tax, Sales Tax in case of procurement goods, registration with Sindh Revenue Board, in case of procurement of Works and services and registration with Pakistan Engineering Council (where applicable);
- Any other factor deemed to be relevant by the PMIU subject to provision of Rule 44;

b. Procedure for opening

- i. each bid shall comprise one single envelope containing one financial proposal and required information mentioned at clause (a) above;
 - a. PC shall evaluate all eligible financial proposals in the manner prescribed in the bidding documents;
 - b. Bid found to be the lowest evaluated or best evaluated shall be accepted / recommended for award of contract.

ii. Single stage – two envelope procedure

- a. Bid shall comprise a single package containing two separate envelopes. Each envelope shall contain separately the financial proposal and the technical proposal;
- b. Envelopes shall be marked as "FINANCIAL PROPOSAL" and "TECHNICAL PROPOSAL" in bold and legible letters to avoid confusion;
- c. Initially, only the envelope marked "TECHNICAL PROPOSAL" shall be opened;
- d. Envelope marked as "FINANCIAL PROPOSAL" shall be retained in the custody of the PMIU without being opened;
- e. PC shall evaluate the technical proposal in a manner prescribed in advance, without reference to the price and reject any proposal which does not conform to the specified requirements
- f. No amendments in the technical proposal shall be permitted during the technical evaluation;
- g. Financial proposal of bids found technically non-responsive shall be returned un-opened to the respective bidders; and
- h. Bid found to be the lowest evaluated or best evaluated shall be accepted / recommended for the award of contract.

iii. Two Stage Bidding Procedure

First Stage

- i. Bidders are invited to submit, according to the required specifications, a technical proposal without price, which shall be subject to technical as well as commercial clarifications and adjustments;
- ii. Technical proposal shall be evaluated in accordance with the specified evaluation criteria and may be discussed with all the bidders together regarding any technical features that may require technical as well as commercial clarifications and adjustments;
- iii. After such discussions, all the bidders shall be permitted to revise their respective technical proposals to meet the requirements of the PMIU;
- iv. The PC may revise, delete, modify or add any aspect of the technical requirements or evaluation criteria, or it may add new requirements or criteria not inconsistent with these rules;

Provided that such revisions, deletions, modifications or additions are communicated to all the bidders equally at the time of invitation to submit final bids, and that sufficient time is allowed to the bidders to prepare their revised bids;

Provided further that such allowance of time shall not be less than fifteen days (15days) in the case of National Competitive Bidding and forty-five days (45days) in the case of International Competitive Bidding;

- v. The bidders not willing to conform their respective bids to the PMIU's technical requirements may be allowed to withdraw from the bidding without imposition of any penalty.

Second Stage

- i. Bidders shall be allowed to amend their technical proposals in order to ensure conformance to the same technical standards;
- ii. Bidders submit the revised technical proposals along with financial proposals;
- iii. The financial proposals of only those bidders whose original or revised technical proposals are found to be conforming to the agreed technical standards and requirements, shall be opened at a time, date and venue announced and communicated to the bidders in advance;
- iv. The revised technical proposals and the financial proposals shall be evaluated in the manner prescribed above. The bid found to be the lowest evaluated bid shall be accepted;

Provided that in setting the date for the submission of the revised technical proposal and financial proposal the PC shall allow sufficient time to the bidders to incorporate the agreed upon changes in the technical proposal and prepare their financial proposals accordingly.

iv. Two stage – Two Envelope Bidding Procedure

First Stage

- i. Bid shall comprise a single package containing two separate envelopes. Each envelope shall contain separately the financial proposal and the technical proposal;
- ii. Envelopes shall be marked as "FINANCIAL PROPOSAL" and "TECHNICAL PROPOSAL" in bold and legible letters to avoid confusion;
- iii. Initially, only the envelope marked "TECHNICALPROPOSAL" shall be opened;
- iv. Envelope marked as "FINANCIAL PROPOSAL" shall be retained in the custody of the PMIU without being opened;
- v. Technical proposal shall be discussed with all the bidders or their representatives present together with reference to the PMIU's technical requirements;
- vi. The bidders willing to meet the requirements of the PMIU shall be allowed to revise their technical proposals following these discussions;
- vii. Bidders not willing to conform their technical proposal to the revised requirements of the PMIU shall be allowed to withdraw their respective bids without forfeiture of their bid security;

Second Stage

- i. Bidders who are willing to conform to the revised technical specifications and whose bids have not already been rejected shall submit a revised technical proposal and supplementary financial proposal, according to the revised technical requirement;
- ii. Revised technical proposal along with the original financial proposal and supplementary financial proposal shall be opened at a date, time and venue announced in advance by the PMIU;

Provided that in setting the date for the submission of the revised technical proposal and supplementary financial proposal the PMIU shall allow sufficient time to the bidders to incorporate the agreed upon changes in the technical proposal and to prepare the required supplementary financial proposal; and

The PMIU shall evaluate the whole proposal in accordance with the evaluation criteria and the bid found to be the lowest evaluated bid shall be accepted.

G. Preparation of comparative Statement

After having completed the evaluation process, the procurement committee shall prepare a comparative statement showing the ranking of all responsive bidders, with score achieved.

i. Comparative Statement of Technical Evaluation

PC shall award numbers for the technical aspects of the proposals and prepare a comparative statement showing ranking of all technically qualified bidders.

Name of Procuring Agency:				
Name of Work:		Marks obtained by firms.		
Evaluation Criteria*	*Marks assigned	Firm A	Firm B	Firm C
Experience in similar works (marks for one project =...)				
Experience in similar geographical conditions (- marks for one project = ---)				
Annual Turnover (not less than bid cost).				

ii. Financial Comparative Statement

PC shall award numbers for the financial aspects of the proposals and prepare a comparative statement showing ranking of all bidders. Following sample can be used:

S. No	Firm/Bidder's Name	Final Tender Cost	Comparison with Engineering Estimate	Remarks and Recommendations	Ranking
1	Firm A				
2	Firm B				
3	Firm C				

H. Announcement of Evaluation Report

As per rule 45,

PC shall announce the results of bid evaluation in the form of a report containing the details of all received bids, as recorded in the bid record sheet, giving reasons for acceptance or rejection of bids. The report shall be hoisted on website of the Authority and that of the PMIU and intimated to all the bidders at least 3 (three) days prior to the award of contract.

As per regulation 7.9,

The evaluation report should include the at least the following information:

- i. Results of the preliminary screening with the list of rejected bidders and a brief statement of why the bid was rejected;
- ii. Results of the detailed technical and commercial evaluation;
- iii. List of any tenders which were rejected as non-responsive and the reasons for the rejection;
- iv. Details of any non-material deviations, errors or omissions accepted, clarified or corrected and, where relevant, the way in which deviations or omissions have been quantified and taken into account in the financial evaluation;
- v. Price of each tender as read out at the bid opening;
- vi. Evaluated price of each tender, following any correction or adjustments to the price and the conversion to a single currency (if required);
- vii. Ranking of the tenders, according to their evaluated price;
- viii. Stating the tender which has the lowest evaluated price and is therefore recommended for approval to competent authority; and
- ix. Results of pre-qualification/technical assessment also be provided separately if any.

The Bid Evaluation Report in the standard form prepared and duly signed by all members of evaluation committee is to be hoisted on website of the authority and that of procuring agency if its website exists and intimated to all bidders at least seven days prior to the award of contract.

Sample of "Bid Evaluation Report" is provided in **Annexure – XIV**.

I. Acceptance of bids and award of contract of procurement contracts

As per rule 49,

The technically responsive bidder with the lowest evaluated cost, but not necessarily the lowest submitted price, shall be awarded the procurement contract, within the original or extended period of bid validity.

As per regulation no. 7.12 Award of contract:

The contents of the contract document will depend on the model contract included in the bidding document. The contents of a contract and the order of precedence are normally listed in the contract form or special conditions of contract. As guidance only, contract documents normally consist of the following:

- i. The contract form or agreement;
- ii. The contract award notice/letter of acceptance;
- iii. The bidder's bid and any modifications to the bid;
- iv. The general conditions of contract;
- v. The special conditions of contract;

- vi. The description of works, comprising specifications, terms of reference, drawings, bill of quantities, activity schedule and/or any other similar document.

The award of the contract must be made within the original or extended period of bid validity.

Procedure for executing the contract:

As per regulation 7.12.1 Letter of acceptance:

It is normally a contractually binding notice, which results in the entry into force of a contract and provides a rapid means of forming a contract, rather than waiting while the complete contract document is prepared. Thus the contract comes into force at once, meaning thereby that the delivery or mobilization periods start sooner and overall contract completion is achieved sooner;

- I. On receipt of approval, prior to the expiration of the original/extended validity period of the bids and expiry of seven days after publication/ announcement of the bid/tender evaluation report;

SMP shall send an acceptance notice i.e. "Letter of Acceptance" along with the draft agreement, of the tender/bid signed by the PD for the acceptance of the tender to the successful bidder. Sample of "Letter of Acceptance" is provided in **Annexure - XV**.

Letter of acceptance shall include following:-

- i. The name and address of the PMIU;
 - ii. The name and address of the contractor/firm;
 - iii. The reference number of the procurement (if any);
 - iv. A brief description of the works procured;
 - v. The date and reference number of the bidder's tender (if any);
 - vi. The currency and Contract Price, which, the PMIU will pay to the contractor in consideration of the execution and completion of work within completion period as prescribed in the contract;
 - vii. A request that the contractor confirm receipt of the Notice of Acceptance and confirm that it is proceeding with contract performance;
 - viii. Instructions on any immediate actions required from the contractor e.g. provision of a performance security & signing of the agreement.
- II. The SMP shall contact the contractor requiring the performance guarantee, once the letter of acceptance is received (along with the draft agreement) by the contractor, and signed copy of the agreement of contract within the time mentioned in the letter of acceptance.

The PMIU is required to keep evidence of dispatch, such as proof of posting, fax confirmation slip etc. and confirmation of receipt of the letter of acceptance is received by the bidder.

The necessary funds must also be committed in writing from authority competent to release the funds prior to issue of the letter of acceptance if funds are not released.

11.3. Procurement of goods through bidding

At the beginning of the financial year, the program manager of the section requiring to procure goods, that would need to initiate competitive bidding process, national or international, shall move request with details as per approved APP; in case of goods, item description, specification, quantity along with estimated cost to the PD / DPD seeking his consent, for initiating the procurement process.

After the approval of PD / DPD, the program manager shall refer the matter to the SMP for initiating the process.

SMP shall initiate the procurement process as under:

1. Preparation of Bidding Documents
2. Advertisement and Publication
3. Receiving and Recording of Bids
4. Cancellation of bidding process
5. Bids evaluation
 - a. Opening of bids
 - b. Evaluation of bids
 - c. Preparation of Comparative statement
6. Cancellation of bidding process
7. Approval and award of contract

A. Preparation of Bidding Documents

On receiving the approval, the SMP shall initiate the process for the preparation of bidding documents including the letter of invitation for bid in the manner prescribed in 10.2.2. of this manual and during the process he shall review the following:

- i. Estimation of necessary equipment, plants, and other resources in consideration with specified completion time and nature of work to be done jointly with respective sectional head;
- ii. Specification and drawings are also to be checked for consistency with the related procurement, any ambiguity or incomplete information should be clarified with the design section / program manager construction management;
- iii. Once the bid documents including NITs are prepared shall be presented to PM - SS for obtaining approval of PD through DPD to convene the meeting of the procurement committee for preparation and approval of bid documents.

Bidding Documents

After the approval from PD, PM – SS will send complete bidding documents to SPPRA for hoisting on their website and shall also ensure these are available on their website for convenience of bidders and for efficient procurement process.

As per rule 21, following information has to be contained in bid documents;

1. Letter of Invitation for bid.
2. Data sheet containing information about the assignment.
3. Instructions for preparing bids.
4. Amount and manner of payment of bid security and performance guarantee (where applicable). Explanation – 1.
5. Manner and place, date and time for submission of bidding documents.
6. Manner, place, date and time of opening of bids.
7. Method of procurement used.

8. A detailed and unambiguous evaluation criteria. Explanation – 2.
9. Terms and conditions of the contract agreement.
10. Terms of Reference and technical specifications of goods, works or services to be procured.
11. Manner in which tender price is to be assessed and computed, including information about tax liability.
12. Currency in which tender price is to be formulated and expressed.
13. Bid validity period. Explanation – 3.
14. A copy of integrity pact to be signed by the parties (where applicable).
15. Any other information which is specified in regulations as may be issued by the SPPRA from time to time.

Fee of bidding document: Rule 20(2): the PMIU will charge a fee for bidding documents, which shall not exceed the cost of preparation and printing.

Explanations:

1. Amount and manner of payment of bid security and performance guarantee (where applicable);

As per Rule 37, Bid Security,

The PMIU shall require the bidders to furnish a bid security not **below one percent** and not exceeding **five percent** of the bid price, which shall remain valid for a period of **28 days** beyond the validity period for bids, in order to provide the PMIU reasonable time to act, if the security is to be called;

Bid security shall be released to the unsuccessful bidders once the contract has been signed with the successful bidder or the validity period has expired.

As per rule 39, Performance Security

The PMIU shall, in all procurement of goods, works and services, carried out through open competitive bidding, require security in the form of pay order or demand draft or bank guarantee, an amount sufficient to protect itself in case of breach of contract by the contractor or supplier or consultant, provided that the amount shall not be more than **10% of contract price**;

The security shall be provided in an appropriate form and amount, as provided in the bidding documents;

Validity of performance security shall extend at least ninety days beyond the date of completion of contract to cover defects liability period or maintenance period subject to final acceptance by the PMIU.

2. A detailed and unambiguous evaluation criteria:

As per Rule 21-A, Evaluation Criteria

The PMIU shall formulate an appropriate evaluation criterion, listing all the relevant information against which a bid is to be evaluated and criteria of such evaluation shall form an integral part of the bidding documents. The failure to provide a clear and unambiguous evaluation criteria in the bidding documents shall amount to MIS-procurement.

3. Bid Validity period

As per Rule 38,

- i. The PMIU, keeping in view nature of procurement, shall subject the bid to a validity period, which shall be specified in the bidding document and shall not be more than 90 days in case of National Competitive Bidding and 120 days in case of International Competitive Bidding;

Extension of bid validity may be allowed subject to approval by the competent authority of the PMIU, and with reasons to be recorded in writing;

Provided that if validity period has to be extended due to some slackness on the part of PMIU, the competent authority shall fix responsibility and take appropriate disciplinary action;

- ii. After obtaining such approval, the PMIU, shall request in writing all bidders to extend the bid validity period. Such a request shall be made before the date of expiry of the original bid validity period;
- iii. Such an extension shall not be for more than one third of the original period of bid validity;
- iv. In case the PMIU fails to finalize the bid evaluation within the extended time, the bids shall stand cancelled and a fresh bidding process shall be initiated;
- v. Whenever an extension of bid validity period is requested, a bidder shall have the right to refuse to grant such an extension and withdraw his bid and bid security shall be returned forthwith;
- vi. Bidders who;
 - a. Agree to extension of the bid validity period shall also extend validity of the bid security for the agreed extended period of the bid validity;
 - b. Agree to the PMIU's request for extension of bid validity period shall neither be requested nor permitted to change the price or other conditions of their bids.

B. Advertisement and Publication of NIT

Notice Inviting Tender

As per Rule 17 (3), the PMIU may invite the bids through a letter of invitation for bids, such letter shall contain the following:

- a. Name, postal address, telephone number(s), fax number, e-mail address (if available) of the PMIU;
- b. Purpose and scope of the project;
- c. Schedule of availability of bidding documents, submission and opening of bids, mentioning place from where bidding documents would be issued, submitted and would be opened;
- d. Amount and manner of payment of tender fee and bid security;
- e. Any other information that the PMIU may deem appropriate to disseminate at this stage.

i. Advertisement

As per **Rule 20**, the SMP in the PMIU will publish the NIT in the newspapers(s), website of PMIU and the Authority (for which it shall pay a fee as may be determined by the Authority) in the manner provided in the following table:

S. No.	Amount of procurement	Authority's website	Newspapers	International English newspaper or known website	Rule
1	Greater than 100,000 but less than 1,000,000	✓	×	×	17(1)
2	Greater than 1,000,000	✓	3 National newspapers	×	17(1)
3	International Competitive Bidding	✓	2 English Newspapers	✓	

- a. In case of procurement of greater than Rs. 100,000 and less than Rs. 1 million, the publication of NIT in newspaper is not mandatory, however the PMIU shall be publish the website of the authority and its own.
- b. In case of procurement of greater than Rs. 1 million, the publication of NIT is required in three national newspapers of English, Sindhi and Urdu languages. The procedure of publication shall be in conformity with the directions issued from the Information department, GoS.
- c. In case of international competitive bidding, the publication of NIT is required in 2 English language newspapers and one international English newspaper or an internationally known website relevant to the procurement.
- d. As per Rule 17 (4) and (5), the PMIU will also post all advertisements concerning procurement on its own website but it shall ensure that all information posted on the website contains all the information mentioned in NIT.

ii. Response Time

Response time is the period allowed to the bidders for the submission of their bids. This time starts from the date of the publication of the NIT in the newspapers and on the website:

As per Rule 18,

While deciding the response time for the submission of bids, the PMIU will give due consideration to the scope, magnitude and nature of procurement:

S. No.	Situation	Calendar days from the date of publication
ii.	National Competitive Bidding	15
iii.	International Competitive Bidding	45

iii. Amendments in bid after the publication of the NIT

As per Rule 21(2),

In case the PMIU considers that any information, that has become necessary for bidding or for bid evaluation, after the invitation to bid or issue of the bidding documents to the interested bidders, the PMIU shall provide that information to the bidders in a timely manner and on equal opportunity basis by way of modification in the bid invitation.

Such change, addition, modification or deletion shall be made in a manner similar to the original advertisement/publication.

Procedure

- i. SMP with the approval of PD shall publish such information in the manner in which the original NIT was published. Such information may include information regarding change in the time and place of submission of bids.
- ii. In case of any change, addition or modification or deletion in the eligibility or evaluation of criteria in the bidding document, the SMP will prepare the working paper and place such proposal before the PC for consideration and approval.
- iii. After approval from the PC, the SMP shall communicate such change, modification, deletion in the bidding document for the information of the bidders in the same manner in which original NIT was published.
- iv. However, where the bidders have already been shortlisted after due process only the shortlisted bidders may be informed through courier service, registered post, email or the bidder conference.

iv. Extension of Time Period for Submission of Bids

As per Rule 22,

The PMIU may extend the deadline for submission of bids only, if one or all of the following conditions exist:

Fewer than three bids have been submitted and procurement committee is of the unanimous view that wider competition can be ensured by extending the deadline for the submission of the bids. In such case, the bids submitted shall be returned to the Bidders un-opened;

If the PMIU is convinced that such extraordinary circumstances have arisen owing to law and order situation or a natural calamity that the deadline should be extended.

Procedure

1. SMP, shall inform the PD if any of the following condition has been arisen and will discuss the need for time extension in the submission of bids.
2. PD shall decide the time for convening the meeting for extension of time period for submission of bids.

v. Clarification of bidding documents

As per Rule 23 (1),

An interested bidder, who has obtained bidding documents, may request for clarification of contents of the bidding document in writing, and PMIU shall respond to such queries in writing within three calendar days, provided they are received at least five calendar days prior to the date of opening of bid.

Example:

S. No.	Date of Opening of Bids	Last Date for Query
2.	10 May 20XX	5 May 20XX

S. No.	Date of Query	Latest Date of Response by PMIU
2.	1 May 20XX	4 May 20XX

For the purpose of transparency and equal opportunity, any clarification by the PMIU in response to a query by any bidder shall be communicated to all parties who have obtained bidding documents.

Detail procedure to be followed is provided in Section 11.2.2.

i. Reissuance of Tender Notice in case of modification of bidding

As per Rule 23 (2), PMIU shall re-issue the Notice Inviting Tenders, in accordance with above rules, if it is convinced that there is a material infirmity or ambiguity in the bidding documents, which would require major modification in the contents of bidding documents.

Procedure

In such situation, where the bidding document requires, major change or clarification, the SMP will prepare the working paper and place the proposal before the PC seeking approval for reissuance of the bid. After approval from the PC, the SMP shall proceed in the same manner in which original NIT was published.

ii. Pre bid meeting for clarification and modification of bidding documents

- PC will organize pre bid meeting(s) of the potential bidders, where interested bidders are invited to voice their concerns & queries to be answered by PMIU management and the consultants. This may also help the potential bidders gain a better understanding of the work expected. All important and major aspects will be shown to or discussed with the interested bidders. This may also help PMIU in better evaluation and contact administration.
- SMP will prepare minutes of the meetings, questions raised and clarifications provided to the potential bidders.

Such pre bid meetings shall be held at least 10 clear days before the date of submission of bids, so that the bidders get enough time to decide for submission of bids.

C. Receiving and Submission of bids

As per Rule 24:

- i. The bids shall be submitted at the place on the date and time and in the manner mentioned by the PMIU, in the tender notice and bidding documents.
- ii. Any bid submitted late due to any reason whatsoever, shall not be considered by the procurement committee;

- iii. Bidders shall be permitted to submit the bids by registered mail, courier service or in person before the given date and time.

Procedure

The SMP will be responsible for receiving the bids from bidders and keeping the received bids under lock and key. He shall record following details regarding each bids received on the daily basis:

1. Name of procurement and control number for which the bid is received;
2. Specify whether the submission is Original, Modification, Withdrawal or Substitution;
3. Name of the Bidder;
4. Whether the bid is sealed or not (specify what type of seal);
5. Source of delivery i.e. registered mail, courier or by hand;
6. If delivered 'by hand', the name, CNIC, contact number and position of the person delivering the bid;
7. Date and time on which the bid is received, if received late then specify the actual date and time;
8. The person receiving the bid 'by hand' shall give proper receipt with date and time of the receiving of the bid;
9. Name and signature of the person from designated Procurement Officer who received the bid.

As per rule 43,

If any bidder wants to make any modification, withdrawal, or substitution before the date and time of submission of bids.

No bidder shall be allowed to alter or modify his bid(s) after the expiry of deadline for the receipt of the bids.

The above record shall be written "Record Sheet".

D. Cancellation of bids

As per Rule 25:

- The PMIU may cancel the bidding process at any time prior to the acceptance of a bid or proposal;
- The PMIU shall incur no liability towards the bidders, solely by cancellation of bidding process;

Intimation of the cancellation of bidding process shall be given promptly to all bidders and bid security shall be returned along with such intimation.

The PMIU shall, upon request by any of the bidders, communicate to such bidder, grounds for the cancellation of bidding process, but is not required to justify such grounds.

Procedure

- i. The proposal for cancellation of bidding process shall be initiated by the SMP with grounds for doing so and shall be cancelled with due approval of the PD and with intimation to other members of the PC.
- ii. SMP shall communicate the grounds of such cancellation to the bidder(s), if so requested by the bidder(s).

E. Bid Evaluation

The procurement committee shall open and evaluate all bids received in the manner prescribed in the Notice Inviting Tenders or bidding document and record the bid opening process including the method of procurement on the Bid Record Sheet.

a. Bid Opening Procedures

As per Rule 41,

The procurement committee of the PMIU shall be opening the bids as per the following procedures:

- i. The date for opening of bids and the last date for the submission of bids shall be the same, as given in the bidding documents and in the Notice Inviting Tender;
- ii. Subject to provisions of Rule 18, in case, the two dates are different, the date and time, given in the bidding documents shall apply;
- iii. The bids shall be opened within one hour of the deadline for submission of bids;
- iv. All bids shall be opened publicly in the presence of all the bidders, or their representatives, who may choose to be present in person, at the time and place announced in the invitation to bid;
- v. The chairman of the procurement committee shall read aloud the name of the bidder and total amount of each bid, and of any alternative bids if they have been permitted, shall be read aloud and recorded when opened;
 - a. Reading out at the time of opening of the bid shall be in following manner:

Firstly; withdrawal letters submitted by a bidder shall be read first, and it will be recorded in minutes, and bids submitted by the bidders shall be returned unopened;

Secondly; substituted or modified bids shall be read out and the bids submitted earlier shall be returned to them unopened;

Thirdly; original bids submitted by the bidders, shall be opened and read out.
 - b. Following items shall be readout in the bid opening meeting:
 - Name of the bidder,
 - Letter of authorization to sign the bid,
 - Total bid amount,
 - Any modifications,
 - Alternative bids,
 - Discount,
 - Details of bid security,
 - Unit rates in the BOQ,
- vi. Corrections or deletions in unit rates or amount in BOQ and recorded in the Bid Opening Record sheet.

b. Bid Evaluation

The procurement committee in the PMIU shall evaluate all responsive bids in accordance with the evaluation criteria and other terms and conditions mentioned in the bidding documents. The procurement committee shall apply following principles at the time of bid evaluation:

- i. **Single Bid:** According to Rule 48: Even when only one bid is submitted, the bidding process may be considered valid, if the bid was advertised in accordance with rules, and the complete procedure was adopted. However, in this situation the quoted prices are compared with the prices or rates of the last awarded similar contract or market prices;

Provided that the PC may consider to review that the comparison of similar contract or market prices may not be workable in case of consulting services.

- ii. For the purpose of comparison of bids quoted in different currencies, price shall be converted into a single currency specified in the bidding documents. The rate of exchange shall be the selling rate prevailing seven working days before the date of opening of the bids specified in the bidding documents, as notified by the State Bank of Pakistan;
- iii. A bid once opened in accordance with the prescribed procedure shall be subject to only those rules, regulations and policies that are in force at the time of issuance of notice for invitation of bids;
- iv. At the time of the evaluation of the bid the procurement committee may ask the bidders for clarifications needed in the evaluation the bids but shall not permit any bidder to change the substance or price of the bid;

c. Procedure for bid evaluation

The PMIU may use any of the following bidding procedure for ensuring transparency, quality and cost effectiveness.

i. Single Stage – One Envelope Procedure

Eligibility Criteria: Notice Inviting Tenders and bidding documents of this method shall contain the following eligibility criteria;

- i. Relevant experience;
- ii. Turn-over of at least last three years;
- iii. Registration with Federal Board of Revenue (FBR), for Income Tax, Sales Tax in case of procurement goods, registration with Sindh Revenue Board, in case of procurement of Works and services and registration with Pakistan Engineering Council (where applicable);
- iv. Any other factor deemed to be relevant by the PMIU subject to provision of Rule 44;

Procedure for opening

- i. Each bid shall comprise one single envelope containing one financial proposal and required information mentioned at clause (a) above;
- ii. PC shall evaluate all eligible financial proposals in the manner prescribed in the bidding documents;
- iii. Bid found to be the lowest evaluated or best evaluated shall be accepted recommended for award of contract.

ii. Single stage – two envelope procedure

- i. Bid shall comprise a single package containing two separate envelopes. Each envelope shall contain separately the financial proposal and the technical proposal;

- ii. Envelopes shall be marked as "FINANCIAL PROPOSAL" and "TECHNICAL PROPOSAL" in bold and legible letters to avoid confusion;
- iii. Initially, only the envelope marked "TECHNICAL PROPOSAL" shall be opened;
- iv. Envelope marked as "FINANCIAL PROPOSAL" shall be retained in the custody of the PMIU without being opened;
- v. PC shall evaluate the technical proposal in a manner prescribed in advance, without reference to the price and reject any proposal which does not conform to the specified requirements
- vi. No amendments in the technical proposal shall be permitted during the technical evaluation;
- vii. Financial proposal of bids found technically non-responsive shall be returned unopened to the respective bidders; and
- viii. Bid found to be the lowest evaluated or best evaluated shall be accepted/recommended for the award of contract.

iii. Two Stage Bidding Procedure

First Stage

- i. bidders are invited to submit, according to the required specifications, a technical proposal without price, which shall be subject to technical as well as commercial clarifications and adjustments;
- ii. technical proposal shall be evaluated in accordance with the specified evaluation criteria and may be discussed with all the bidders together regarding any technical features that may require technical as well as commercial clarifications and adjustments;
- iii. after such discussions, all the bidders shall be permitted to revise their respective technical proposals to meet the requirements of the PMIU;
- iv. The PC may revise, delete, modify or add any aspect of the technical requirements or evaluation criteria, or it may add new requirements or criteria not inconsistent with these rules;

Provided that such revisions, deletions, modifications or additions are communicated to all the bidders equally at the time of invitation to submit final bids, and that sufficient time is allowed to the bidders to prepare their revised bids;

Provided further that such allowance of time shall not be less than fifteen days (15days) in the case of National Competitive Bidding and forty-five days (45days) in the case of International Competitive Bidding;

- v. The bidders not willing to conform their respective bids to the PMIU's technical requirements may be allowed to withdraw from the bidding without imposition of any penalty.

Second Stage

- i. Bidders shall be allowed to amend their technical proposals in order to ensure conformance to the same technical standards;
- ii. Bidders submit the revised technical proposals along with financial proposals;
- iii. The financial proposals of only those bidders whose original or revised technical proposals are found to be conforming to the agreed technical standards and requirements, shall be opened at
- iv. A time, date and venue announced and communicated to the bidders in advance;
- v. The revised technical proposals and the financial proposals shall be evaluated in the manner prescribed above. The bid found to be the lowest evaluated bid shall be accepted;

Provided that in setting the date for the submission of the revised technical proposal and financial proposal the PC shall allow sufficient time to the bidders to incorporate the agreed upon changes in the technical proposal and prepare their financial proposals accordingly.

iv. Two stage – Two Envelope Bidding Procedure

First Stage

- i. Bid shall comprise a single package containing two separate envelopes. Each envelope shall contain separately the financial proposal and the technical proposal;
- ii. Envelopes shall be marked as "FINANCIAL PROPOSAL" and "TECHNICAL PROPOSAL" in bold and legible letters to avoid confusion;
- iii. Initially, only the envelope marked "TECHNICAL PROPOSAL" shall be opened;
- iv. Envelope marked as "FINANCIAL PROPOSAL" shall be retained in the custody of the PMIU without being opened;
- v. Technical proposal shall be discussed with all the bidders or their representatives present together with reference to the PMIU's technical requirements;
- vi. The bidders willing to meet the requirements of the PMIU shall be allowed to revise their technical proposals following these discussions;
- vii. Bidders not willing to conform their technical proposal to the revised requirements of the PMIU shall be allowed to withdraw their respective bids without forfeiture of their bid security;

Second Stage

- i. Bidders who are willing to conform to the revised technical specifications and whose bids have not already been rejected shall submit a revised technical proposal and supplementary;
- ii. Financial proposal, according to the revised technical requirement;
- iii. Revised technical proposal along with the original financial proposal and supplementary financial proposal shall be opened at a date, time and venue announced in advance by the PMIU;

Provided that in setting the date for the submission of the revised technical proposal and supplementary financial proposal the PMIU shall allow sufficient time to the bidders to incorporate the agreed upon changes in the technical proposal and to prepare the required supplementary financial proposal; and

The PMIU shall evaluate the whole proposal in accordance with the evaluation criteria and the bid found to be the lowest evaluated bid shall be accepted.

d. Preparation of comparative Statement

After having completed the evaluation process, the procurement committee shall prepare a comparative statement showing the ranking of all responsive bidders, with score achieved.

i. Comparative Statement of Technical Evaluation

PC shall award numbers for the technical aspects of the proposals and prepare a comparative statement showing ranking of all technically qualified bidders.

ii. Financial Comparative Statement

PC shall award numbers for the financial aspects of the proposals and prepare a comparative statement showing ranking of all bidders.

e. Announcement of Evaluation Report

As per rule 45,

PC shall announce the results of bid evaluation in the form of a report containing the details of all received bids, as recorded in the bid record sheet, giving reasons for acceptance or rejection of bids. The report shall be hoisted on website of the Authority and that of the PMIU and intimated to all the bidders at least 3 (three) days prior to the award of contract.

F. Acceptance of bids and award of contract of procurement contracts

i. Award of Contract

As per rule 49,

The technically responsive bidder with the lowest evaluated cost, but not necessarily the lowest submitted price, shall be awarded the procurement contract, within the original or extended period of bid validity.

ii. Publication of the Award of Contract

As per rule 50,

Within seven days of the award of contract, the PMIU shall publish on the website of the Authority and on its own website, if such a website exists, the results of the bidding process, identifying the bid through procurement identifying number, if any, and the following information:

1. Evaluation Report;
2. Form of Contract and Letter of Award;
3. Bill of Quantities or Schedule of Requirement

iii. Debriefing

As per rule 51,

A bidder may ask the PC for reasons for non-acceptance of his bid and may request for a debriefing meeting and the procurement committee and give him the reasons for non-acceptance of his bid, either in writing or by holding a debriefing meeting with such a bidder at the cost of the bidder.

iv. Entry into Force of the Procurement Contract

As per rule 55,

A procurement contract shall come into force when the PMIU signs a contract, the date on which the signatures of both the PMIU and the successful bidder are affixed to the written contract. Such affixing of signatures shall take place within the time prescribed in the bidding documents.

Provided that where coming into force of a contract is contingent upon fulfillment of a certain condition(s), the contract shall take effect from the date whereon such fulfillment takes place.

11.4. Pre-qualification

The PMIU may consider shortlisting the contractors, suppliers, vendors, consultants or service providers under the provisions of SPPRA rules for various procurements to perform the functions to achieve objectives as provided in the approved PC-I. The need and nature of such pre-qualifications shall be provided in the rolling procurement plan (RPP) of the PMIU. SMP shall be responsible for undertaking the process for pre-qualifications strictly in accordance with the RPP through the procurement committee. Since the process for pre-qualification is only in cases of highly technical nature therefore the procurement committee shall review the requirement and process.

A. Pre-qualification in case of procurement of goods

a. Situations

As per rule 27(1), the PMIU, may engage in pre-qualification of bidders in the following cases:

- i. In case of contracts for large and complex works and services related to, in which there are high costs of preparing detailed bids;
- ii. in the contracts to be let under turnkey, design and build, or management contract;
- iii. In case of expensive and technically complex equipment and works with a view to ensuring that invitations to bid are extended only to those who have adequate capabilities, competence and resources.
- iv. In case of drugs and services of complex nature.

b. Basis of prequalification

As per rule 27 (2), Pre-qualification of bidders shall be based entirely upon the capability, competence and resources of the bidders relevant to performance in the particular assignment, taking into account the following:

- i. experience and past performance on similar assignments;
- ii. capabilities with respect to construction or manufacturing facilities,
- iii. financial capability;
- iv. capabilities with respect to personnel, equipment, and plant;
- v. appropriate managerial capability; and
- vi. any other factor that is relevant to the capability, competence and resources required for accomplishment of the assignment;

Provided that pre-qualification may be carried out only for specific procurement contract and shall be applicable only to that particular assignment.

c. Eligibility

As per Rule 29, all interested bidders, national or international, firms and individuals, shall be allowed to bid for any project where international competitive bidding is adopted;

- a. Competition may be restricted only in the following cases;
 - i. As a matter of law or official regulations, commercial relations are prohibited with the bidder's country by the federal government; or
 - ii. A firm is blacklisted or debarred by the PMIU, and the matter has been

reported to the Authority, subject to Rule 35.

- b. Government owned enterprises or institutions may participate only if they can establish that they are;
 - i. legally and financially autonomous; and
 - ii. operate under commercial law;

Provided that where government owned universities or research centers in the country are of a unique and exceptional nature, and their participation is critical to project implementation, they may be allowed to participate; and

- c. For the purposes of Part II of the Rules, bidders shall include all those contractors or suppliers and providers of services related thereto or consultants that are registered or incorporated in Pakistan, irrespective of the nationality of their owners and of their professional staff;
- d. There shall be no enlistment or registration of contractors, suppliers and consultants by any the PMIU, and bidding shall not be restricted in any manner, except as otherwise provided in these Rules;

Provided that registration with professional institutions in respective fields shall apply as required by the law.

d. Procedure of Pre-qualification

As per rule 28, to prequalify for bidding on a specific contract or package:

- a. Invitation to prequalify on specific contract or package shall be advertised and notified as per Rules of advertisement and notification described above; Sample of **"Notice for Pre-qualification"** is provided in **Annexure – XVI**.
- b. The PMIU shall provide a set of pre-qualification documents containing scope of contract, a clear set of requirements for qualification and evaluation criteria to any supplier or contractor, subject to payment of price, if any, which shall not exceed the limit, as prescribed in Rule 20(2), and shall indicate the time and place where the documents can be obtained.

Alternatively, if the PMIU does not wish to issue pre-qualification documents, it shall include the scope of work and a clear set of requirements for pre-qualification and the evaluation criteria in the notice for pre-qualification;
- c. all applicants found capable of carrying out the assignments in accordance with the approved prequalification criteria shall be prequalified and invited to submit bids;
- d. Verification of the information provided by the shortlisted applicants in the submissions for prequalification may be made. In case the information is found to be wrong or incorrect in any material way or the applicant is found to be lacking in the capability or resources to successfully perform the contract, the application shall not be pre-qualified;
- e. The PMIU shall promptly notify each and every applicant, whether or not it has been pre-qualified; and also make available to any person directly involved in the pre-qualification process, upon request, the names of all suppliers or contractors who have been pre-qualified.
- f. The PMIU shall, on written request of the applicant(s) communicate to the applicant(s) the reasons for not pre-qualifying them, though it shall not be obliged to justify these reasons.
- g. Only suppliers or contractors, who have been pre-qualified shall be entitled to participate further in the procurement proceedings.

As per Rule 28(2), The PMIU, shall mention, in the pre-qualification documents;

- a. All information required for pre-qualification, pertaining to the factors mentioned at Section 11.4.1(B) of this section above;
- b. Instructions for preparation and submission of the pre-qualification documents;
- c. Evaluation criteria;
- d. List of documentary evidence required from the applicants to demonstrate their respective qualifications;
- e. Any other information that the PMIU deems necessary for pre-qualification.

e. Procedure for disqualification of contractor, vendors, or consultants

As per rule 30,

- a. The PMIU shall disqualify a supplier, consultant or contractor, whether already pre-qualified or not, if it finds at any time, that the information submitted by him concerning his qualification and professional, technical, financial, legal or managerial competence as supplier, consultant or contractor, was false and materially inaccurate or incomplete; or
- b. At any stage has indulged in corrupt and fraudulent practices as defined Section 7(v) of this manual;
- c. A supplier, contractor or consultant being aggrieved by the decision of the PMIU regarding disqualification may seek relief through the mechanism of grievance redressed, mentioned in 11.6. Section of this manual.

B. Pre-qualification of contractors / suppliers in case of procurement of works

As per Regulation 2.13, Pre-qualification of contractors / bidders

Pre-qualification is an assessment made by the PMIU of the appropriate level of experience and capacity of firms expressing interest in undertaking a particular contract, prior to issuance of the invitations to bid. This is achieved through the publication of a pre-qualification notice, the receipt of submissions and the evaluation of submissions against pre-defined criteria, but its use is not mandatory under the Rules.

A decision on whether or not to use pre-qualification may be made at the procurement planning stage.

Aim of pre-qualification

The basic aim of the pre-qualification is to eliminate unrealistic, unqualified or disreputable contractors that are not suitably qualified to perform the contract. Pre-qualification may not be considered as a substitution of enlistment/or registration with departments, which has been prohibited in Rule 29(4). Pre-qualification is made on tender to tender basis and is valid for such project/scheme only.

Prequalification is the basic tool to:

- i. Encourage realistic bids by the bidders because they know that they are competing against qualified bidders who have cleared the minimum competence criteria;
- ii. Assess the interest of the prospective bidders in the bidding process;
- iii. Make any adjustments/modifications in the bidding documents if their lack of interest by the prospective bidders;
- iv. Reduce the effort and so the time in evaluation of bids from un-qualified bidders;
- v. Help the interested bidders to evaluate and take stock of their capability;
- vi. Consequently to form joint ventures with other firms;

- vii. Reduce the problems associated with low priced bids from bidders of doubtful capability and;
- viii. Help the prospective bidders who are insufficiently qualified and where the preparation of detailed tenders can be costly which may discourage competition if the interested bidders feel that they are competing against a large number of bidders.

11.4.1 Case where pre-qualification of Suppliers and Contractors

The PMIU, may engage in pre-qualification of bidders in the following cases:

- a) In case of contracts for large and complex works and services related to, in which there are high costs of preparing detailed bids;
- b) In the contracts to be let under turnkey, design and build, or management contract;
- c) In case of expensive and technically complex equipment and works with a view to ensuring that invitations to bid are extended only to those who have adequate capabilities, competence and resources;
- d) In case of drugs and services of complex nature.

11.4.2 Basis for prequalification

As per rule 27 (2),

The pre-qualification of bidders shall be based entirely upon the capability, competence and resources of the bidders relevant to performance in the particular assignment, taking into account the following:

- a) Experience and past performance on similar assignments;
- b) Capabilities with respect to construction or manufacturing facilities,
- c) Financial capability;
- d) Capabilities with respect to personnel, equipment, and plant;
- e) Appropriate managerial capability; and
- f) Any other factor that is relevant to the capability, competence and resources required for accomplishment of the assignment;

Provided that pre-qualification may be carried out only for specific procurement contract and shall be applicable only to that particular assignment.

11.4.2.1 Evaluation Criteria

As per Regulation 2.16,

Evaluation Criteria

The information / documents required shall include but not limited to following:

- 1. Evaluation criteria based on quantification** (In this method marks are assigned for each sub-criteria as mentioned in NITs & minimum threshold or percentage of marks required is to be mentioned for qualification)

- i. Experience and past performance**

Successful experience as prime contractor in the execution of at least one to three projects within the last five years:

- a. Of similar nature and complexity comparable to the proposed contract(s);

b. In similar site/geographical condition;

ii. Personnel Capabilities

Requirement will vary from project to project. However, following factors should be given due consideration:

- a. For Key Positions
 - Academic qualification
 - BE / B.Sc. Engineering or equivalent qualification approved by PEC.
 - Experience
 - 2 or more similar projects
 - 5 to 10 years
- b. For other Engineering Positions
 - Academic qualification
 - BE/B.Sc. Engineering or equivalent qualification approved by PEC.
 - Experience
 - 1 or more similar projects - 3 to 5 years
- c. For other Positions

PMIU shall assess and specify the experience & qualification requirements for other positions.

iii. Registration / Enlistment:

The contractors of engineering works shall be registered with PEC as per table given below, however, any unregistered contractors can perform the works, up to 2.5 million only.

Constructor's Category	Limit of construction cost of the project up to (million rupees)
C-A	No Limit
C-B	2,000
C-1	1,000
C-2	500
C-3	250
C-4	100
C-5	30
C-6	15
Unregistered	2.5

iv. Equipment Capability

The PMIU should specify critical equipment required for the project. High value equipment maybe available with contractor on ownership basis, lease or hire. However the same shall be subject to achievement of project targets without abnormal failures.

v. Financial

Documentary evidence of financial position, e.g.: a bank statement or audited accounts of the last two to three years. Annual turnover for construction be either equal or twice the estimated cost of project.

vi. Other information.

Litigation history and arbitration with government departments and their outcome. Black listing (if any).

Provided that:

- i. Pre-qualification may be carried out for specific procurement / package / scheme / contract or project and will not be applicable for other schemes/contracts.

The qualification of the contractors will cease with completion of such project/scheme.

- ii. Applicants meeting the eligibility and minimum requirements mentioned in Para 2.16 besides other factors shall be considered for pre-qualification.
- iii. No compromise shall be made on key personnel, academic qualification and experience. History of excessive contract arbitrations and litigation resulting in decision against the applicant can be considered sufficient grounds for disqualification.

2. Evaluation criteria based on Yes / No or Pass / Fail

In this system is made on knockout basis, thus if bidder fails to obtain yes or pass in any sub criteria then he / it shall not be prequalified. **(Refer Annexure D for better understanding).**

11.4.2.2 Eligibility

As per Rule 29,

All interested bidders, national or international, firms and individuals, shall be allowed to bid for any project where international competitive bidding is adopted;

- a. Competition may be restricted only in the following cases;
 - i. As a matter of law or official regulations, commercial relations are prohibited with the bidder's country by the federal government; or
 - ii. A firm is blacklisted or debarred by the PMIU, and the matter has been reported to the Authority, subject to Rule 35.
- b. Government owned enterprises or institutions may participate only if they can establish that they are;
 - i. Legally and financially autonomous; and
 - ii. Operate under commercial law;

Provided that where government owned universities or research centers in the country are of a unique and exceptional nature, and their participation is critical to project implementation, they may be allowed to participate; and

- c. For the purposes of Part II (procurement of goods and works) of the Rules, bidders shall include all those contractors or suppliers and providers of services related thereto or consultants that are registered or incorporated in Pakistan, irrespective of the nationality of their owners and of their professional staff;
- d. There shall be no enlistment or registration of contractors, suppliers and consultants by any the PMIU, and bidding shall not be restricted in any manner, except as otherwise provided in these Rules;

Provided that registration with professional institutions in respective fields shall apply as required by the law.

11.4.2.3 Procedure for Prequalification

I. Steps for pre-qualification,

As per regulation 2.16 and rule 28:

i. Prequalification Notice:

The PMIU will prepare in line with instructions mentioned under the heading –**Methods of Advertisement” (Rule 17)** and advertised with mandatory requirements for qualification.

ii. Pre-qualification documents.

The PMIU shall **either** mention the required details including **Evaluation Criteria** in the **Prequalification Notice** or provide a set of **Prequalification documents** including the data sheet, the qualification criteria and a description of the type of works to which the pre-qualification applies at a cost not exceeding the cost of printing and preparation, containing the following details, but not limited to:-

- a) Instructions to applicants for preparation and submission of the pre-qualification documents;
- b) Designation, address, Telephone and Fax No: of PMIU;
- c) Date, Time and Place of obtaining and submissions of Applications are clearly mentioned;
- d) Scope of Contract;
- e) Source of funding;
- f) Short listing criteria;
- g) Cost of Documents;
- h) List of Documents required from contractors such as:-

S. No.	Category	Form
1.	Company Name	Form I: Application on the letter pad of the firm/contractor. Form II: General Information about individual firm and each partner in case of a joint venture.
2.	Financial	Form III:

S. No.	Category	Form
		Annual Turnover Data for last three years /financial stability; Form IV: Summary of Current Contracts Commitments & Works in Progress. Form V: Financial Turn-over for last three years .
3.	Experience and Past Performance	Form VI: Experience in Contracts of Similar Nature. Form VII: Experience in Contracts of Similar Site/Geographical Condition. Form VIII: Performance Certificates of Projects completed.
4.	Personal capabilities	Form IX: Personnel/Staff Proposed for the Project. Form X: Experience Summary of Key Personnel of the Project.
5.	Equipment Capability	Form XI: Equipment available with the contractor for the Project.
6.	Any other information.	Form XII: Undertaking regarding Litigations and Black listing

- iii. **Applicants** found capable of performing the work satisfactorily in accordance with the evaluation criteria set forth in the notices or bidding document shall be prequalified and shall be invited to submit bids; the PMIU shall prepare the "Evaluation Report for Pre-qualification", sample report is provided in **Annexure – XVII**.
- iv. **Conditional Pre-qualification:** an applicant may be conditionally pre-qualified if the application has minor flaws or deficiencies in meeting one or more requirements that can be easily redressed before the deadline for submission of bid with the prior approval of the procurement committee;
- v. In such cases the participation of the applicant in the bids shall be conditional on its meeting the requirements imposed on it in the "conditional pre-qualification;"

- vi. Verification of the information provided in the submission for pre-qualification shall be made also at the time of award of contract, and award may be denied to a bidder that is judged to lack the capability or resources to successfully perform the contract;
- vii. The PMIU shall promptly notify each and every applicant or firm submitting an application for pre-qualification, regarding its status of pre-qualification;
- viii. The PMIU shall make available to any applicant directly involved in the prequalification process, upon request, the names of all suppliers or contractors who have been pre-qualified;
- ix. The PMIU shall provide on the request of applicant(s), the reasons for not prequalifying them, but it shall not be obliged to justify these reasons;
- x. The PMIU can cancel the pre-qualification process at any stage;
- xi. In the case of rejection of all applications or due to poor response, PMIU shall take the following action:-

If, after review, the contents of the advertisement are not found satisfactory, the PMIU shall re-advertise the revised invitation;

A copy of the approved pre-qualification document shall be retained on the procurement file.

The procurement file shall also contain record of:

- i. The interested bidders to whom the pre-qualification document was issued;
- ii. The interested bidders submitting applications;
- iii. The evaluation of applications; and
- iv. The list of pre-qualified bidders.

II. Verification of the Contractors Qualifications.

As per regulation 2.17, the PMIU, at any stage of the procurement proceedings, having credible reasons for or prima facie evidence of any defect in contractor's capacities, may require the contractor(s) to provide information concerning its/his qualification and professional, technical, financial, legal or managerial competence whether already pre-qualified or not.

In case of already pre-qualified contractor, PMIU may ask him to provide additional or update information which may include the following:

- i. Financial predictions for the current year and the following two years, including the effect of known commitments;
- ii. Work commitments since prequalification;
- iii. Current litigation information; and
- iv. Availability of critical equipment.

11.4.2.4 Disqualification of Suppliers, Contractors and Consultants

As per Rule 30 and regulation 2.18:

The PMIU shall disqualify a supplier, consultant or contractor, whether already pre-qualified or not, if it finds at any time:

- i. That the information submitted by him concerning his qualification and professional, technical, financial, legal or managerial competence as supplier, consultant or contractor, was false and materially inaccurate or incomplete; or and in such case the grounds for disqualification shall be clearly mentioned in the Evaluation report,
- ii. At any stage has indulged in corrupt and fraudulent practices;

However, in case of incomplete information, the PMIU shall afford the opportunity to the applicant to furnish the required information before making any decision regarding disqualification. The grounds for disqualification shall be clearly mentioned either in the evaluation report or in the disqualification order.

A supplier, contractor or consultant being aggrieved by the decision of the PMIU regarding disqualification may seek relief through the mechanism of grievance redressed, given 11.6. Section of this manual.

11.5. Procurement of Consultancy services

A. Selection Committee

As per rule 67,

The PMIU shall constitute a Consultant Selection Committee for the selection of consultant(s), which shall be headed by the PD and consist of following as members;

- i. Nominee of the Planning & Development Department not below the rank of BS-18;
- ii. Nominee of the Finance Department not below the rank of BS-18;
- iii. A representative of the PMIU not below the rank of BS-18 to act as member cum secretary;
- iv. One technical member from the concerned departments for consultation having adequate experience in the relevant field not below the rank of BS-18 or equivalent;

Example:

Consulting Field	Concerned Department
Civil works, Engineering designs, Works and services	Works & Services
Public Private Partnership Advocacy, Community mobilization	Social Welfare and Community Development

- v. Co-opted member(s) – The Consultants Selection Committee, with the approval of its Chairperson, can co-opt up to two members, having adequate technical knowledge and experience in the relevant field, for providing technical input to the committee provided that such members:
 - Shall have no voting rights,
 - Shall have no conflict of interest in the procurement process.

B. Proceedings of Selection Committee

As per Rule 68,

Quorum: The chairman and two principal representatives from Finance and the Planning and Development Departments shall form the mandatory quorum for conducting the business of the committee.

As per Rule 71, the Consultants Selection Committee shall perform the following functions:

- i. Approval of Request For Proposal and Request For Expression of Interest before issuance;
- ii. Short listing of consultants, responding to the Request for Expression of Interest, where applicable, in accordance with the criteria mentioned in Request for Expression of Interest;
- iii. Evaluation of technical and financial proposals, according to the selection method and evaluation criteria, mentioned in the Request for Proposal;
- iv. Finalization of recommendation based on evaluation as mentioned at sub-para (iii) above;
- v. All decision of the consultants Selections Committee shall be made by simple majority.

C. Methods of selection of Consultants

As per rule 72, the selection system shall be determined by the PMIU prior to issuance of the Request for Proposals from interested consultants. The PMIU may adopt one of the following methods for selection of consultants, keeping in view nature of the assignment:

i. Least Cost Selection Method

- a. The PMIU shall adopt this method for assignments of standard or routine nature where well-established practices and standards are already available;
- b. Under this method, financial proposals of only technically qualified firms shall be opened.
- c. The firm with the lowest quoted cost or bid shall be selected.
- d. The PMIU may adopt any other method as deemed fit with reason to be recorded in writing by the competent authority.

ii. Quality Based Selection Method

- a. The PMIU shall use this method only in case of highly specialized, innovative and complex assignments, where quality is the only factor taken into consideration.
- b. In Quality Based Selection method the technical proposal which attains the highest score according to the criteria mentioned in the bidding documents shall be selected without any consideration for cost.
- c. The selected firm shall be asked to submit its financial proposal and invited to negotiate the financial proposal and the contract.

iii. Quality and Cost Based Selection Method –

The PMIU shall use this method only where;

- a. The Terms of Reference are well-defined and Quality is of prime consideration, while cost is a secondary consideration;
- b. The firm which attains the highest combined weighted technical and financial score according to the criteria mentioned in the bidding documents shall be selected.

iv. Direct Selection Method –

The PMIU shall use this method only if all or any of the following conditions exists:

- a. For tasks which are natural continuation of previous assignment and where continuity of technical services is required;
- b. For assignments worth less than rupees one hundred thousand;
- c. In cases of emergency;
- d. Where only one consultant is qualified or has experience of exceptional worth.

v. Fixed Budget

The PMIU shall use this method used only when all of the following conditions exist:

- a. In the case:
 - i. assignment is simple;
 - ii. can be precisely defined;
 - iii. budget is fixed;
- b. The Request for Proposal shall indicate the available budget. Proposals that exceed the indicated budget shall be rejected;
- c. The ranking shall be based only on evaluation of technical proposals of the qualified bidders.

vi. Design Contest

The PMIU shall use this method only for projects and sub-projects where aesthetic component is of prime consideration. The PMIU shall invite consultants to submit a financial proposal and present a plan or design for the project based on a concept or criteria provided by it. The financial proposal of the top-ranked consultant shall only be opened.

vii. Consultant’s Qualifications Selection Method –

- a. The PMIU shall use this method only for small consultancies for which the cost of a full-fledged selection process would not be justified.
- b. Consulting firm is selected at the stage of Expression of Interest on the basis of criteria mentioned in the Request for Expression of Interest.
- c. The selected firm is asked to submit a technical and financial proposal, in single envelope, and then invited to negotiate the contract.

viii. Selection Process of Individual Consultants

- a. The PMIU shall adopt this method only if all or any of the following conditions exist:
 - i. The scope of work is such that teams of personnel are not required;
 - ii. No additional professional support is required;
 - iii. The experience and qualifications of the individual are the paramount requirement.
- b. Individual consultants may not be required to submit proposals, and may be selected on the basis of the evaluation of their curriculum vitae. Interviews may be set up for selection under this method.

D. Steps in Selection Process

As per rule 66,

Depending on the selection method adopted, the PMIU shall undertake the following steps for procurement of consulting services, individuals or firms, but not limited to:

- a. Pre-procurement Activities
 - i. Preparation of the Terms of Reference of the assignment;
 - ii. Preparation of the cost estimate or budget of the assignment;
- b. Procurement Activities
 - i. Public advertisement of Request for Expressions of Interest; Sample of Request for Expression is provided in **Annexure – XVIII**.
 - ii. Short-listing of consultants;
 - iii. Preparation and issuance of the Request for Proposal to the shortlisted consultants; Sample of Request for Proposal is provided in **Annexure – XIX**.
 - iv. Preparation and submission of proposals by consultants;
 - v. Evaluation of technical proposals as per criteria given in the Request for Proposal;
 - vi. Opening and evaluation of financial proposals as per criteria given in the Request for Proposal;
 - vii. Contract negotiations, as provided in the selection method;
 - viii. Award and signing of the contract between the PMIU and the consultant.

Requirement	Least Cost	Quality Based	Quality and cost	Direct Selection Method	Fixed Budget Cost	Design Contest	Consultants’ Qualification	Individual Consultant
Public advertisement of Request for Expressions of Interest	✓	✓	✓	✗	✗	✓	✓	✗

Requirement	Least Cost	Quality Based	Quality and cost	Direct Selection Method	Fixed Budget Cost	Design Contest	Consultants' Qualification	Individual Consultant
Short-listing of consultants	✓	✓	✓	✗	✓	✓	✓	✗
Preparation and issuance of the Request for Proposal to the shortlisted consultants	✓	✓	✓	✓	✓	✓	✓	✗
Preparation and submission of proposals by consultants	✓	✓	✓	✓	✓	✓	✓	✗
Evaluation of technical proposals as per criteria given in the Request for Proposal	✓	✓	✓	✓	✓	✓	✓	✗
Opening and evaluation of financial proposals as per criteria given in the Request for Proposal	✓	✓	✓	✓	✓	✓	✓	✗
Contract negotiations, as provided in the selection method	✓	✓	✓	✓	✓	✓	✓	✓*
Award and signing of the contract between the PMIU and the consultant	✓	✓	✓	✓	✓	✓	✓	✓

*selection after interview on the basis CV only.

E. Pre-Procurement Activities

a. Preparation of TORs

The section requiring services shall send request to the HR section with details of the services required i.e. qualification, experience, duration of service required. The HR section shall prepare the detailed TORs in consultation with requisitioning section for the required services which shall be part of Request for Proposal document or Request for Expression of Interest. If required, a person or firm specialized in the area of assignment may be engaged by the PD to prepare the TOR.

The TOR normally comprises the following sections:

- i. Program background
- ii. Objectives of the assignment
- iii. Overall Scope of services required
- iv. Capacity-building program or training, if any

- v. List of reports, schedule of deliveries, and period of performance
- vi. Data, local services, personnel, and facilities to be provided by the program.
- vii. Institutional and organization arrangements.

If transfer of knowledge or training is an objective, it should be specifically outlined along with details of number of staff to be trained, and so forth, to enable consultants to estimate the required resources.

TOR shall list the services and surveys necessary to carry out the assignment and the expected outputs (for example, reports, data, maps, surveys).

The responsibilities of PMIU or facilities that will be provided by the PMIU should be clearly stated in the TOR.

Sample of Terms for Reference for Consultant is provided in **Annexure – XX**.

b. Preparation of the cost estimate or budget of the assignment

- i. A thorough and realistic cost estimates to be prepared for each procurement based on the TORs and period of engagement.
- ii. Previous completed similar assignment may be taken as example for the estimation purpose such as the need for:
 - I. Professional staff,
 - II. Support staff,
 - III. Logistical support, and
 - IV. Physical inputs (for example, vehicles, laboratory equipment).
 - i. The cost shall be divided into two categories during estimation:
 - a) Fee or remuneration; and
 - b) Reimbursable or out of pocket expenses.
 - ii. In general, the cost estimate is directly proportional to the TOR for service. For a general idea about calculating the cost estimate the following breakdown needs to be done to find out the total cost.

Sample for Preparation of cost estimate or budget of the assignment is provided in **Annexure – XXI**.

F. Procurement Activities

i. Public Advertisement of request for Expression of Interest

- a. As per Rule 73, Request for Expressions of Interest shall be advertised or announced by the PMIU in accordance with the Section 11.3.2. of the manual.
- b. As per Rule 73(1): Request for Expression of Interest shall contain the following information:
 - Name and address of the PMIU;
 - Appropriate description of the assignment providing scope of the intellectual and professional services required;
 - Deadline and place of the submission of Request for Expression of Interests;
 - Criteria for short listing;
 - Any other information that the PMIU may deem appropriate to disseminate at this stage.

ii. Shortlisting

As per Rule 74 (1), the PMIU shall short list the applicants according to a pre-determined criteria mentioned in the Request for Expression of Interest.

As per Rule 74 (2), the PMIU while engaged in short listing of consultants shall take into consideration the following factors:

- i. Qualification;
- ii. Experience;
- iii. Financial capability; and
- iv. Any other factor that the PMIU may deem relevant not inconsistent with these Rules.

Sample for format for short listing is provided in **Annexure – XXII**.

iii. Issuance of request for proposal

As per Rule 75 (1), the PMIU shall use Request for Proposal for seeking proposals from the shortlisted consultants, which shall include the following:

- a. **Letter of Invitation** - It shall mention the name and address of the PMIU and shall also state the intention of the PMIU to enter into a contract for provision of consulting services and contain names of all the short listed firms;
- b. **Instruction to Consultants** - The instructions to consultants shall contain all necessary information that would help them prepare responsive proposals and shall bring as much transparency as possible to the selection system;
- c. **Terms of Reference** - It shall define the objectives, goals and scope of the assignment unambiguously and list the deliverables, services and surveys necessary to carry out the assignment and expected outputs. Terms of Reference are to be read along with the conditions mentioned in the Form of Contract;
- d. **Form of Contract** - Form of contract is a draft contract agreement which includes all general and special conditions of contract;
- e. **Evaluation Criteria** - Except as otherwise provided, the evaluation of proposals shall be carried out giving due consideration to quality and cost;
- f. **Types of Contract** - The PMIU may use one of the following types of contract:
 - i. Lump sum contract shall be used mainly for assignments in which the contents, duration of the services and the required output are unambiguously defined;
 - ii. Time based contract shall be used when it is difficult to define the scope and the length of services;
 - iii. Hourly or daily rates contract shall be used for small projects, especially when the assignment is for less than a month; and
 - iv. Any other contract, based on combination of the above types of contracts, including out of pocket expenses, where required.
- g. **Special provisions** - The PMIU may specify any other requirement related to the assignment or contract, where required.

As per Rule No. 75 (2), the PMIU shall invite the interested consultants to submit their technical and financial proposals in separate sealed envelopes. The PMIU shall give deadline for submission of proposals. Consultants shall be given adequate time in which to prepare their proposals which shall not be less than 15 days for National Competitive Bidding and 45 days for International Competitive Bidding.

iv. Preparation and submission of proposals

v. Evaluation of technical proposals

As per Rule 76: Criteria for Evaluation of Quality of Consulting Services Evaluation criteria shall include, but shall not be limited to the following;

- a. Specialization: Consultants' specialized skills and access to particular technologies related to the assignment;
- b. Experience: Experience: Consultants' experience and past performance on similar contracts or assignments and in similar geographical conditions;
- c. Financial Capability: Financial capability of the consulting firms may be evaluated with a view to ensuring that they can complete the assigned task in a timely manner;
- d. Understanding of the Assignment: Consultant's understanding of the assignment is a very important consideration for evaluation;
- e. Proposed Methodology. Methodology proposed by the consultants shall be evaluated for its innovativeness and soundness;
- f. Quality Management: Availability of a well-established Quality Management system may be taken into account for large and complex assignments.

Sample of Evaluation Criteria Report is provided in **Annexure – XXIII.**

vi. Opening and evaluation of financial proposals

Once the Technical Evaluation is approved financial proposal will be opened in public where the program needs to invite all the consultants who scored more than the minimum required threshold. The opening date shall be defined by allowing sufficient time for the consultants to attend the opening. At the same time other remaining consultants shall be also needed to be informed that their proposals did not meet the minimum qualifying mark and their financial proposals will be returned unopened after the signature of the contract.

The name of the consultant, the technical scores, and the proposed prices shall be read aloud and recorded when the financial proposals are opened.

Sample of Comparative Statement of Financial Proposal is provided in **Annexure – XXIV.**

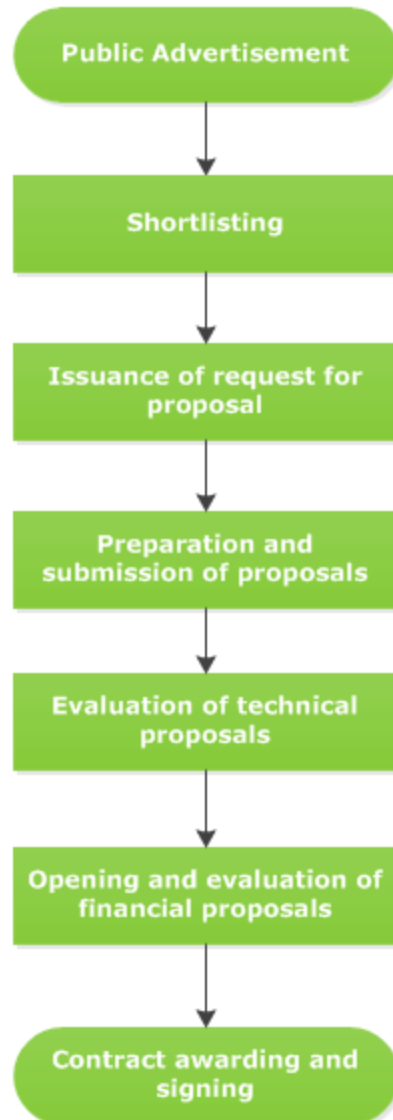
vii. Contract negotiation

PMIU may enter into negotiation with the consultant.

viii. Contract awarding and signing

Flowchart 5

PROCUREMENT ACTIVITIES



11.6. Redressal of Grievances and Settlement of Disputes

A. Constitution of committee

The PMIU shall constitute a committee for redressal of grievances, if any received during the process of the procurement under Rule 31.

Such Committee shall comprise of members in odd number with appropriate powers and authorizations, to address the complaints of bidders that may occur during the procurement proceedings.

B. The Composition of Committee

The committee shall be headed by the Program Director being head of the PMIU and shall include the following;

- (a) District Accounts Officer, or his representative, in case of the local governments or provincial line departments at district level, or a representative of the Accountant General, Sindh in case of Government departments at the provincial level;
- (b) An independent professional from the relevant field concerning the procurement process in question, to be nominated by the head of the PMIU

Notification of "Complaint Redressal Committee" is provided in **Annexure – XXV**.

C. Complaint

Any bidder being aggrieved by any act or decision of the PMIU after the issuance of notice inviting tender may lodge a written complaint.

D. Proceedings & Decisions

Upon receiving the complaint from any bidder the complaint redressal committee may take any of the following actions, if satisfied with contents of the complaint;

- Prohibit the procurement committee from acting or deciding in a manner, inconsistent with the rules and regulations;
 - Annul in whole or in part, any unauthorized act or decision of the procurement committee; and
 - Recommend to the Head of Department that the case be declared a mis-procurement if material violation of Act, Rules, Regulations, orders, instructions or any other law relating to public procurement, has been established;
 - Reverse any decision of the procurement committee or substitute the decision of the procurement committee, wholly or partly, with the decision of the CRC.
- a. After due examination of the complaint, the committee shall announce its decision within seven days of the receipt of the complaint.
 - b. The PMIU shall announce its decision within seven days and intimate the same to bidder and Authority within three working days.
 - c. In case of failure of the committee to decide the complaint within seven days, the complaint shall stand transferred to the Review Committee which shall dispose of the complaint in accordance with the procedure laid down in the rule 32t;
 - d. The CRC shall not make any decision to award the contract itself;
 - e. The PMIU shall award the contract after the decision of the complaint redressal committee;
 - f. Mere fact of lodging of a complaint shall not warrant suspension of the procurement proceedings by the PMIU unless so directed by the Committee.

E. Appeal

As per Rule 32, a bidder not satisfied with decision of the procuring agency's complaint redressal committee may lodge an appeal to the Review Committee provided that he has not withdrawn the bid security, if any, deposited by him who shall refer the matter to a review panel as per Rule ;

i. Filing of Appeal

A bidder may file an appeal to the Review Committee provided;

- That the bidder has exhausted his complaint to the complaint redressal committee; and
- That he has not withdrawn the bid security deposited by him during the procurement process.

ii. Documentation

The bidder must submit the following documents to the Review Committee:

- a. a letter stating his wish to appeal to the Review Panel and the nature of complaint;
- b. a copy of the complaint earlier submitted to the complaint redressal committee of the Department and all supporting documents in a sealed envelope; and
- c. Copy of the decision of Procuring Agency / Complaint Redressal Committee.

iii. Review Committee Constitution, Proceedings and Time Limitation

Review Committee shall comprise the following:

- a. Managing Director; who the chairperson of the Board
- b. Director General Audit Sindh or his nominee not below the rank of BS-19;
- c. Two private members represented on the SPPRA Board; selected by the board for a period not exceeding 2 years;
- d. An independent professional having expertise of relevant field concerning the procurement in question. He / she shall be nominated by the Managing Director for each reference and paid remuneration for attending the meeting of Review Committee at a rate prescribed by the Authority from time to time.

Proceedings:

- Upon receipt of an appeal, the Chairperson shall convene a Review Committee within seven working days;
- It shall be mandatory for the appellant and the head of PMIU or his nominee not below the rank of BS-19 to appear before the Review Committee as and when called and produce the documents if required;
- The Review Committee shall hear the parties and announce its decision within ten working days of submission of appeal.

iv. Actions of Review Panel

The Review Panel may take any of the following actions:

- a. Recommends dismissal of an appeal being frivolous, in which case the bidder may lose the bid security deposited with the procuring agency;

- b. Reject the reference, stating its reason;
- c. State the rules or principles that govern the subject matter of the complaint;
- d. Point out the infirmities and breach of rules and regulations by the PMIU;
- e. Annul in whole or in part of a non-compliant act or decision of PMIU, other than any act or decision bringing the procurement contract into force;
- f. If the PMIU is in breach of its obligations under the Act, Rules or Regulations, orders the payment of compensation by the officer(s) responsible for MIS-procurement for cost incurred by the bidder on preparation of bid,
- g. Direct that the procurement proceedings may be terminated, in case the procurement contract has not been signed.
- h. Declare the case to be one of MIS-procurement if material violation of Act, Rules, Regulations, orders, instructions or any other law relating to public procurement, has been established.

v. Decision of Review Committee

- a. On completion of the proceedings as provided above, the Decision of the Review Committee shall be final and binding upon the procuring agency.
- b. After the decision has been announced, the appeal and the decision thereof shall be hoisted by the Authority on its website.

11.7. Arbitration

After coming into force of the procurement contracts, disputes between the parties to the contract shall be settled through arbitration. Every contract executed by the PMIU shall have specific class for the purpose of arbitration in case of any dispute between the parties which are not mentioned otherwise in the contract.

The PMIU shall provide for a method of arbitration in the procurement contract, not inconsistent with the laws for the time being in force in Pakistan.

12. Annexures

Annexure – I: Notice of Procurement Committee



GOVERNMENT OF SINDH
SCHOOL EDUCATION & LITERACY DEPARTMENT

Karachi, dated, 15th September 2017

NOTIFICATION

NO.SQ (G.II)E&L/SBRP/2014 in suppression of this Department's Notification's of even number, dated, 7th January, 2015, the Procurement Committee for Sindh Basic Education Program is hereby re-constituted as under:

- | | |
|---|---------------------------------|
| 1. Dy. Program Director (PMIU-SBEP)
School Education & Literacy Department, Gov of Sindh, Karachi. | Chairman |
| 2. Executive Engineer, Building Division 4 I,
Works & Services Department, Government of Sindh, Karachi. | Member |
| 3. Program Manager Support Services, (PMIU-SBEP)
School Education & Literacy Department, Gov of Sindh, Karachi | Member / <i>Secretary</i> |
| 4. Representative of M/s Interrow Pakistan | Co-Opted member
(Non-voting) |

Terms of reference as outlined in SPP rule 8, Procurement Committee (s) shall be responsible for:

1. Preparing bidding documents
2. Carrying out technical as well as financial evaluation of the bids.
3. Preparing Bid evaluation report as provided in Rule 45.
4. Making recommendations for the award of contract to the competent authority, and
5. Perform any other function ancillary and incidental to the above.

Abdul Aziz Uqaili
Secretary to Government of Sindh

NO.SQ(G.II)E&L/SBRP/2014

Karachi, dated, 13th September 2017

Copy forwarded for information and necessary action to:

- 1- The Secretary, Works and Service Department, Government of Sindh.
- 2- The Managing Director, SP/PRA, Government of Sindh.
- 3- The member of the committee (all)
- 4- Pa to Secretary, School Education Department, Government of Sindh Karachi.
- 5- Office order file
- 6- Official website.

Ali Gul Julbani

Scanned by CamScanner

Annexure – II: Sample of Minutes

Sindh Basic Education Program
Program Management and Implementation Unit



2. Meeting Details

Date:

Time:

Participants:

S. no.	Name	Signature

3. Meeting Notes

#	Note

Annexure – III A: Format of Procurement plan for Development work



Sindh Basic Education Program
Program Management and Implementation Unit

S. No/ ADP No*	Name of Scheme & Estimated Cost	Allocated Funds	Cost of ongoing works (Expenditure already incurred)	Funds earmarked for ongoing works	Cost of New works (components)	Funds for New works (c-e)	Nature of Procurement	Method of Procurement	Anticipated/ Actual Date of Advertisement	Anticipated / Actual Date of Start	Anticipated /Actual Date of Completion
A	B	C	D	E	F	G	H	I	J	K	L
1.											
2.											
3.											

Annexure – III B: Format of Procurement plan for Non-Development work



Sindh Basic Education Program
Program Management and Implementation Unit

S. #	Fund Head & Sub head	Name of work and break up	Allocated Funds and break up for differ	Items to be executed	Method of Procurement	Anticipated /Actual Date of Advertisement	Anticipated /Actual Date of Start	Anticipated /Actual Date of Completion	Remarks
	A	B	C	D	E	F	G	H	I
1									
2									
3									

Annexure – IV: Sample of Indent / Requisition Form

Sindh Basic Education Program
Program Management and Implementation Unit



Indent/ Requisition Form

Indent No: _____

Date: _____

Indenter's Designation &Address, Telephone, Fax Numbers.

S No	Detail description of item(s)	Quantity required	Head of Account & Budget Allocation
1			
2			
3			

Date by which goods / services are required: _____

Name & Designation of the requisitioner: _____

Signature: _____

Acknowledged by:

Approved by:

Senior Manager Procurement

Program Director

Annexure – V: Sample format for Request for Quotation

Sindh Basic Education Program
Program Management and Implementation Unit



REQUEST FOR QUOTATION

Description:

[Description of the PMIU and any other details]

Item #	Description	Qty

Program Director
Sindh Basic Education Program
School Education & Literacy Department
Government of Sindh

Annexure – VI: Sample format for Comparative Statement

Sindh Basic Education Program
Program Management and Implementation Unit



S. No.	Firm/Bidder's Name	Final Tender Cost	Comparison with Engineering Estimate	Remarks and Recommendations	Ranking
1	Firm A				
2	Firm B				
3	Firm C				

Signature of authorization: _____

Annexure – VII: Sample format for Purchase Order

Sindh Basic Education Program
 Program Management and Implementation Unit



Date: _____

PO Number: _____

Vendor

[Company Name]
 [Contact or Department]
 [Street address]
 [City, st. ZIP]
 Phone:

Item #	Description	Qty	Unit Price	Total

Comments / or special Instruction

Subtotal	_____
Shipping	_____
Other	_____
Total	_____

Annexure – VIII A: Sample of Good Receiving Note

Sindh Basic Education Program
Program Management and Implementation Unit



Goods Receiving Note

Item #	Description	Qty	As per P.O	As Received

Signature of the Admin Officer: _____

Signature of the User Department: _____

Signature of Quality Inspector:

Annexure – VIIIIB: Sample of Quality Inspection Report

Sindh Basic Education Program
Program Management and Implementation Unit



Quality Inspection Report

Item #	Description	Quantity received	Remarks

Signature of Quality Inspector: _____

Annexure – IX: Sample of Inventory Register

Sindh Basic Education Program
Program Management and Implementation Unit



Inventory Register

S. No	Item Description	Item Identification Number	Contract Number & Date	Date of Receiving the store	Warranty	Issued to Name & Designation	Date of receiving	Signature
1								
2								
3								
4								

Annexure – X: Sample of Letter of Invitation

Notice Inviting Tender for Single Stage One Envelope Procedure

Sindh Basic Education Program (SBEP) Government of Sindh *has* received funds from *Province/Federal/Loan/Grant /Self* for the Project/Scheme cited above with Scope, Estimated Cost and duration of project are as under:-

- (i) **Scope:** (*Insert the scope*).
- (ii) **Estimate Cost:** (*Insert the Cost*).
- (iii) **Scheme/Project Period:** (*Insert the Period*).
- (iv) **Bid Security: 2% of the Bid value**

Program Management & Implementation Unit of SBEP is inviting bids from interested firms, suppliers, contractors and service providers to for the above mentioned scope of work. The bidding documents shall be issued from (*Insert Date & Time*) and must be submitted on the address mentioned herein below on or before (*Insert Time*) on (*Insert Date*).

3. Eligibility.

Valid Registration with Pakistan Engineering Council and Tax Authorities of Pakistan

4. Required Documents: Bid must include following details/documents:-

(A) Profile of Firm:

- (i) Name, address, telephone, fax numbers and e-mail address of firm;
- (ii) Ownership and Organizational Structure of the firm.
- (iii) Year of Establishment.

(B) Experience and past performance.

- (i) Firm / Contractor having experience of 7 similar assignments with cost, under-taken in the past 5 years;
- (ii) Having 3 assignments of similar site/geographical condition

Performance certificates of assignments /projects completion are to be attached.

(C) Financial.

- (i) Documentary evidence of financial position, e.g., a bank statement or Audited accounts of the last three years.
- (ii) Annual turnover of the last three years not below 10 Millions/ years.
- (iii) Income tax return for the last three years.

(E) Information.

- (i) Details of disputes/litigation or arbitration with client(s) if any
- (ii) Affidavit that firm has never been blacklisted, debarred from any Government organization.

5. Evaluation Criteria:

- (i) Applications with required documents attached shall be evaluated on Pass or Fail/Yes or No basis (check list); any firm having one, 'No' shall be declared non responsive. The contract shall be awarded to lowest among the responsive bidder.

- (ii) Applications of black listed firms shall not be considered;
- (iii) PMIU –SBEP shall disqualify the applicant if, at any stage, it finds that the information submitted for qualification was either significantly inaccurate or incomplete.

6. Interested firms should address their inquiries and submit their bid to the following: -

Address :

Telephone No :

E-mail Address :

Fax No. :

7. PMIU may reject all or any bid subject to the relevant provisions of Sindh Public Procurement Rules 2010.

**Program Director
PMIU-SBEP**

Annexure – XI: Sample of Data Sheet

Sindh Basic Education Program
Program Management and Implementation Unit



Method of procurement	Tick
1. Single Stage - One Envelop	
2. Single Stage - Two Envelops	
3. Two Stage - One Envelop	
4. Two Stage - Two Envelops	

Date & Time of Opening of Bids:

S. no	Name & Address of the firm	Dates of Submission			Name of authorized Person	Total Amount of bid *	Any Modification	Alternative Bids	Discount	Details of bid security*	Unit rates of BOQ*	Corrections or deletions in unit rates or amount in BOQ
		Original	Modification	withd rawal								

Signatures of All member of PC:

S. No.	Name of the member	Signature

Annexure – XII: Sample of Integrity Pact

Integrity Pact

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC.

PAYABLE BY THE SUPPLIERS/CONTRACTORS/CONSULTANTS.

Contract Number: _____ Dated: _____

Contract Value: _____

Contract Title: _____

 [Name of Supplier/Contractor/Consultant] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Sindh (GoS) or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoS) through any corrupt business practice.

Without limiting the generality of the foregoing, [Name of Supplier/Contractor/Consultant]

represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultation fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit, in whatsoever form, from PMIU-SBEP, except that which has been expressly declared pursuant hereto.

 [Name of Supplier/Contractor/Consultant] certifies that it has made and will make full

Disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with PMIU-SBEP and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

[Name of Supplier/Contractor/Consultant] accepts full responsibility and strict liability for

Making any false declaration, not making full disclosure, misrepresenting facts or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to PMIU-SBEP under any law, contract or other instrument, be voidable at the option of PMIU-SBEP.

Notwithstanding any rights and remedies exercised by PMIU-SBEP in this regard, [Name of Supplier/Contractor/Consultant] agrees to indemnify PMIU-SBEP for any loss or damage

Incurred by it on account of its corrupt business practices and further pay compensation to PMIU-SBEP in an amount equivalent to ten times the sum of any commission, gratification,

Bribe, finder's fee or kickback given by [Name of Supplier/Contractor/Consultant] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit, in whatsoever form, from PMIU-SBEP.

Program Director
PM U-SBEP

[Supplier /Contractor/Consultant]

Annexure – XIII: Sample of Bid Record Sheet



Sindh Basic Education Program
Program Management and Implementation Unit

Date & Time of Opening of Bids:

Method of procurement	Tick
1. Single Stage - One Envelop	
2. Single Stage - Two Envelops	
3. Two Stage - One Envelop	
4. Two Stage - Two Envelops	

S. #	Name & Address of the firm	Dates of Submission			Name of authorized Person	Total Amount of bid *	Any Modification	Bid Opening			Unit rates of BOQ*	Corrections or deletions in unit rates or amount in BOQ
		Original	Modification	withrawal				Alternative Bids	Discount	Details of bid security*		

Signatures of All member of PC:

S. No.	Name of the member	Signature

Annexure – XIV: Sample of Bid Evaluation Report

Bid Evaluation Report

Name of Procuring Agency: _____

Tender Reference No: _____

Tender Description/Name of work/item: _____

Method of Procurement: _____

Tender Published: _____

Print & Electronic Media (SPPRA ID No. & Newspapers names with dates)

Total Bid documents Sold; _____

Total Bids Received: _____

Technical Bid Opening date: (if applicable) _____ (Provide details in separate form)

No. of Bid technically qualified (if applicable): _____

Bid(s) Rejected: _____

Financial Bid Opening date: _____

6. Bid Evaluation Report:

S. #	Name of Firm or Bidder	Cost Offer by the Bidder	Ranking Terms of Cost	Compression with Estimated Cost	Reasons For Acceptance/ or Rejection	Remarks
0	1	2	3	4	5	6
1						
2						
3						
4						

Signatures of the Members of the Committee. _____

Annexure – XV: Sample of “Letter of Acceptance”

Letter of Acceptance

[On letterhead paper of the Procuring agency]

..... **Date.**

To _____: *name and address of the Contractor*

..... Subject _____: *Notification of Award Contract*

No.

This is to notify you that your Bid dated For execution of the
name of the contract and identification number, as given in the Contract Data. [at the
percentage ----

- above/below/ par on the items of Schedule of Rates (CSR) in case of B-I agreement] for
the Accepted Contract Amount of the equivalent of ***amount in numbers and
words and name of currency***, as corrected and modified in accordance with the
Instructions to Bidders is hereby accepted by our Agency.

You are requested to furnish the Performance Security within 28 days in accordance with
the Conditions of Contract, using for that purpose the **Performance Security Form**
included in bidding document and **sign the contract agreement** attached herewith within
stipulated time mentioned above.

Authorized Signature: _____

Name and Title of Signatory: _____

Name of Agency: _____

Annexure – XVI: Sample of Notice for Pre-qualification

Sample Pre-qualification Notice



1. Program Management and implementation Unit (PMIU) of Sindh Basic Education Program(SBEP) has received funds from **Province/Loan/Grant** for the Project/Scheme with Scope, Estimated Cost and duration of project are as under:-

- (i) Scope: ((Insert the scope).
- (ii) estimated cost

2. Eligibility:

Valid Registration with Pakistan Engineering Council or any other relevant professional body (as applicable) in relevant category and discipline is mandatory (PM Construction must mention relevant category, discipline and professional body) and with tax Authorities.

3. Dead line of Submissions:

Applications are invited from interested firms for pre-qualification. The application along with following documents must reach at the address mentioned below on or before (Insert Time) and (Insert Date). Bidding Documents shall be issued only to the pre-qualified supplier.b

4. Required Documents:

It must include following details/documents:-

(A) Profile of Firm:

- (i) Name, address, telephone, fax numbers and e-mail address of firm;
- (ii) Organizational Structure and year of establishment of the firm

(B) Qualification & Experience of technical

staff. Academic qualification -

Minimum qualification be mentioned by the Sr. Procurement Specialist. For additional qualification, additional weightage shall be given by separately (Marks 10 for basic qualification, 3 for Masters or technical/ professional course or post graduate (as the case may be) and 5 for PhD) Procurement Committee may adjust the weightage as per its requirement. 30 Marks.

Experience –

Number of similar assignments/equipment's with length of experience be mentioned (preferably at least number of assignments with over all experience of ____ years).
20 Marks.

(Brief CVs of key personnel be attached)

(C) Financial

- (i) Documentary evidence of financial position, bank Statement or audited accounts of the last (mention number) years.

- (ii) Annual turnover of the last (mention number) years.
Income tax return, General sales tax for the last (mention number) years

(Minimum annual turnover be mentioned)

15 Marks

(D) Any other information:

- (i) Details of disputes/litigation or arbitration with client(s).
- (ii) Affidavit that firm has never been blacklisted.

(E) PMIU may add or delete any information/document if desired.

5. Evaluation Criteria:

Applications with required documents attached shall be evaluated as per prescribed method (Sr. Procurement Specialist shall decide the score) the score obtaining 70 to 80% of above score shall be declared pre-qualified.

- (i) Applications of black listed firms shall not be considered;
- (ii) Procurement Committee shall disqualify the applicant if, at any stage, it finds that the information submitted for pre-qualification was inaccurate or dubious/tempered.

6. Interested firms shall address their queries and submit their applications to the following

Address:-

Name :

Address :

Telephone No : _____

E-mail Address : _____

Fax No. : _____

7. PMIU may reject all or any bid subject to the relevant provisions of Public Procurement Rules, 2010.

**Program Director
Sindh Basic Education Program
School Education & Literacy Department
Government of Sindh**

Annexure – XVII: Sample Evaluation Report of Pre-qualification.

Sindh Basic Education Program
Program Management and Implementation Unit



Description of the Evaluation criteria in tabular form with respect to the nature of the assignment.

Signature of the member of Procurement Committee

S. No.	Name of the member	Signature

Annexure – XVIII: Sample of Request for Expression of Interest.

Sindh Basic Education Program
Program Management and Implementation Unit



EXPRESSION OF INTEREST

Description of the Organization and the nature of assignment, and terms and conditions.

Submission:

Description of submission of Expression of interest.

Program Director
Sindh Basic Education Program
School Education & Literacy Department
Government of Sindh

Sindh Basic Education Program
Program Management and Implementation Unit



REQUEST FOR PROPOSAL

The Assignment

Description

Brief Scope of Work

Description

Eligibility: Registration with Sindh Revenue Board

Bid Security: (%of the Contract Amount)

Bid Validity Period: (Date to be mentioned)

Response Time: (Date and time to be mentioned)

Pre Bid Meeting: (Address at which the meeting is to be held, Date and time to be mentioned)

Bid Submission Deadline: (date and time of the bid submission)

Bid Opening (date and time of the bid opening)

Bid Submission & Opening Address:

Bidding Documents

Bidding Documents: The RFP document shall be available to download (free of cost) on the SPPRA and PMIU website.

For further information:

[Name, address and phone of the contact person]

Annexure – XX: Sample of Terms of Reference for Consultant

Sindh Basic Education Program
Program Management and Implementation Unit



[Terms of reference to be decided by the PMIU]

Annexure – XXI: Sample for Preparation of cost estimate or budget of the assignment.

Sindh Basic Education Program
 Program Management and Implementation Unit



COST ESTIMATE OR BUDGET

S. NO.	LEVEL OF EXPERTISE	RATE / HOUR / DAY	TOTAL HOURS / DAYS	TOTAL AMOUNT

Signature of the member of Procurement Committee

S. No.	Name of the member	Signature

Annexure – XXII: Sample format for shortlisting

Sindh Basic Education Program
 Program Management and Implementation Unit



SCORE SHEET FOR SHORTLISTING OF CONTRACTORS

S#	Name of the contractor	[criteria]	[criteria]	[criteria]	[criteria]	[criteria]	[criteria]	Total	
Score			15	10		25	25	10	100
1									
2									
3									

Signature of the member of Procurement Committee

S. No.	Name of the member	Signature

Annexure – XXIII: Sample of Evaluation Criteria Report

Sindh Basic Education Program
Program Management and Implementation Unit



Evaluation Criteria for Single Stage one envelope procedure

S. No.	Name of Firm / Contract Date Establishment	P.O. Number & Amount 2 %	Having experience of 7 similar assignments in the past 5 years;	Having 3 assignments of similar site/ geographical condition	Bank statement or audit accounts of the last three years.	Annual turnover of the last three years no the low 10 million/years	Bid Price	Ranking	Remarks

Note: anyone 'NO' shall consider bid non responsive.

Award Criteria: lowest amount responsive bidder.

Procurement Committee

Signatures

1. _____

2. _____

3. _____


Annexure – XXIV: Sample of Comparative Statement of Financial Proposal

Sindh Basic Education Program
Program Management and Implementation Unit



S. No	Firm/Bidder's Name	Final Tender Cost	Comparison with Engineering Estimate	Remarks and Recommendations	Ranking
1	Firm A				
2	Firm B				
3	Firm C				

Annexure – XXV: Notification of Complaint Redressal Committee

 **REFORM SUPPORT UNIT** (A)
EDUCATION & LITERACY DEPARTMENT
GOVERNMENT OF SINDH
NO: SBEP/USAID/PD/2013
Karachi dated: 11th Jan, 2013

NOTIFICATION

No. SBEP/USAID/PD/2013: With the approval of the Competent Authority, and in light of rule 31 of SPPR 2010 following Complaint Redressal Committee (CRC) notified for a complaint about procurement of Goods and civil Works and consultancy Services of Sindh Basic Education Program (SBEP) with immediate effect.


1. Special Secretary E & L Department	Chairman
2. Representative of Accountant General Sindh	Member
3. A nominee of USAID as independent Expert	Member

SECRETARY
EDUCATION & LITERACY DEPARTMENT

No. SBEP/USAID/PD/2013 Karachi, 11th January, 2013

A copy for information & necessary action to:-

1. Senior Minister, Education and Literacy Department, Government of Sindh, Karachi
2. Additional Chief Secretary (Dev.), P&D Department, Government of Sindh, Karachi
3. Secretary to Governor of Sindh
4. Secretary to Chief Minister Sindh
5. Secretary, Education & Literacy Department, Government of Sindh and Chairman, Program Steering Committee, Karachi
6. Members, Program Steering Committee, Sindh Basic Education Program
7. Project Director, Sindh Basic Education Program, Education & Literacy Department, Government of Sindh, Karachi
8. Chief Program Manager, Reform Support Unit, Education & Literacy Department, Government of Sindh, Karachi
9. Deputy Secretary (Staff) to Chief Secretary Sindh
10. P.S to Chief Secretary Sindh
11. P.S to Secretary (Services), SGA&CD, Government of Sindh, Karachi
12. Master File.


DEPUTY SECRETARY (GENERAL)
EDUCATION & LITERACY DEPARTMENT

13. Checklists

13.1. SPPRA Checklist

Public procurement is the acquisition, whether under formal contract or not, of works, supplies and services by public bodies. It ranges from the purchase of routine supplies or services to formal tendering and placing contract for large infrastructural projects by a wide and diverse range of contracting authorities.

This checklist includes the steps required in a normal procurement cycle, from identifying and specifying a need to awarding a contract. The checklist aims to provide a general reminder list to those required to undertake a procurement process. The checklist would be read in conjunction with the Procurement Law / Rules. The checklist would require the following steps to be taken in the procurement process:

1. Identifying the need – is the purchase necessary?
2. Writing the specification
3. Estimating cost
4. Securing approvals and funding
5. Determining the best procurement strategy
6. Deciding on the tendering procedure that should be followed
7. Preparing Notice Inviting Tender (NIT)
8. Allowing sufficient time for submission of tenders
9. Issuing tender documents, supporting documents and clarifications without delay
10. Receipting and opening tenders
11. Evaluation of tenders
12. Awarding the contract
13. Managing the contract

A. Identifying the need – Is the purchase necessary?

Before starting any procurement process, it is important to establish whether it is essential to purchase.

1.1	Establish whether there is a clear business need for the product or service. The procurement should be essential for the conduct of normal business or to improve performance.	<input type="checkbox"/>
1.2	Ensure that the Procurement addresses future phases of the service or purchase of goods that may be required.	<input type="checkbox"/>

B. WRITING THE SPECIFICATION

Once the need for, and what is needed from, a supplier or service provider has been established, the specification of requirements needs to be developed.

2.1	Base the specifications on the needs identified in the demand.	<input type="checkbox"/>
2.2	Ensure that the specifications are clear, comprehensive generic and not discriminatory (use generic technical specification and avoid proprietary brand names).	<input type="checkbox"/>
2.3	Ensure that the specifications present the optimum combination of whole-life-costs and/or price to meet your requirements.	<input type="checkbox"/>

C. ESTIMATING COST

A realistic estimate of all phases of the service or product is essential as this will influence the procurement procedure to be followed and is important for budgeting purposes.

3.1	Prepare a realistic estimate of all phases of the service or product.	<input type="checkbox"/>
3.2	Establish whether funds are available to meet the purchase?	<input type="checkbox"/>
3.3	Determine whether the estimate is over the procurement threshold.	<input type="checkbox"/>

D. SECURING APPROVALS AND FUNDING

Once a realistic estimate of cost is available the Competent Authority should be requested to approve the expenditure.

4.1	Ensure that all necessary approvals are sought in adequate time.	<input type="checkbox"/>
-----	--	--------------------------

E. DETERMINING THE BEST PROCUREMENT STRATEGY

Adopt a procurement strategy that will minimise casual or 'once-off' purchases and promote best value.

F. DECIDING ON THE TENDERING PROCEDURE THAT SHOULD BE FOLLOWED

Following an appropriate competitive tendering procedure will avoid violation of provision of the procurement Law / Rules. The type of competitive process to be followed can vary depending on the size and characteristics of the contract to be awarded.

G. PREPARING Notice Inviting Tender (NIT)

7.1	The detail procurement procedures and methods are provided under Rules 15, 16 and 46 of the Sindh Public Procurement Rules 2010.	<input type="checkbox"/>
7.2	The procuring entities are required to conduct an appropriate procurement procedure.	<input type="checkbox"/>
7.3	Ensure that the NIT is clear and comprehensive. Clarity and completeness at this stage will help eliminate the need for clarifications later.	<input type="checkbox"/>
7.4	Set out all the criteria that will be applied in the award process, together with the relative weightings of each. This is a vital part of the process. These criteria	<input type="checkbox"/>

	will form the basis against which tenders will be comparatively evaluated and are the key to an objective, transparent award procedure.	
7.5	Specify any special conditions of tender.	<input type="checkbox"/>

H. ALLOWING SUFFICIENT TIME FOR SUBMISSION OF TENDERS

Allow suppliers an adequate period for the preparation of tenders.

8.1	Take account of the complexity of the contract when fixing the timescale for submitting responses.	<input type="checkbox"/>
8.2	Allow suppliers sufficient time for submitting the necessary information and preparing the tenders (taking into account holiday periods and tender publication time etc.	<input type="checkbox"/>

I. ISSUING TENDER DOCUMENTS, SUPPORTING DOCUMENTS AND CLARIFICATIONS WITHOUT DELAY

Responses to requests for information, requests for tender documents and other supporting documentation (if not made available electronically) must be issued without delay.

9.1	Issue tender documents and responses to requests for additional information in good time	<input type="checkbox"/>
9.2	Ensure that additional information supplied to one party, in response to a request, is supplied to all interested parties if it could be significant in the context of preparing a tender.	<input type="checkbox"/>

J. RECEIPTING AND OPENING TENDERS

The procuring entity should ensure that proper procedures are in place for opening tenders.

10.1	Return late tenders unopened to the tenderer and record their existence and time of arrival.	<input type="checkbox"/>
10.2	Open all tenders (received on time) together as soon as possible after the designated latest time and date set for receipt of tenders.	<input type="checkbox"/>
10.3	Arrange for the opening of tenders to take place in the presence of at least two officials of the contracting authority who would sign each tender paper mentioning the date as well.	<input type="checkbox"/>
10.4	Ensure that a clear and formal independently vouched report of the tenders received is produced.	<input type="checkbox"/>

K. EVALUATING TENDERS

The evaluation and award process must be demonstrably objective and transparent and based solely on the criteria published in the RFT or in tender document.

11.1	Arrange for the evaluation of tenders to be carried out by a suitably competent evaluation team / committee.	<input type="checkbox"/>
11.2	Evaluate price including taxes.	<input type="checkbox"/>

L. AWARDING THE CONTRACT

The contract should be awarded to the supplier or service provider that is best able to fulfil procuring entity requirements (selected in accordance with the evaluation criteria), whose bid is within budget and in all other respects complies with the RFT, approval requirements, public procurement law.

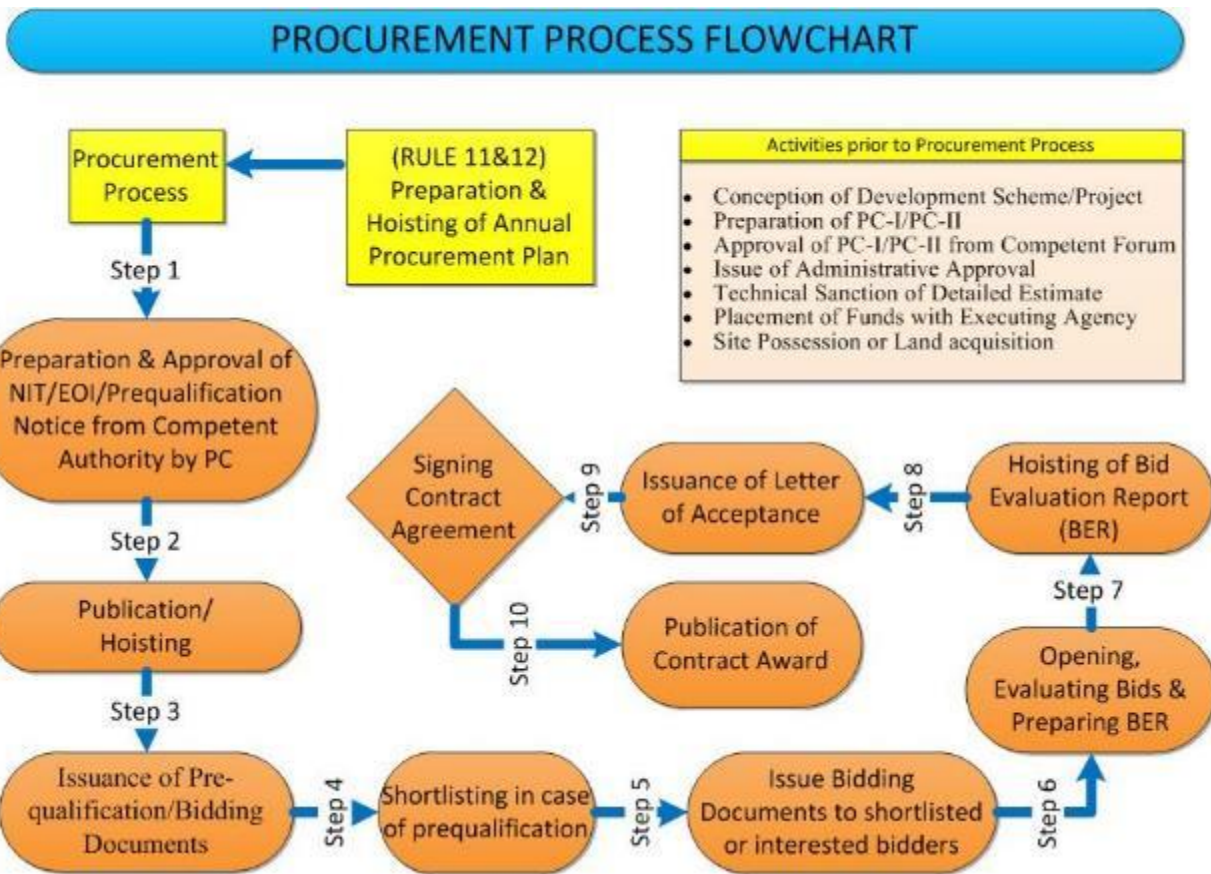
12.1	Record in the contract document(s) all terms and special conditions that apply.	<input type="checkbox"/>
12.2	Ensure that the contract specifies clearly the roles and responsibilities of both the client and the supplier/service provider – what needs to be done, by whom and how much it will cost.	<input type="checkbox"/>

M. MANAGING THE CONTRACT

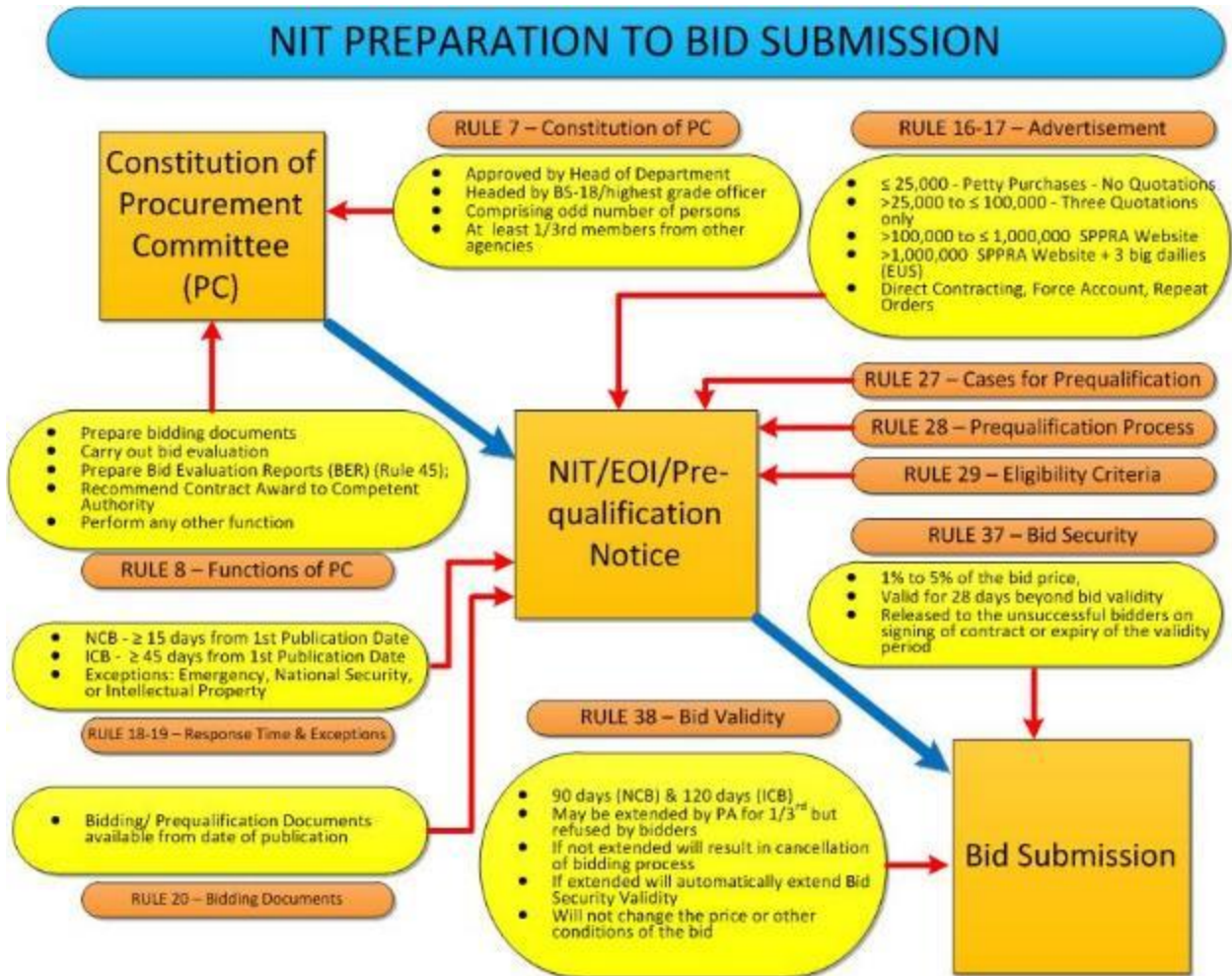
The management stage of a contract is where value for money, (VFM) gained during the preceding stages, is realised. A contract needs to be effectively managed by the user, not just left to the supplier. Proactive involvement in the management of the contract is essential to maximise VFM.

13.1	Have a programme of checking work/goods against the specification.	<input type="checkbox"/>
13.2	Ensure that there are procedures for identifying inadequacies/poor performance and for remedial action.	<input type="checkbox"/>
13.3	Maintain a record of supplier performance.	<input type="checkbox"/>
13.4	At the conclusion of the contract, review the whole procurement process, not just the supplier's performance but also the effectiveness of the earlier stages. This review process can provide information for future procurements – in respect of developing and specifying needs, supplier selection and contract management.	<input type="checkbox"/>

13.1 Procurement Process



A. NIT preparation to bid submission



Checklist – Preliminary considerations and NIT

Advertisement Number and Date						
Types of Procurement	Goods		Works		Services	Consulting Services

S. No.	Particulars	SPP Rule	Date and sign off
1.	Annual Procurement Plan is sent to SPPRA and Hoisted	11	
1.1.	If yes, the instant NIT are covered under APP	11	
2.	Notification of Procurement Committee is received	7	
2.1.	PC comprises odd number of members.	7	
2.2.	PC comprises at least on third members from agencies / Department other than PA.	7	
3.	Notification of consultant Selection Committee is received	67	
3.1.	CSC is as per Rule 67	67	
4.	Notification of Complaint Redressal Committee is received	31	
4.1.	CRC comprises of odd number of persons	31	
4.2.	CRC is headed by head of PA or an official one rank senior to head of PC.	31	
4.3.	CRC comprises DAO or representative of AG Sindh	31	
4.4.	CRC comprises of independent professional	31	
5.	Method of procurement: International Competitive Bidding (ICB) or National Competitive Bidding (NCB)	15	
6.	Estimated cost (up to 1 million, above 1 million, Not mentioned)	17 (1)	
6.1		English Urdu Sindhi	17 (1A)

S. No.	Particulars	SPP Rule	Date and sign off
	If above 1 M, the advertisement is published in newspaper		
7.	Ensure that NIT contains		
7.1.	Name of Procuring Agency	17(3)(a)	
7.2	Address Tel. Number Fax Email Address	17(3)(a)	
7.3	Purpose and Scope of Procurement	17(3)(b)	
7.4	First date of issuance of BDs	17(3)(c)	
7.5	Last date of issuance of BDs	17(3)(c)	
7.6	Response time is as per Rule (15 days for NCB / 45 days for ICB)	18	
7.7	Date of submission is mentioned.	17(3)(c)	
7.8	Time of submission is mentioned.	17(3)(c)	
7.9	Date of opening is mentioned	17(3)(c)	
7.10	Time of opening is mentioned	17(3)(c)	
7.11	Date of Submission and opening of bid s is same.	41(3)	
7.12	Time between submission and opening of bids is within one hour.	41(3)	
7.13	Tender Fee.	17(3)(d)	
8.	Documents required with NIT		
8.1	Notice Inviting Tender	17	
8.2	Notification of procurement Committee	7	
8.3	Notification of complaint Redressal Committee	31	
8.4	Bidding Documents/ Soft Copy/ USB/CD	21(4)	
8.5	Annual Procurement Plan	11, 12	
8.6	Cheque/ Pay Order No.		

S. No.	Particulars	SPP Rule	Date and sign off
8.7	Method of Receiving		
8.8	Notice Inviting Tender		

Checklist – Bid Evaluation Report

TENDER REF: _____

Document required with Bid Evaluation Reports : (Rule – 45)	Check
1. Original Bid Evaluation Report sent	<input type="checkbox"/>
2. On standard format	<input type="checkbox"/>
3. Signed by all the members of procurement Committee.	<input type="checkbox"/>
4. Name and designation of all the members of procurement Committee.	<input type="checkbox"/>
5. Original comparative statement (if	<input type="checkbox"/>
6. Minutes of Bid opening meeting	<input type="checkbox"/>
7. Bidder's qualification/ technical Evaluation Report/ Prequalification Report.	<input type="checkbox"/>
8. Attendance Sheet	<input type="checkbox"/>
9. Method of sending to SPPRA	<input type="checkbox"/> Hand <input type="checkbox"/> Courier

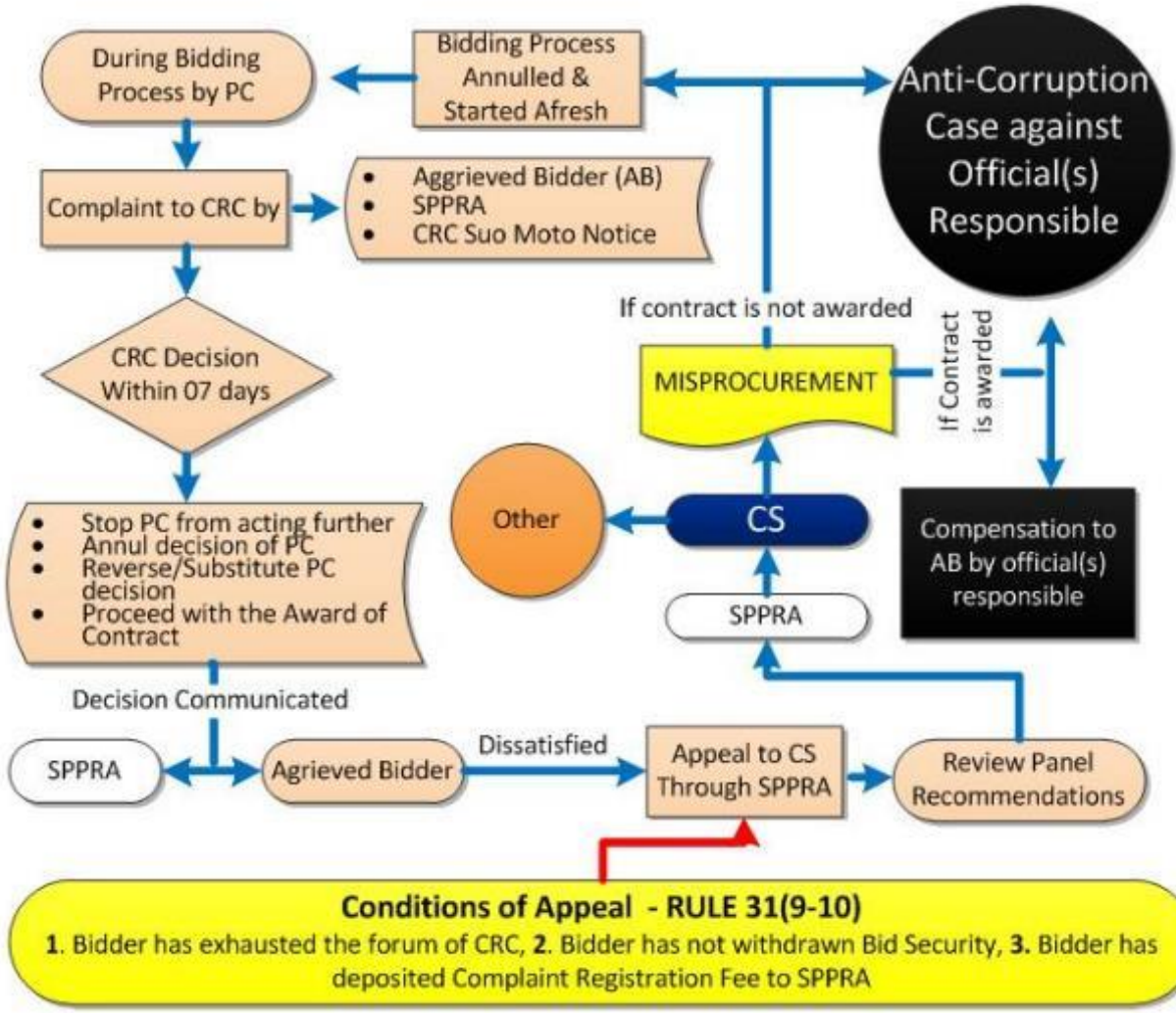
B. Checklists – EOI / PRE-QUALIFICATION SUBMISSION

TENDER REF: _____

EOI / Pre-Qualification	Check
1. Notice of EOI / Pre – Qualification.	<input type="checkbox"/>
2. Notification of procurement Committee	<input type="checkbox"/>
3. Notification of consultant selection Committee	<input type="checkbox"/>
4. Notification of Complaint Redressal Committee	<input type="checkbox"/>
5. Annual Procurement Plan	<input type="checkbox"/>
6. Pre-qualification/ Shortlisting Documents/ RFP Documents	<input type="checkbox"/>
7. Cheque/ Pay Order No.	<input type="checkbox"/>
8. Method of sending to SPPRA	<input type="checkbox"/> Hand <input type="checkbox"/> Courier

C. COMPLAINT REDRESSAL MECHANISM

COMPLAINT REDRESSAL MECHANISM (RULE 31 & 32)



D. CHECKLIST – CONTRACT EVALUATION REPORT

TENDER REF: _____

Documents required with Contract Evaluation Report: (Rule – 50)	Check
1. Contract evaluation form duly Signed	<input type="checkbox"/>
2. Letter of Award/ Work Order	<input type="checkbox"/>
3. Form of Contract/ Agreement	<input type="checkbox"/>
4. Bill of Quantities/ schedule of requirements	<input type="checkbox"/>
5. Integrity pact (where applicable.)	<input type="checkbox"/>
6. Method of sending to SPPRA	<input type="checkbox"/> Hand <input type="checkbox"/> Courier

S. No.	Particulars	SPP Rule	Date and sign off
1.	Date of Receipts of contract documents		
2.	Date of hosting of BER on SPPRA website		
3.	Date of Award of Contract (Agreement)		
4.	Contract awarded three days after hosting of BER on Authority's website	45	
5.	Contract documents were received within seven days of award of contract	50	
6.	Contract documents of all items have been received		
7.	All the documents mentioned in Rule – 50 have been furnished (LOA, CEF, BOQ .Agreement)		
8.	Integrity pact (If Applicable) is provided.	89	

S. No.	Particulars	SPP Rule	Date and sign off
9.	Contract is awarded to the lowest bidder at the same price as mentioned in the BER.		

14. Mandatory references

A. Legal framework

i. Laws

ii. Rules

Title / Reference	Relevant reference in the manual
Rule 4	6
Rule 5	6.1.1.
Rule 6	6.1.2.
Rule 53	6.1.3.
Rule 52	6.1.4.
Rule 44	6.1., 11.2, 11.3
Rule 54	6.1.6.
Rule 61	6.2.1.
Rule 62	6.2.2.
Rule 63	6.2.3.
Rule 64	6.2.4.
Rule 65	6.2.5.
Rule 77	6.2.6.
Rule 78 (1) (2)	6.2.7.
Rule 79	6.2.8.
Rule 80	6.2.9.
Rule 84	5
Rule 7,8	7.1
Rule 45	11.2.8
Rule 11 (1)	10
Rule 12 (1)	10.1
Rule 12 (2)	10.1
Rule 15 (2)	11.1
Rule 47	11.1
Rule 27	11.1
Rule 16 (b)	11.1
Rule 16 (e)	11.1

Title / Reference	Relevant reference in the manual
Rule 17 (3)	11.2
Rule 21	11.2
Rule 20 (2)	11.2
Rule 20	11.2
Rule 17 (4) (5)	11.2
Rule 18	11.2
Rule 21(2)	11.2
Rule 22	11.2
Rule 23(1)	11.2
Rule 23(2)	11.2
Rule 24	11.2
Rule 43	11.2
Rule 25	11.2
Rule 41	11.2
Rule 48	11.2.
Rule 45	11.2.
Rule 49	11.2.
Rule 21	11.2.
Rule 20 (2)	11.2.
Rule 20	11.2.
Rule 18	11.2.
Rule 21(2)	11.2.
Rule 22	11.2.
Rule 23 (1)	11.2.
Rule 23 (2)	11.2.
Rule 24	11.2.
Rule 25	11.2.
Rule 48	11.2.
Rule 44	5.1.5
Rule 45	11.2.8
Rule 49	11.2.

Title / Reference	Relevant reference in the manual
Rule 50	11.3. F
Rule 51	11.3.
Rule 55	11.3.
Rule 27(1)	11.4.
Rule 27(2)	11.4.
Rule 29	11.4.
Rule 28	11.4.
Rule 28 (2)	11.4.
Rule 30	11.4.
Rule 29(4)	11.4.
Rule 27 (2)	11.4.
Rule 29	11.4.
Rule 17	11.3.
Rule 30	11.4.
Rule 67	11.5.
Rule 68 , 71	11.5.
Rule 72	11.5.
Rule 66	11.5.
Rule 73 & 73 (i)	11.5.
Rule 74 (i) &(ii)	11.5.
Rule 75(1)	11.5.
Rule 76	11.5.
Rule 31	11.6.
Rule 32	11.6.
Rule 25	11.2.

iii. Regulations

Title / Reference	Relevant reference in the manual
Regulation 2.9 (3)	10.4
Regulation 4.8.	11.2.
Regulation 4.10.	11.2

Regulation 7.4	11.2 (B)
Regulation 7.8	11.2
Regulation 7.1	11.2
Regulation 7.3.	11.2
Regulation 7.5.	11.2
Regulation 7.6. (c)	11.2
Regulation 7.9	11.2
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Regulation 7.12.1	11.2
Regulation 7.6. (c)	11.2
Regulation 2.13	11.2
Regulation 2.16.	11.2
Regulation 2.16.	11.2
Regulation 2.17.	11.2
Regulation 2.18.	11.2

iv. Policy guidelines

v. Manual

None.

B. Administrative instructions

i. Circulars

Area	Subject	Authority / Department	Reference number and date	Relevant reference in the manual

ii. Notifications

Area	Subject	Authority / Department	Reference number and date	Relevant reference in the manual

15. Effective Date

The manual shall come effective from the date of notification issued by PMIU in pursuance of approval of PSC.



Program Management and Implementation Unit

Sindh Basic Education Program

Monitoring and Evaluation

Policies and Procedures Manual

Code **PMIU_PPM_001**
Version **1.0.0**
Custodian **Senior Manager Planning, M&E**

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1. Acronyms

ADS	Automated Directives System	PITE	Provincial Institute of Teacher Education
ALP	Alternative Learning Pathways		
AMEP	Activity Monitoring and Evaluation Plan	PMIU	Program Management and Implementation Unit
AOR	Agreement Officer's Representative	PMU	Performance Management Unit
ASER	Annual Status of Education Report	R&D	Research and Development
BOC	Bureau of Curriculum (now called DCAR)	SEMIS	Sindh Education Management Information System
COR	Contracting Officer's Representative	SBEP	Sindh Basic Education Program
DCAR	Directorate of Curriculum & Research	SCDP	Sindh Capacity Development Project
DO	Development Objectives	CMP	Community Mobilization Program
DMO	District Monitoring Officer	SELD	School Education & Literacy Department
EGRA	Early Grade Reading Assessment	SMC	School Management Committee
EGMA	Early Grade Math Assessment	SRP	Sindh Reading Program
EMIS	Education Management Information System	STEDA	Sindh Teachers Education Development Authority
G2G	Government to Government	TA	Technical Assistance
GIS	Geographic Information System	TLA	Teaching and Learning Assistant
GoS	Government of Sindh	USAID	United States Agency for International Development
HANDS	Health and Nutrition Development Society	USG	United States Government
ICT	Information and Communication Technology	VTT	VTT Global Strategy and Management Consultancy
IP	Implementing Partner		
IR	Intermediate Result		
IRD	International Relief & Development		
LOP	Life of Project		
M&E	Monitoring and Evaluation		
MEP	Monitoring and Evaluation Plan		
MEP	Monitoring and Evaluation Program		
MSI	Management Systems International, Inc.		
MSF	Mission Strategic Framework		
PC-1	Planning Commission Form 1		
PITB	Punjab Information Technology Board		

2. Document Information

Document	Monitoring and Evaluation Manual
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Distribution	<ol style="list-style-type: none">1. Program Director- PMIU2. Deputy Program Director- PMIU3. Program Manager-SBEP-USAID4. COR / COP-CMP5. COR / COP-SRP6. COR / COP-SCDP7. COR / Director Halcrow

3. Document approvals

Role	Name	Signature	Date signed
Policies and procedures writer			
Immediate supervisor / section head			
Reviewer			
Program Director			

4. Revision History

Date	Version	Name	Designation	Description of Change

5. Filing Instructions

Updates in this manual will be circulated by Senior Manager Planning, Monitoring and Evaluation, along with the version control, whenever revision takes place. The manual holder should:

- Replace the old pages with the updated pages.
- Discard the replaced pages.
- Replace the previous version control history document with the latest version.

6. Introduction

This manual describes the policies and procedures, organization structure and reporting lines for the Monitoring and Evaluation section of PMIU.

The manual is useful to:

- Employees who are responsible to carry out their duties relating to monitoring and evaluation function.
- New employees who want to understand the policies and procedures relating to monitoring and evaluation function.

5.1 Objectives

The objectives of this manual are to provide a mechanism which:

- a) Document in detail the monitoring and evaluation policies and practices of the PMIU.
- b) Serve as a training aid for new appointees.
- c) Use the documentation as a basis for internal initiative for system improvement and strengthening of internal monitoring and evaluation controls.
- d) Develop a base document to be referred to by all SBEP partners for ascertainment of the extent to which prescribed policies and procedures are adequate and being followed.

5.2 Scope

This manual sets out the policies and procedures used by the monitoring and evaluation section in executing day to day activities of the PMIU.

5.3 Applicability

All policies, procedures and instructions contained in the manual shall be followed by each and every staff member of the PMIU involved in monitoring and evaluation function.

5.4 Clarification

Requests for clarification or explanation of the material included in this manual should be addressed to **Senior Manager Planning, Monitoring and Evaluation** of the PMIU.

5.5 Revision Procedure and Control Techniques

In case revision is required following manual revision control techniques are used:

- Ensure that the written procedures are followed without exception. The manual holders are requested to suggest revision, if the current policies seem impractical due to changing circumstances.
- Issue revised contents and index page with a request that manual holders replace the old pages with the revised pages and check their manuals for completeness.
- Senior Manager Monitoring and Evaluation is responsible for ensuring that the procedures for revision laid down in this manual are followed.

- The manual holders are responsible for updating their copies for all revisions made from time to time and ensuring that these revisions take effect as prescribed in the revision document.
- All amendments, changes and revisions in the manual are circulated to the users by the Senior Manager Planning, Monitoring and Evaluation. Users are responsible to provide their comments, if any, to the Senior Manager Planning, Monitoring and Evaluation within 15 days from the date of their receipt, otherwise the proposed amendments will be assumed as accepted.

5.6 Prior Approval for Changes

No revisions are made in the manual unless duly approved and authorized by the Program Steering Committee.

5.7 Version Control

The Version of the manual is mentioned at the cover page (version-number, Issue: mm/yy) i.e. Ver. 01.00, Issue: April 2017.

Version number consists of two parts – the number before the decimal point denotes the version number of the entire manual whereas the number after the decimal point represents revision of sections and pages.

Any minor amendment is issued as revision and only affected pages are replaced. Version number(s) is in continuous increments of 1 (Ver. 01.01). Sequential control is maintained through revision history and control sheet.

A new version is issued in circumstances where cumulative revisions exceed 30% of pages of procedural sections.

Revision number is reset to “00” with issuance of each new version.

5.8 Manual Holders

Following executives and managers of the PMIU and SBEP partners are provided with a copy of this manual:

- Program Director- PMIU
- Deputy Program Director- PMIU
- Program Manager-SBEP-USAID
- COR / COP-CMP
- COR / COP-SRP
- COR / COP-SCDP
- COR / Director Halcrow

The manual holders are responsible for updating their copies for all revisions made from time to time and ensuring that these take effect as prescribed in the revision document.

5.9 Proprietary Rights

This monitoring and evaluation manual is the property of PMIU. It is treated as a confidential document and access is granted based on prior written approval of manual holders.

Photocopy and digital imaging of this manual is strictly prohibited and no part of this manual is taken out from the premises of the PMIU.

5.10 Persons affected

All employees within the Monitoring & Evaluation section, PD-PMIU, Deputy PD-PMIU, Program Manager SBEP-USAID, CORs / COPs and M&E teams of all implementing partners.

7. Monitoring and Evaluation Section at PMIU

6.1 Reporting Structure of Monitoring and Evaluation Section at PMIU

Monitoring and Evaluation section at PMIU Office is led by Senior Manager Planning, Monitoring and Evaluation with a team of four members i.e. Manager Planning Monitoring & Evaluation and one position of Planning Monitoring and Evaluation Officer.



6.2 Functions of Monitoring and Evaluation Section

Major functions performed by Monitoring and Evaluation Section at PMIU Office are:

- I. Annual Work Plan
- II. Monthly, Quarterly and Annual Progress Report
- III. Quarterly Monitoring Report
- IV. Data Collection and Reporting
- V. M&E Database Management
- VI. Project Completion Report
- VII. Mid Term and Final Evaluation

8. Responsibilities

S. No.	Designation	Responsibilities
1.	Program Director	<ul style="list-style-type: none"> a. Ensure compliance to this policy/procedure b. Review annual updation in M&E Plan. c. Review and approve: <ul style="list-style-type: none"> i. Annual Work Plan, ii. Monthly Progress Report, iii. PC-III Report, iv. Quarterly Progress Report, v. Data uploaded in Pak Info, vi. Annual Progress Report, vii. Field Visit Plan, viii. Field Resource Plan, ix. Quarterly Monitoring Report, x. Indicator Progress Sheet, xi. Program Completion Report, xii. Scope of Work and Terms of Reference of Mid Term and Final Evaluation, xiii. Annual Training Plan.
2.	Senior Manager Planning, M&E	<ul style="list-style-type: none"> a. Ensure compliance to this policy/procedure b. Review monthly, quarterly and annual progress reports. c. Annual review and updating on SBEP M&E Plan. d. Conduct M&E Focal Group meeting on monthly basis to discuss problems and suggestions for proper implementation of M&E Plan. e. Review Annual Work Plan for M&E section. f. Review PC-III report and circulate it to Secretary SELD and P&D Department. g. Upload data against indicator and submit on Pak Info for PD approval. h. Prepare quarterly monitoring report after monitoring and validation of data reported. i. Monitor M&E database and share reports to stakeholders. j. Review Project Completion Report.
3.	Manager Planning, M&E	<ul style="list-style-type: none"> a. Prepare review monthly, quarterly and annual progress reports for submission to PSC and dissemination b. Prepare Annual Work Plan of M&E section. c. Prepare Monitoring Tools for selected sample indicators. d. Prepare draft Quarterly Monitoring Report based on the results of monitoring visit and incorporate implementing partners' comments, if any, in the report. e. Collect data from all partners against their respective indicators on quarterly basis for M&E database.

S. No.	Designation	Responsibilities
		<ul style="list-style-type: none"> f. Upload data in M&E database. g. Generate customized reports as and when required by USAID and PD PMIU.
4.	Planning, M&E Officer	<ul style="list-style-type: none"> a. Assist in preparation of monthly, quarterly and annual progress reports for submission to PSC and dissemination. b. Prepare action points of M&E Focal Group meeting. c. Prepare Annual Work Plan of M&E section. d. Prepare PC III based on the data provided. e. Prepare indicator wise progress sheet based on data provided by Engineering Consultant and SBEP partners. f. Prepare combined indicators sheet reported by implementing partners for Quarterly Monitoring Report. g. Compile data on each day end collected by the teams during quarterly monitoring visit. h. Receive data and prepare Indicator Progress Sheet.

9. Policies and Procedures

A. For Monitoring of the program

Monitoring is the regular collection and analyzing of progress against targets of activities taking place in the program. Progress will be monitored through defined indicators in M&E Plan of the program. PMIU M&E team is routinely gathering information on all aspects of the program to keep objectives on track.

8.1 SBEP Monitoring and Evaluation Plan

SBEP M&E plan is prepared to monitor the progress of program. The plan is prepared by MSI which contains Logical Framework and Performance Indicator Reference Sheet (PIRS). There are total 33 indicators of different implementing partners and they have to report progress against them on monthly, quarterly and annual basis. PMIU's task is to collect data reported by partners and prepare monthly, quarterly and annual progress report. PMIU also has to monitor progress and validate data reported by implementing partners on quarterly basis through monitoring visits.

Policies:

- M&E plan should be reviewed on annual basis.
- Implementing partners should be invited to provide their comments.
- Changes should be reviewed by PD PMIU.
- Any updating should be reviewed and approved by USAID.
- Progress reported by implementing partners on monthly, quarterly and annual basis should be validated in quarterly monitoring visits.
- On quarterly basis indicator wise targets and progress should be compared to monitor the progress on the respective indicator.
- For data validation quarterly monitoring visits should be made.
- M&E Focal Group meeting should be made on monthly basis to discuss the problems and suggestion for proper implementation of M&E Plan.

Procedures:

Step	Procedure	Responsibility
1.	Call meeting of M&E Focal Group for review on M&E Plan.	Senior Manager Planning, M&E
2.	Review M&E Plan and update where needed based on the comments provided by M&E Focal Group	Manager Planning, M&E
3.	Review and send updated M&E Plan to PD PMIU for review.	Senior Manager Planning, M&E
3.	Send updated M&E Plan to USAID for review and approval	Senior Manager Planning, M&E

Step	Procedure	Responsibility
4.	Circulate approved M&E plan to Program Manager SBEP-USAID, PD PMIU, Deputy PD PMIU, COP / COR and M&E Focal group	Senior Manager Planning, M&E
5.	Prepare Desk Monitoring Sheet (Refer Section 8.8 below) to compare quarterly targets with progress.	Manager Planning, M&E
6.	Conduct quarterly monitoring visit for data validation (Refer Section 8.8 below).	M&E Team
7.	Call M&E Focal Group meeting on monthly basis to discuss problems and suggestions for proper implementation of M&E Plan	Senior Manager Planning, M&E
8.	Prepare action points of M&E Focal Group meeting.	Planning, M&E Officer
9.	Circulate action points to PD PMIU, Deputy PD PMIU, COPs / CORs and M&E Focal Group.	Senior Manager Planning, M&E

8.2 Annual Work Plan.

Annual Work Plan (AWP) is prepared on annual basis by M&E section which describes details of activities to be performed during the year. AWP includes a plan and timeline of activities along with the deliverables.

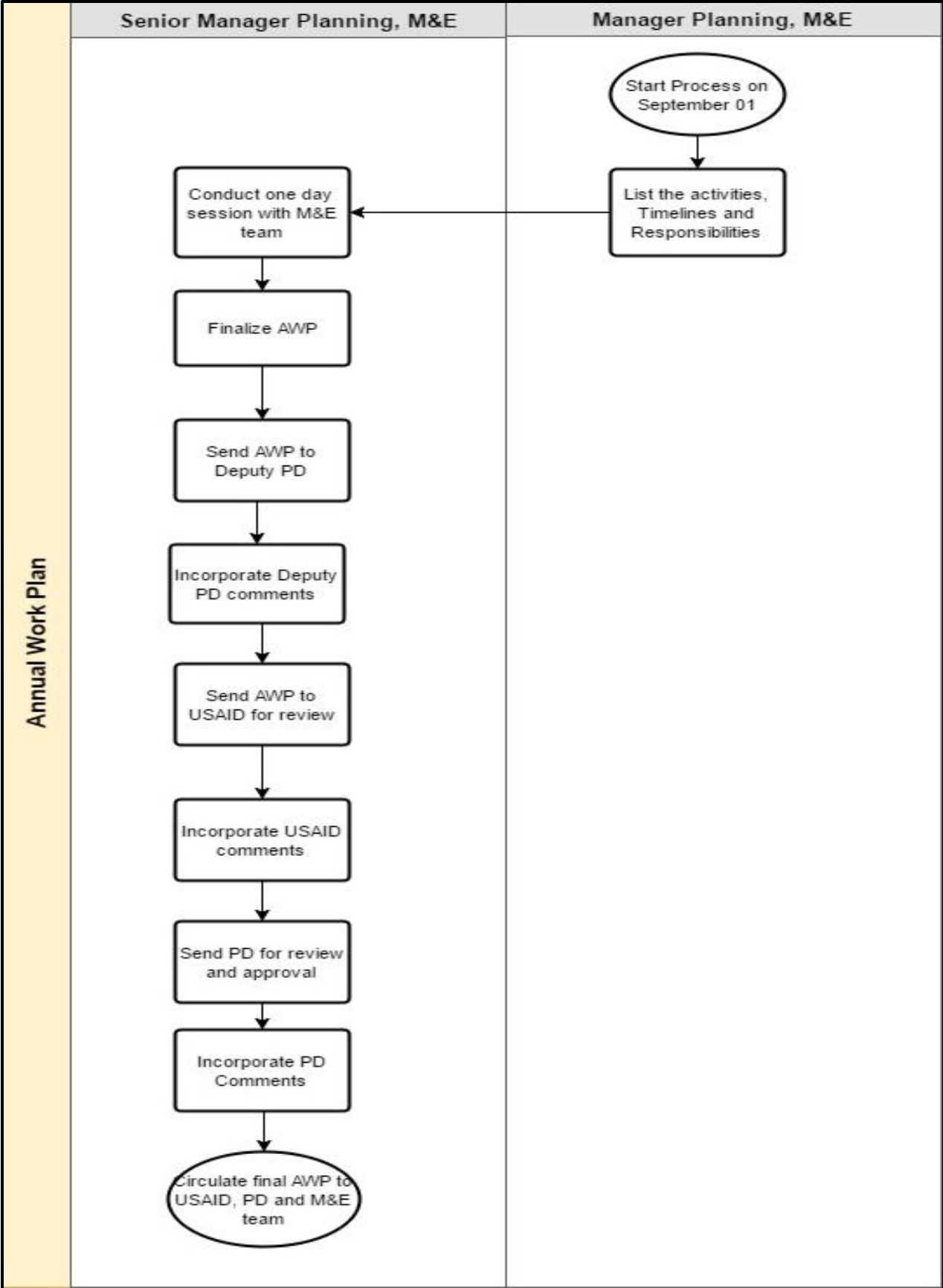
Policies:

- AWP should be prepared on annual basis.
- The process should be started before 30 days of start of year i.e. September 01 of every year.
- Week wise activities should be defined with time frame.
- Responsibilities should be defined along with the deliverables.
- Plan should be reviewed by USAID.
- Plan should be reviewed and approved by PD PMIU.

Procedures:

Step	Procedure	Responsibility
1.	Start the process on September 1 st (30 days before start of year)	Manager Planning, M&E
2.	List the activities, Timelines, and Responsibilities (Attached in Annexure-1).	Manager Planning M&E
3.	Conduct one day session with M&E team	Senior Manager Planning, M&E
4.	Finalize AWP	Senior Manager Planning, M&E

Step	Procedure	Responsibility
5.	Send AWP to Deputy PD	Senior Manager Planning, M&E
6.	Incorporate Deputy PD comments	Senior Manager Planning, M&E
7.	Send AWP to USAID for review	Senior Manager Planning, M&E
8.	Incorporate USAID comments	Senior Manager Planning, M&E
9.	Send PD for review and approval	Senior Manager Planning, M&E
10.	Incorporate PD comments	Senior Manager Planning, M&E
11.	Circulate final AWP to USAID, PD and M&E team	Senior Manager Planning, M&E



8.3 Monthly Progress Report.

SBEP Monthly Progress Report (MPR) is prepared on monthly basis by PMIU which describes key activities and progress of the project. This reports is based on the activities and progress reported by the partners in their monthly reports.

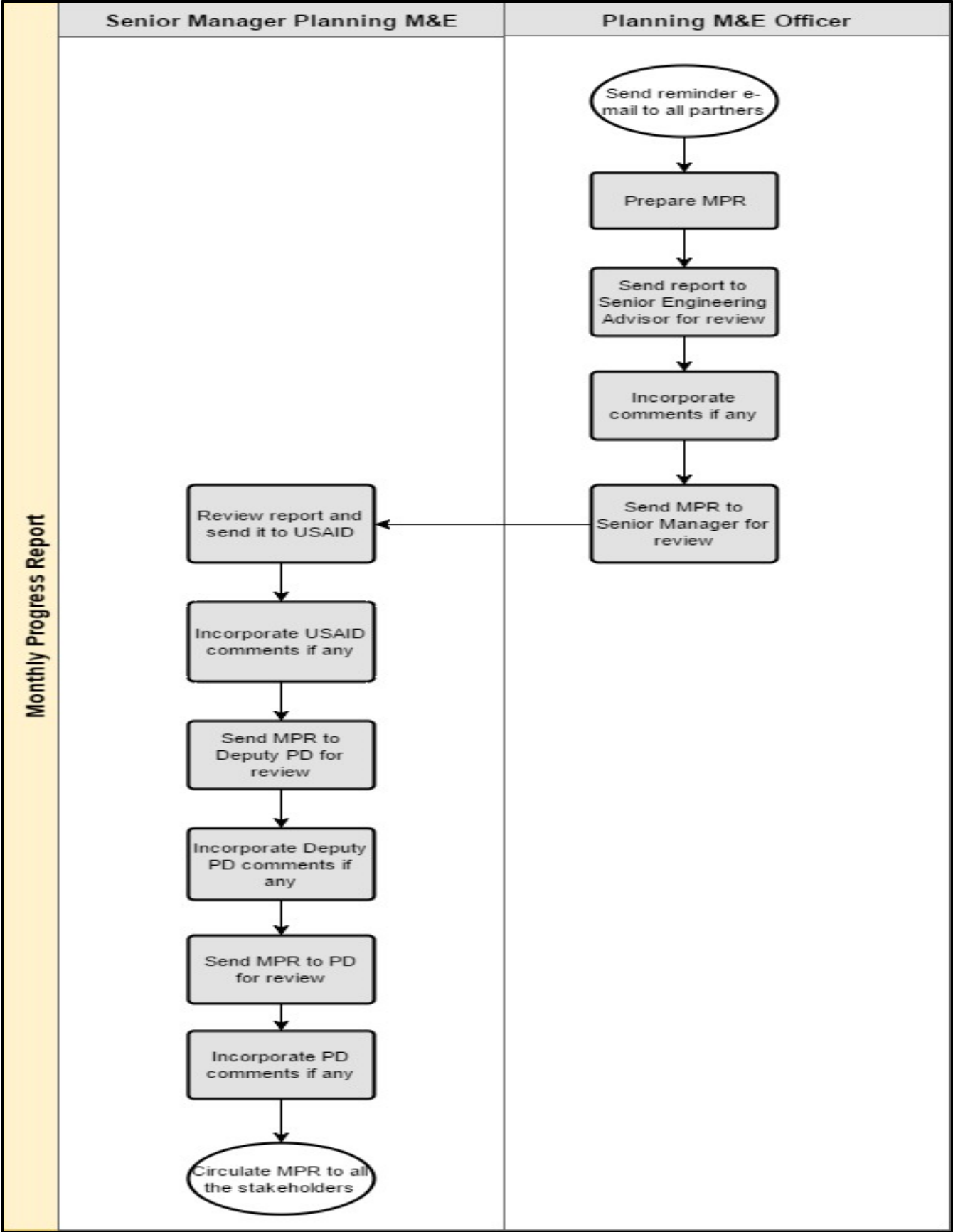
Policies:

- Report should be finalized by last week of the next month.
- Partners should submit their progress reports till 5th of next month.
- Report should be reviewed by USAID before submission of PD PMIU.
- Report should be finalized by PD PMIU.
- Report should be circulated to Secretary SELD and Program Manager SBEP - USAID through hard copy.
- Report should be circulated to Program Manager SBEP - USAID, all COPs / CORs, Deputy COPs, M&E Focal Group and other stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Send reminder e-mail to all the partners	Planning, M&E Officer
2.	Prepare MPR	Planning, M&E Officer
3.	Submit report to Senior Engineering Advisor for review	Planning, M&E Officer
4.	Incorporate Senior Engineering Advisor comments, if any	Planning, M&E Officer
5.	Send MPR to Senior Manager to review.	Planning, M&E Officer
6.	Review report and send it to USAID	Senior Manager Planning, M&E
7.	Incorporate USAID comments, if any	Senior Manager Planning, M&E
8.	Send MPR to Deputy PD for review.	Senior Manager Planning, M&E
9.	Incorporate Deputy PD comments, if any	Senior Manager Planning, M&E
10.	Send MPR to PD for review and approval.	Senior Manager Planning, M&E
11.	Incorporate PD comments, if any	Senior Manager Planning, M&E

Step	Procedure	Responsibility
12.	Circulate MPR to all the stakeholders.	Senior Manager Planning, M&E



8.4 PC-III Report.

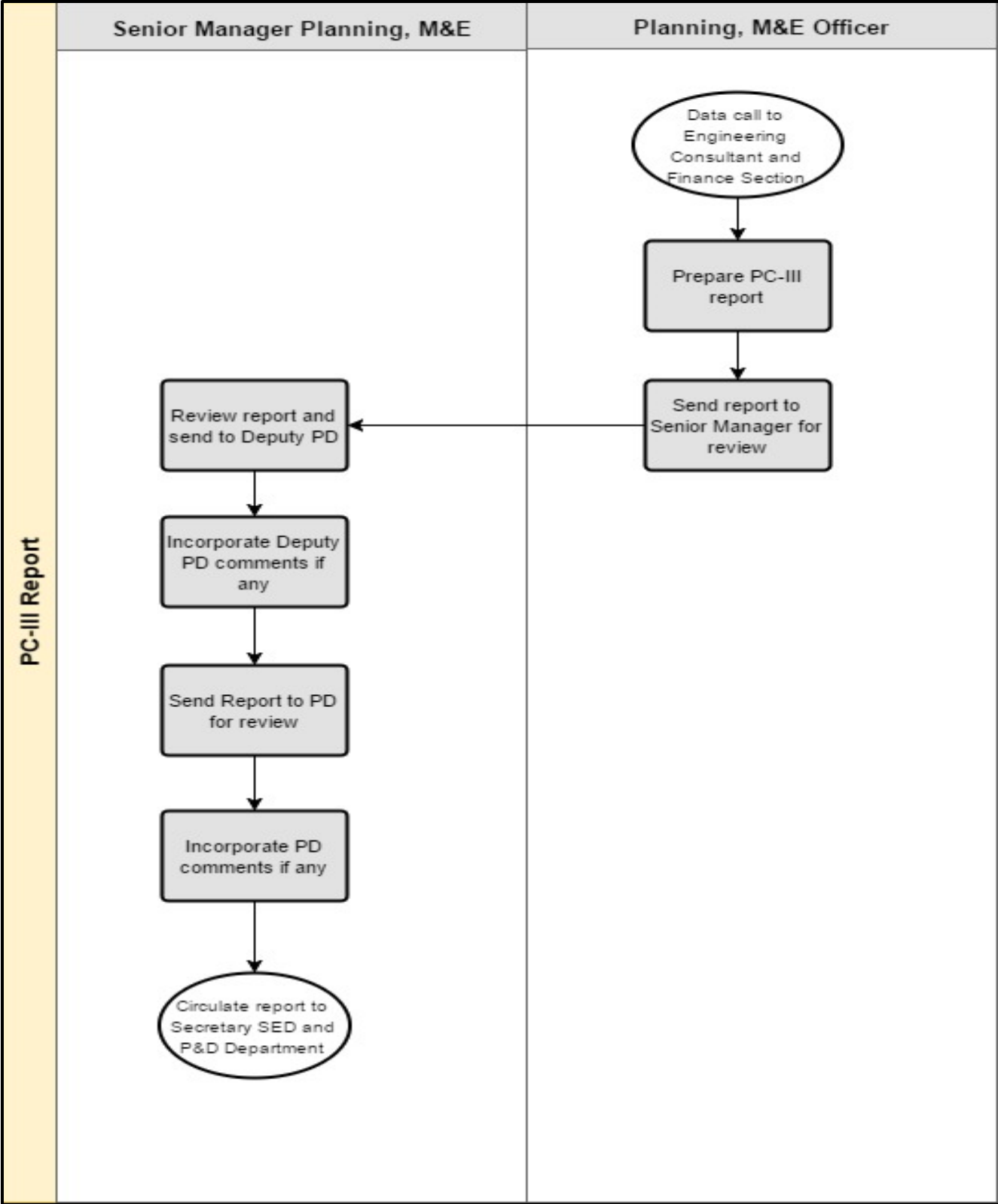
PC-III report contains information pertaining to financial status, physical status, and output indicators as well as problems/bottlenecks encountered during the implementation of the program for the reporting month.

Policies:

- PC-III (b) should be prepared by the last week of the next month.
- Report should be prepared on the PC-III (b) Proforma prescribed by the Planning Commission of Pakistan.
- Data reported should be verified by the Engineering and Finance section of PMIU.
- Report should be reviewed and approved by PD PMIU.
- Report should be submitted to Secretary SELD and Chairman Planning & Development Board, Government of Sindh.

Procedures:

Step	Procedure	Responsibility
1.	Data call to Engineering Consultant and Finance Section	Planning, M&E Officer
2.	Prepare PC III (b) (Format attached in Annexure-2)	Planning M&E Officer
3.	Send report to Senior Manager for review	Planning M&E Officer
4.	Review report and send to Deputy PD	Senior Manager Planning, M&E
5.	Incorporate Deputy PD comments, if any	Senior Manager Planning, M&E
6.	Send report to PD for review	Senior Manager Planning, M&E
7.	Incorporate PD comments, if any	Senior Manager Planning, M&E
8.	Circulate report to Secretary SELD and P&D Department.	Senior Manager Planning, M&E



8.5 Quarterly Progress Report.

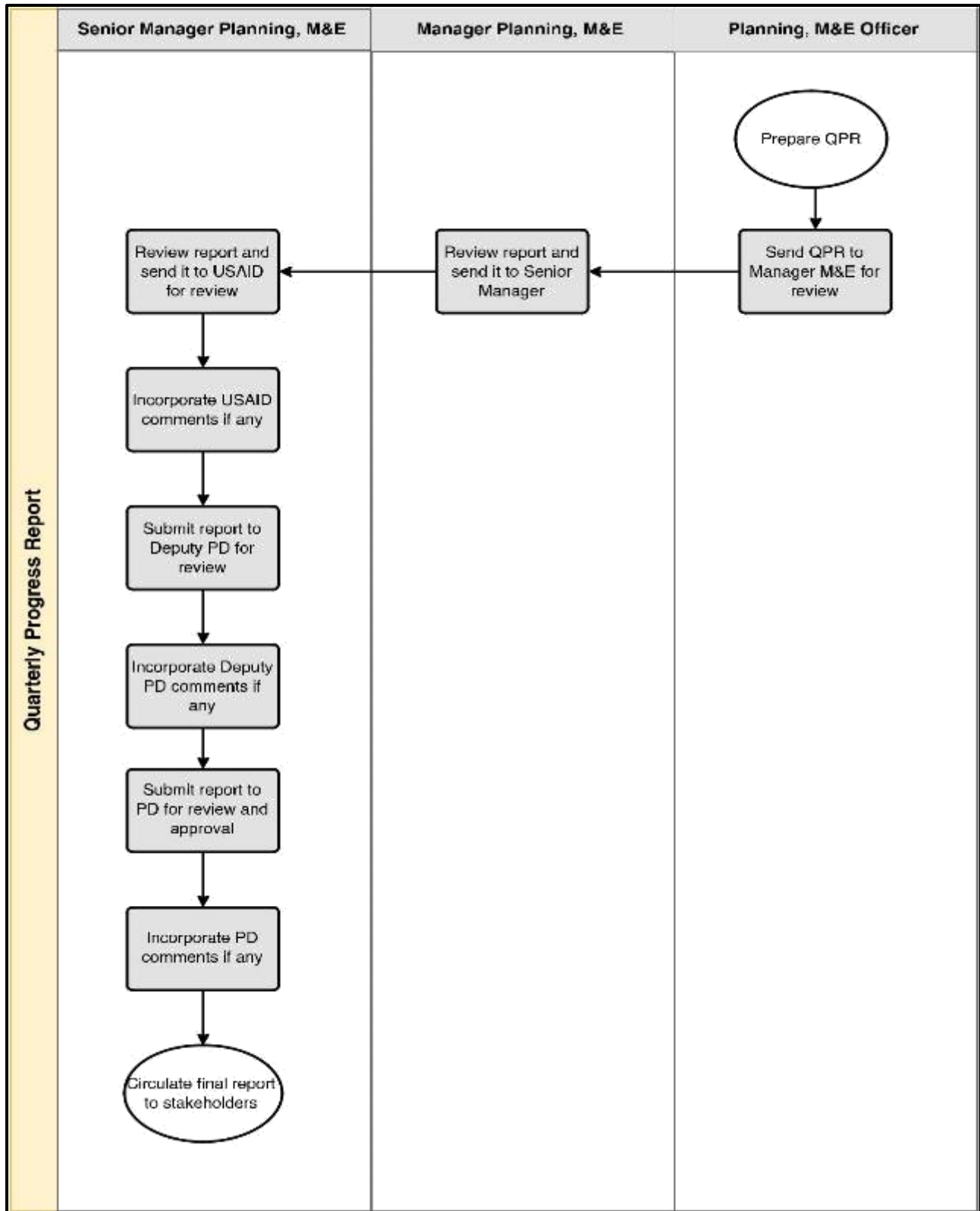
SBEP Quarterly Progress Report (QPR) is prepared on quarterly basis by M&E section of PMIU. The report describes quarterly program activities and progress. The report will be prepared based on the quarterly progress reports submitted by the implementing partners.

Policies:

- QPR should be prepared within 25 days after submission of implementing partners reports.
- QPR should contain progress of each of the implementing partners.
- Report should be reviewed by USAID before review and approval of PD PMIU.
- Report should be reviewed and approved by PD PMIU.
- Report should be circulated to Program Manager SBEP - USAID, COPs / CORs, Deputy COPs, M&E Focal Group and other stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Prepare QPR.	Planning, M&E Officer
2.	Review report and confirm activities and data from implementing partner's reports.	Planning, M&E Officer
3.	Send QPR to Manager M&E for review	Planning, M&E Officer
3.	Review report and send it to Senior Manager	Manager Planning, M&E
4.	Review report and send it to USAID for review	Senior Manager Planning, M&E
5.	Incorporate USAID comments, if any	Senior Manager Planning, M&E
6.	Submit report to Deputy PD for review.	Senior Manager Planning, M&E
7.	Incorporate Deputy PD comments, if any	Senior Manager Planning, M&E
8.	Submit report to PD for review and approval	Senior Manager Planning, M&E
9.	Incorporate PD comments, if any	Senior Manager Planning, M&E
10.	Circulate final report to stakeholders	Senior Manager Planning, M&E



8.6 Pak Info Reporting.

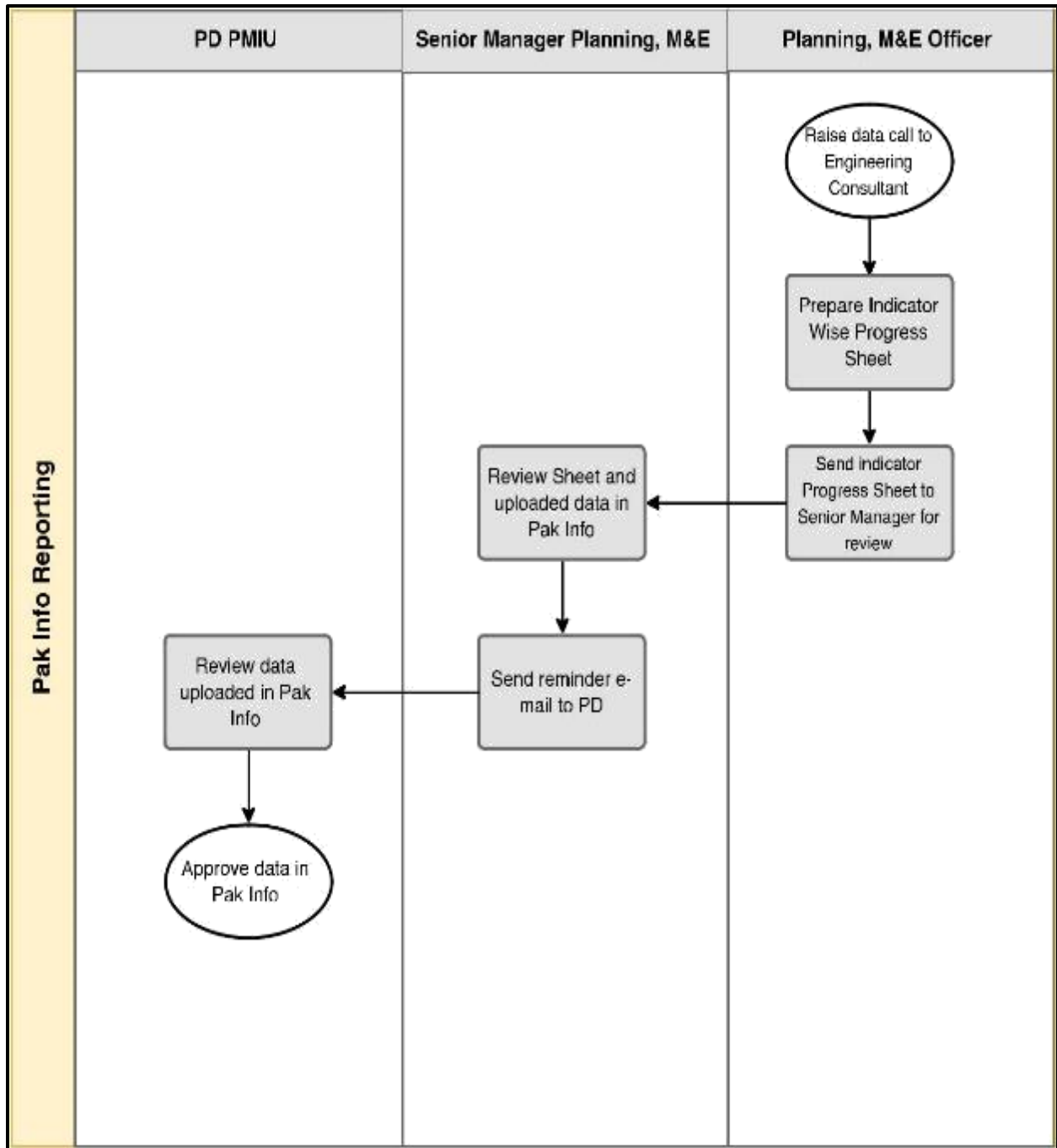
Pak Info is online data reporting against MSF indicators. Data is reported on quarterly basis during the time period given by USAID.

Policies:

- Data in Pak Info should be uploaded after data call by COR/AORs as per the given deadline.
- Data should be uploaded against the indicators required in Pak Info.
- Data should be uploaded by Senior Manager M&E.
- Data should be reviewed and approved / submitted by PD PMIU.

Procedures:

Step	Procedure	Responsibility
1.	Raise data call to Engineering Consultant	Planning, M&E Officer
2.	Prepare indicator wise progress sheet	Planning, M&E Officer
3.	Send indicator progress sheet to Senior Manager M&E for review	Planning, M&E Officer
4.	Review sheet and uploaded the data in Pak Info	Senior Manager Planning, M&E
5.	Send a reminder e-mail to PD	Senior Manager Planning, M&E
6.	Review data uploaded in Pak Info	PD PMIU
7.	Approve data in Pak Info	PD PMIU



8.7 Annual Progress Report.

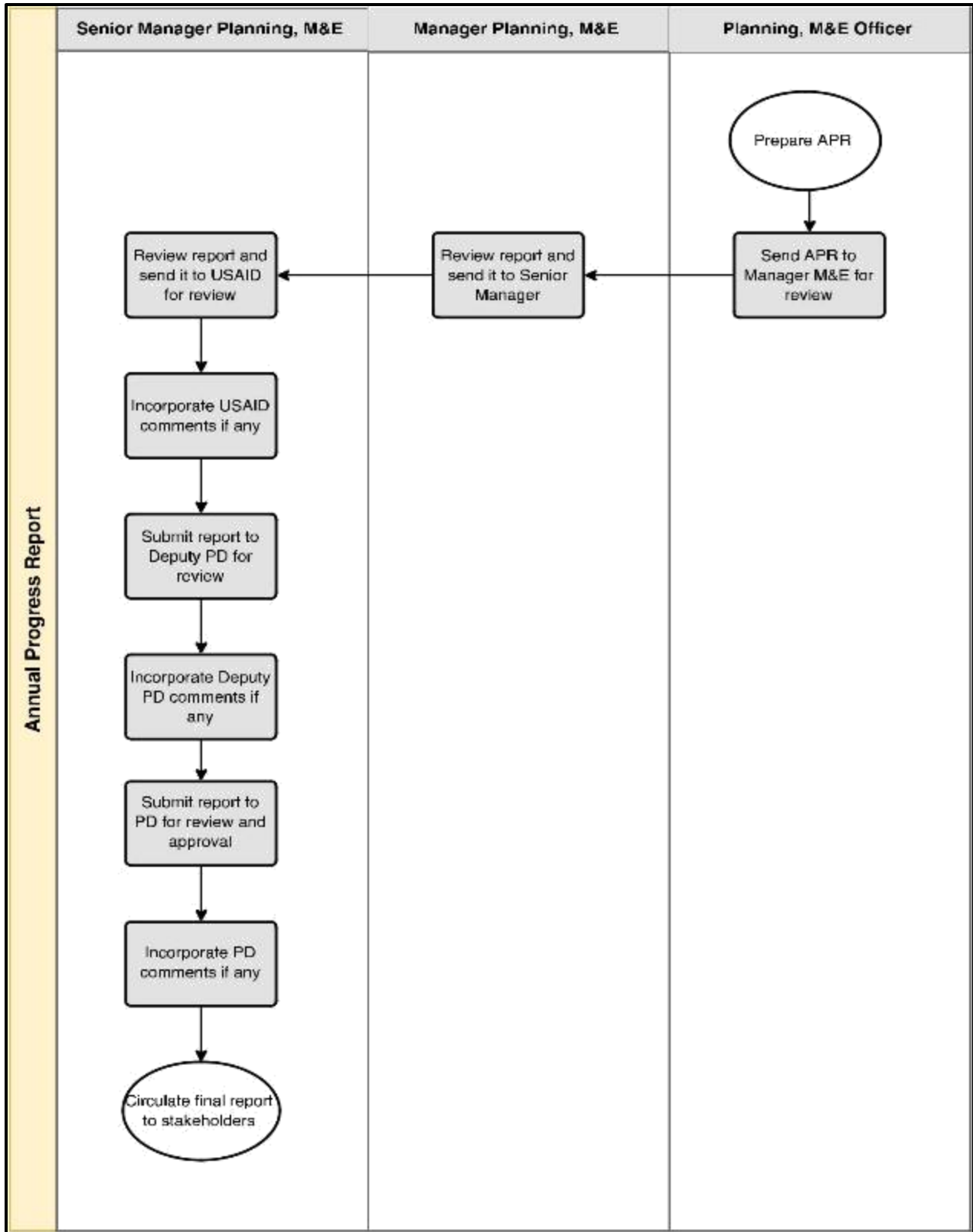
SBEP Annual Progress Report (APR) is prepared on annual basis by M&E section of PMIU. The report describes annual program activities and progress. The report will be prepared based on the annual progress reports submitted by implementing partners.

Policies:

- APR should be prepared and shared within 25 days after submission of implementing partners' report.
- APR should contain progress of each implementing partners.
- Report should be reviewed by USAID before review and approval of PD PMIU.
- Report should be reviewed and approved by PD PMIU.
- Report should be circulated to Program Manager SBEP - USAID, COPs / CORs, Deputy COPs and M&E Focal Group.

Procedures:

Step	Procedure	Responsibility
1.	Prepare APR.	Planning, M&E Officer
2.	Send APR to Manager M&E for review.	Planning, M&E Officer
3.	Review report and send it to Senior Manager.	Manager Planning, M&E
4.	Review report and send it to USAID for review.	Senior Manager Planning, M&E
5.	Incorporate USAID comments, If any	Senior Manager Planning, M&E
6.	Submit report to Deputy PD for review.	Senior Manager Planning, M&E
7.	Incorporate Deputy PD, comments if any.	Senior Manager Planning, M&E
8.	Submit report to PD for review and approval.	Senior Manager Planning, M&E
9.	Incorporate PD comments, if any	Senior Manager Planning, M&E
10.	Circulate the report to all the stakeholders.	Senior Manager Planning, M&E



8.8 Quarterly Monitoring Process

SBEP Quarterly Monitoring Report (QMR) is prepared to monitor the progress of the program. This will be prepared on the basis of information provided by the SBEP implementing partners for the quarter. The field monitoring visits will be made to validate the data reported to PMIU and USAID. The progress will be monitored in two stages:

- a. Desk Monitoring
- b. Data Validation

Policies:

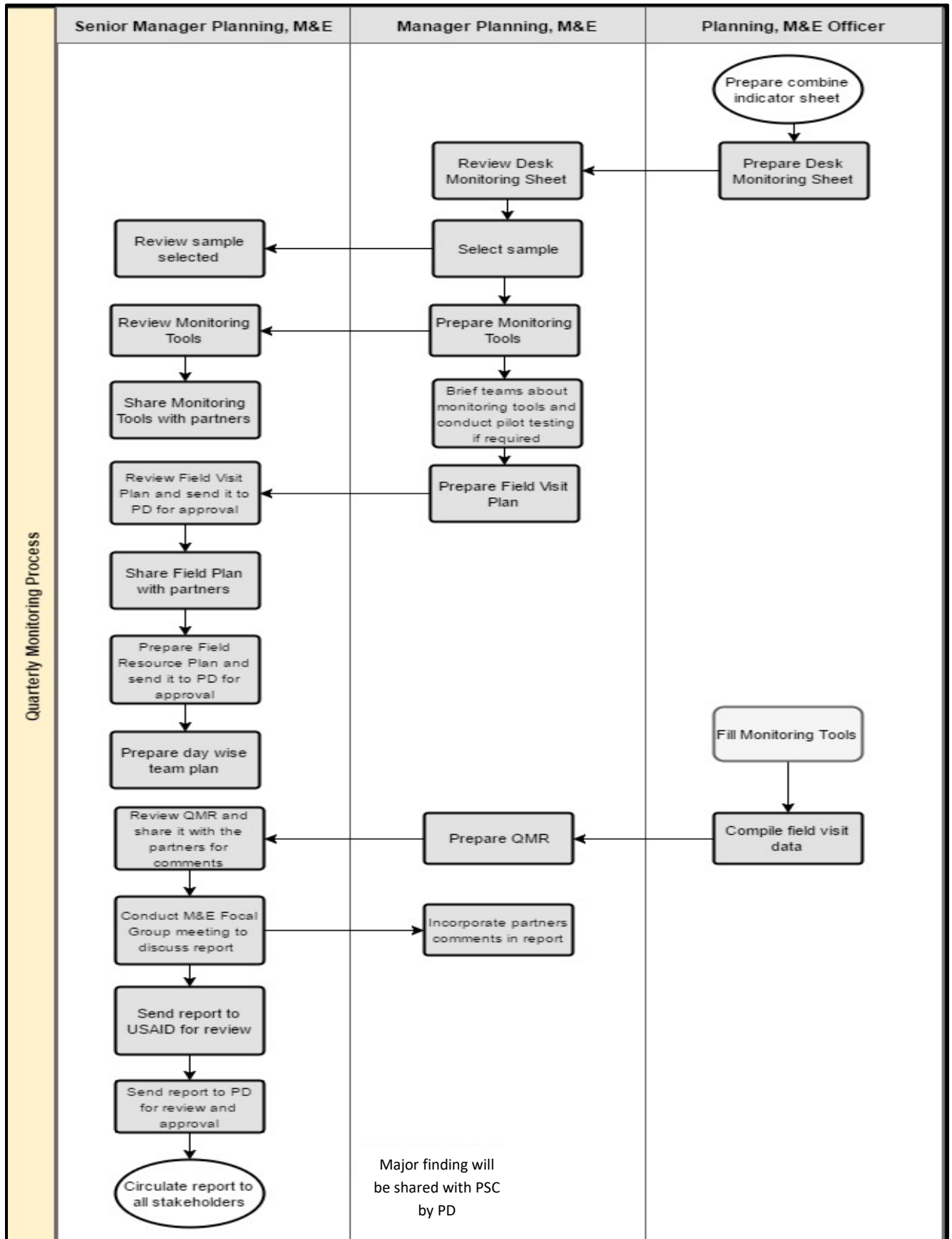
- QMR should be prepared based on the progress reported by implementing partners in quarterly progress reports.
- QMR should be prepared and shared within 30 days after submitting of partners Quarterly Progress Report.
- Implementing partners should provide progress against defined indicators in SBEP M&E Plan.
- Quarterly targets against progress reported should also be provided.
- Monitoring should be made in two stages i.e. desk monitoring and data validation.
- For desk monitoring progress should be matched with targets.
- For data validation field monitoring visit should be made.
- Sample should be selected for indicators reported and for schools and beneficiaries.
- Sample should be selected based on Sampling Scale and pre-defined criteria.
- Sample should be representative of the population to the extent possible given time and resources. Irrespective it should be reasonably large to, at least, allow indicative inferences.
- Monitoring Tools should be prepared based on indicators selected plus any other important aspect agreed with other partners e.g. sustainability factors.
- Monitoring team should be briefed about Monitoring Tools and if required pilot testing should be made to get familiar with Monitoring Tools.
- For data validation Field Visit Plan should be prepared and shared with implementing partners.
- Field Visit Plan should be approved by PD PMIU.
- Field Resource Plan should also be prepared for field visit.
- Field Resource Plan should contain budget and resources required.
- Field Resource Plan should be approved by PD PMIU.
- Day wise team plan should be prepared.
- Draft report prepared should be shared with implementing partners for review and comments.
- Partners should provide comments within five (5) working days.
- Final report containing partner's comments should be reviewed by USAID.
- Final report should be reviewed and approved by PD PMIU.

- Final Report should be circulated to Program Manager SBEP-USAID, PD PMIU, Deputy PD PMIU, COPs / CORs, Deputy COPs and M&E Focal Group.

Procedures:

Step	Procedure	Responsibility
1.	Prepare combine indicator sheet	Planning, M&E Officer
2.	Prepare Desk Monitoring Sheet (Attached in Annexure-3) .	Planning, M&E Officer
3.	Review Desk Monitoring Sheet.	Manager Planning, M&E
4.	Select sample (Attached in Annexure-4) .	Manager Planning, M&E
5.	Review sample selected.	Senior Manager Planning, M&E
6.	Prepare Monitoring Tools.	Manager Planning, M&E
7.	Review Monitoring Tools.	Senior Manager Planning, M&E
8.	Share Monitoring Tools with partners.	Senior Manager Planning, M&E
9.	Brief teams about the Monitoring Tools and conduct a pilot testing, if required.	Manager Planning, M&E
10.	Prepare Field Visit Plan (Attached in Annexure-5) .	Manager Planning, M&E
11.	Review Field Visit Plan and send it to PD for approval.	Senior Manager Planning, M&E
12.	Share Field Visit Plan with partners.	Senior Manager Planning, M&E
13.	Prepare Field Resource Plan (Attached in Annexure-6) .	Senior Manager Planning, M&E
14.	Send Field Resource Plan to PD for approval.	Senior Manager Planning, M&E
15.	Prepare day wise team plan.	Senior Manager Planning, M&E
16.	Fill Monitoring Tools at school for selected indicator.	Field Monitoring Team
17.	Compile field visit data.	Planning, M&E Officer

Step	Procedure	Responsibility
18.	Prepare QMR.	Manager Planning, M&E
19.	Review QMR and share it with the partners for comments.	Senior Manager Planning, M&E
20.	Share draft report with implementing partners for their review and comments.	Senior Manager Planning, M&E
21.	Conduct M&E Focal Group meeting to discuss the report.	Senior Manager Planning, M&E
22.	Incorporate partners' comments in the report.	Manager Planning, M&E
23.	Sent report to USAID for review.	Senior Manager Planning, M&E
24.	Incorporate USAID comments if any in the report.	Senior Manager Planning, M&E
25.	Send report to PD for review and approval.	Senior Manager Planning, M&E
26.	Incorporate PD comments if any in the report.	Senior Manager Planning, M&E
27.	Circulate report to all the stakeholders.	Senior Manager Planning, M&E
28.	Major finding with sustainability issues should be presented to Program Steering Committee (PSC) for consideration.	PD-PMIU



8.9 Data Collection and Reporting of PMIU Indicators

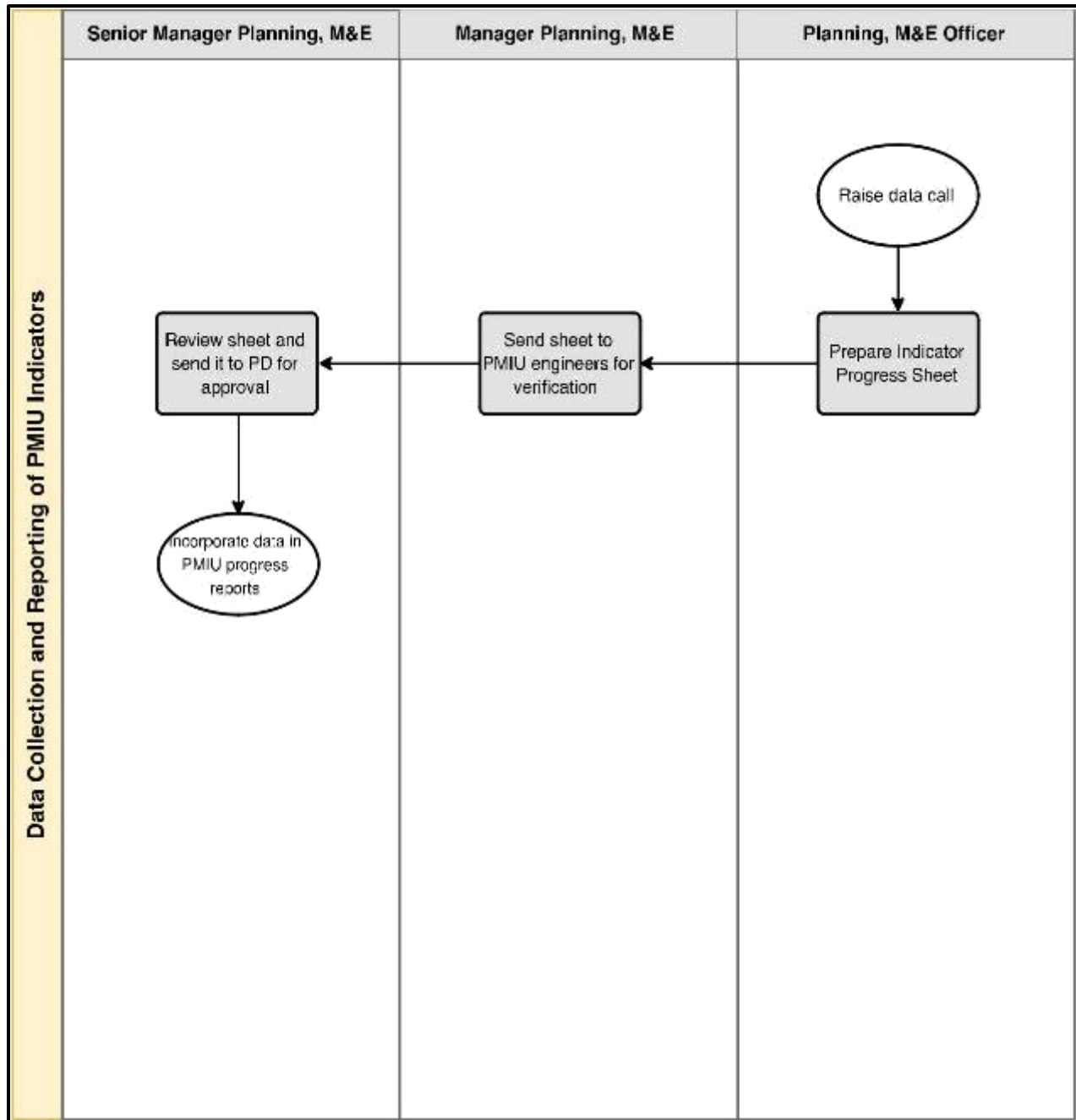
For monitoring tasks assigned to PMIU data will be collected against the indicators. This data will be reported in monthly, quarterly and annual progress reports.

Policies:

- Data should be collected from Engineering Consultant and RSU for two assigned indicators.
- PMIU engineers should verify the data.
- Data should be collected on monthly, quarterly and annual basis.
- Data collected should be reported in monthly, quarterly and annual progress reports.
- Data collected and reported should be reviewed and approved by PD PMIU.

Procedures:

Step	Procedure	Responsibility
1.	Raise data call	Planning, M&E Officer
2.	Prepare Indicator Progress Sheet (Attached in Annexure-7).	Planning, M&E Officer
3.	Review the sheet and send it to PMIU engineers for verification.	Manager Planning, M&E
4.	Review the sheet and send it to PD for approval.	Senior Manager Planning, M&E
5.	Incorporate data progress reports.	Senior Manager Planning, M&E



8.10 SBEP M&E Database

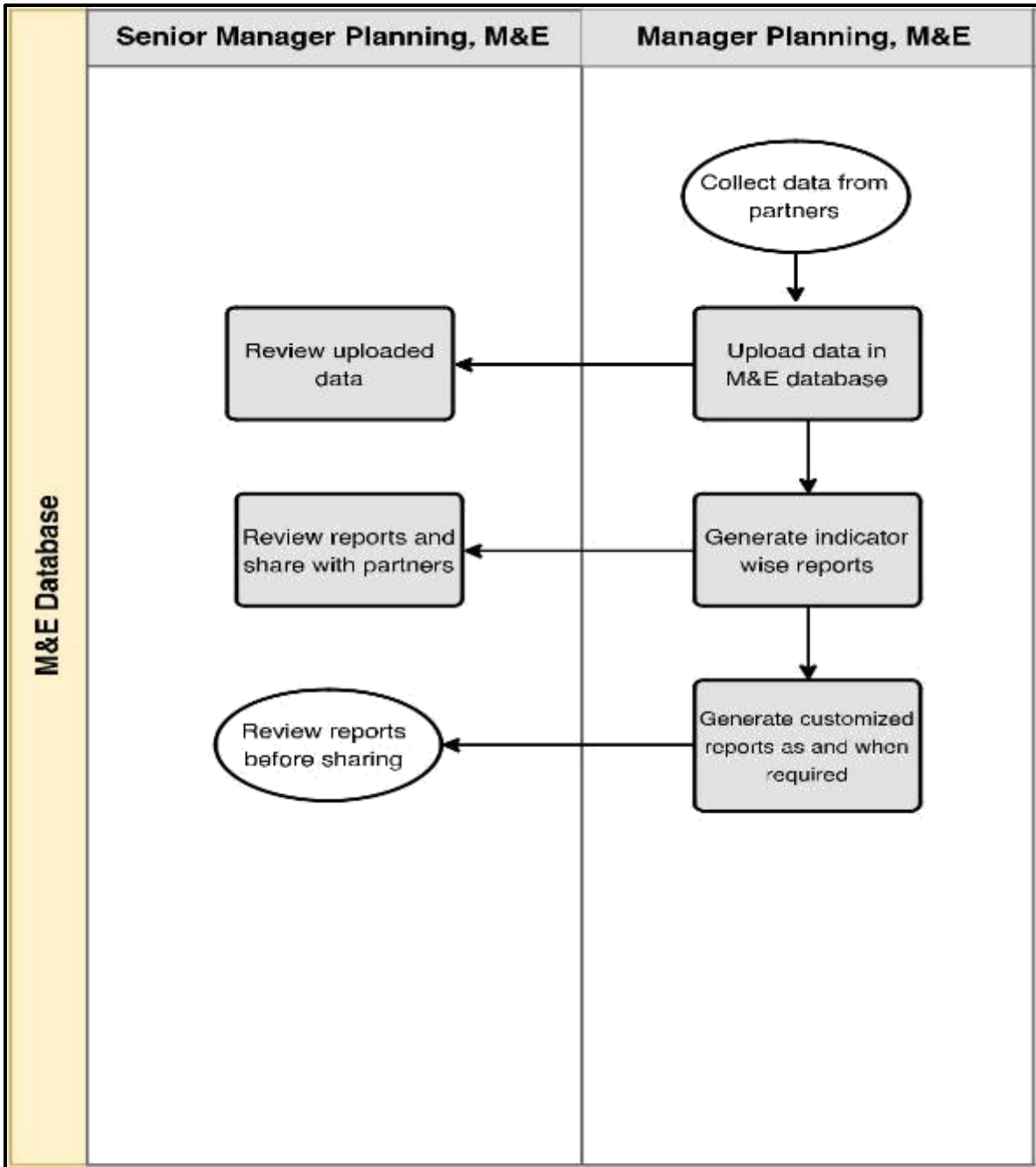
M&E Database is prepared to manage centralized data for all SBEP indicators. Database Dashboard is developed for tracking the program inputs and outputs and generating reports on time. This database is developed by the M&E Section of the Program and will be updated by Manager Planning, Monitoring and Evaluation with the coordination of Manager IT. There is also a close linkage between SBEP M&E database and Directorate General M&E (DG M&E) database to share the information in common districts. SBEP M&E data base will be transferred to DG M&E after the completion of the project.

Policies:

- M&E database should be managed by Manager M&E as part of the overall MIS for PMIU.
- Manager M&E will coordinate with Manager IT for data entry, updation, data base structure and retrieval options etc. for the M&E data base.
- Database should include data from all SBEP indicators.
- Indicators data should be shared by implementing partners on quarterly basis.
- Reports should be generated by Manager M&E and shared with all the stakeholders.
- Database should be linked with DG M&E database to share information.

Procedures:

Step	Procedure	Responsibility
1.	Collect data from all the partners.	Manager Planning, M&E
2.	Upload data in M&E database.	Manager Planning, M&E
3.	Review data uploaded in M&E database.	Senior Manager Planning, M&E
4.	Generate indicator wise progress reports.	Manager Planning, M&E
5.	Review reports and share with partners.	Senior Manager Planning, M&E
4.	Generate customized reports as and when required.	Manager Planning, M&E
5.	Review reports before sharing it with the stakeholders.	Senior Manager Planning, M&E



8.11 School Monitoring through SMC.

Monitoring of schools is technology supported and android based application is developed for the purpose. This application is used by SMCs for real time monitoring and reporting. All selected SMCs of 106 schools are provided a smart phone (2 per SMCs) with the installed android application.

Policies:

- Technology based monitoring should be performed through selected 240 SMC members from 106 constructions schools. District wise schools are:

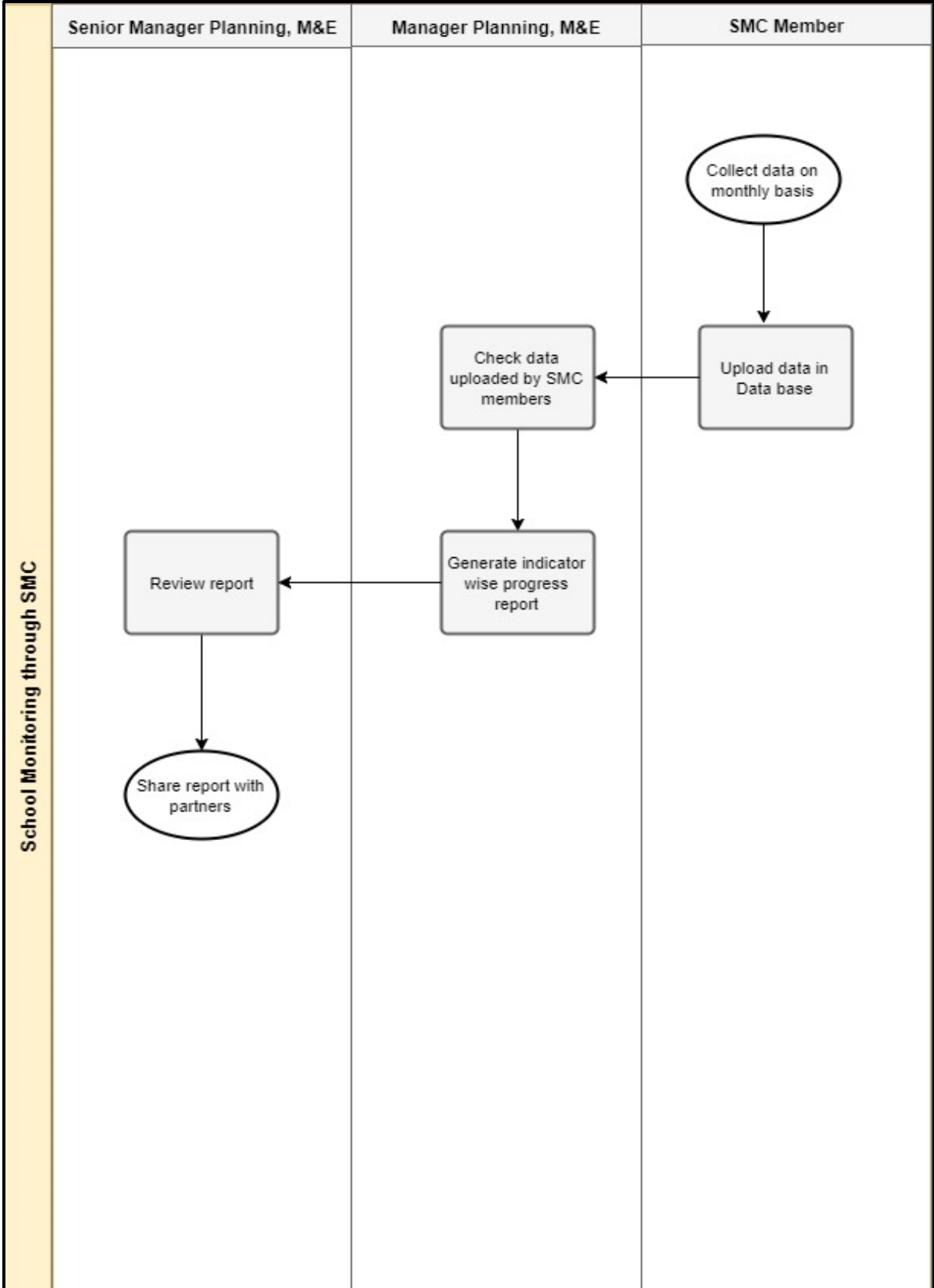
District	No of Schools
Khairpur	15
Sukkur	13
Larkana	13
Kambar ShahdadKot	21
Dadu	12
Jacobabad	13
Ksahmore	10
Karachi-Bin Qasim	2
Karachi-Gadap	3
Karachi-Orangi	2
Karachi-Lyari	1
Karachi-Keamari	1
Total	106

- Indicators should be selected to monitor progress in certain areas.
- At least two smart phones per SMC should be provided.
- Android base application should be developed and installed in all smart phones provided to SMCs members.
- Monthly progress report against selected indicators should be generated and reported to stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Collect data for selected indicators on monthly basis through mobile phones.	SMC Member
2.	Upload data in data base.	SMC Member
3.	Check data send by SMC members.	Manager Planning, M&E
4.	Send back the data to SMC members if data is incomplete and having errors.	Manager Planning, M&E

Step	Procedure	Responsibility
5.	Generate indicator wise progress reports.	Manager Planning, M&E
6.	Review reports and share with partners.	Senior Manager Planning, M&E
7.	Generate customized reports as and when required.	Manager Planning, M&E
8.	Review reports and share them with partners.	Senior Manager Planning, M&E



8.12 Program Completion Report.

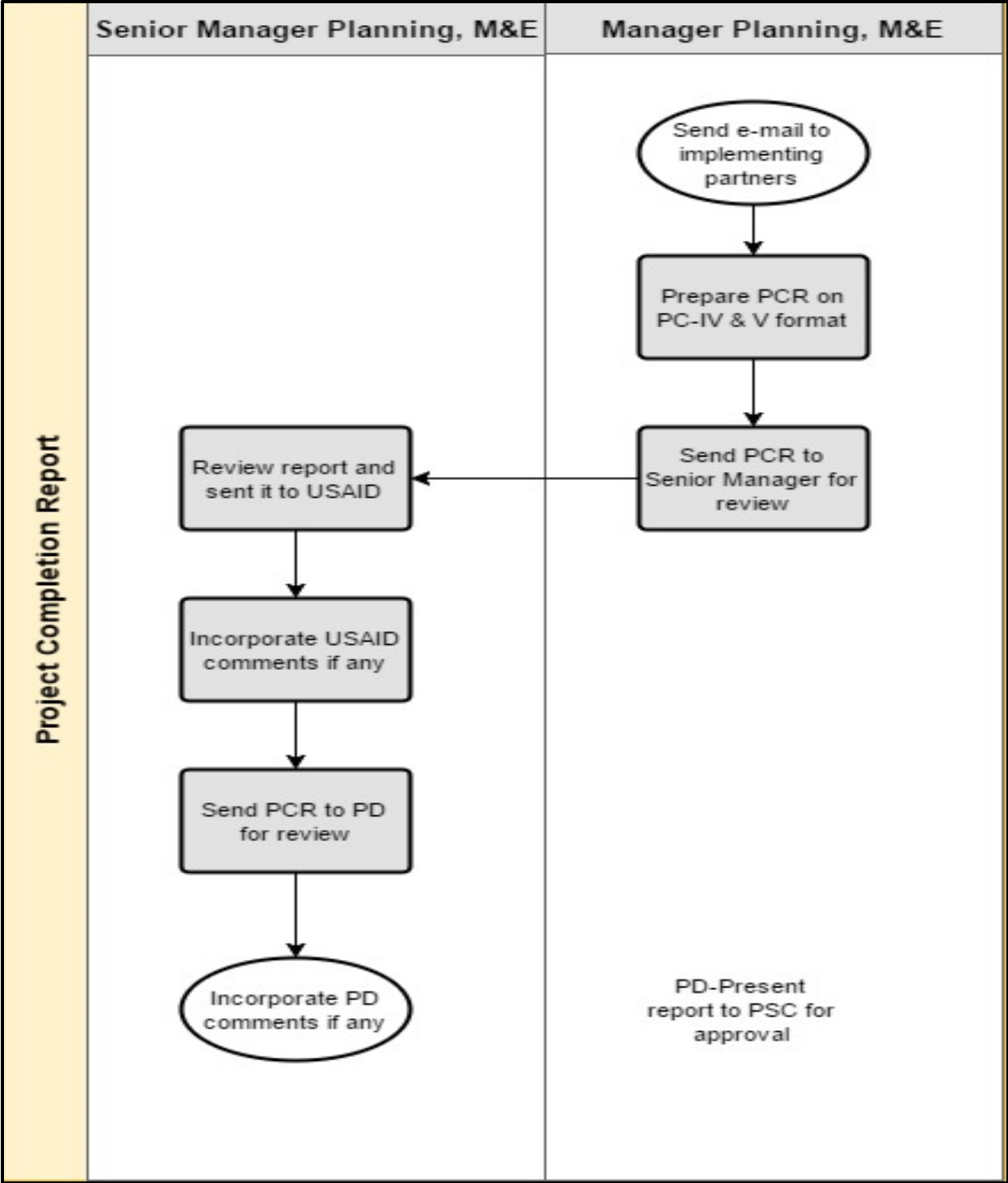
Program Completion Report is prepared at the end of program. It is prepared on PC-IV and PC-V format after the end of program activities.

Policies:

- Program Completion Report should be prepared after the end of program activities.
- Report should be prepared in PC-IV and PC-V format.
- Report should be reviewed by PD PMIU.
- Report should cover all activities of all components of the program.
- Report should be reviewed and approved by Program Steering Committee.

Procedures:

Step	Procedure	Responsibility
1.	Send e-mail to all implementing partners and PMIU staff.	Manager Planning, M&E
2.	Prepare PCR report on PC-IV and V format (Attached in Annexure-8) .	Manager Planning, M&E
3.	Send PCR to Senior Manager to review.	Manager Planning, M&E
4.	Review report and send it to USAID.	Senior Manager Planning, M&E
5.	Incorporate USAID comments if any.	Senior Manager Planning, M&E
6.	Send PCR to PD PMIU for review.	Senior Manager Planning, M&E
7.	Incorporate PD comments if any.	Senior Manager Planning, M&E
8.	Present report in Program Steering Committee for review and approval.	PD PMIU



B. For Evaluation of the program

Evaluation is to determine the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved.

8.13 Mid Term Evaluation (Formative Evaluation):

Mid Term Evaluation will be performed in middle of the program to evaluate how program is going, identify problematic areas and plan to put things back on track.

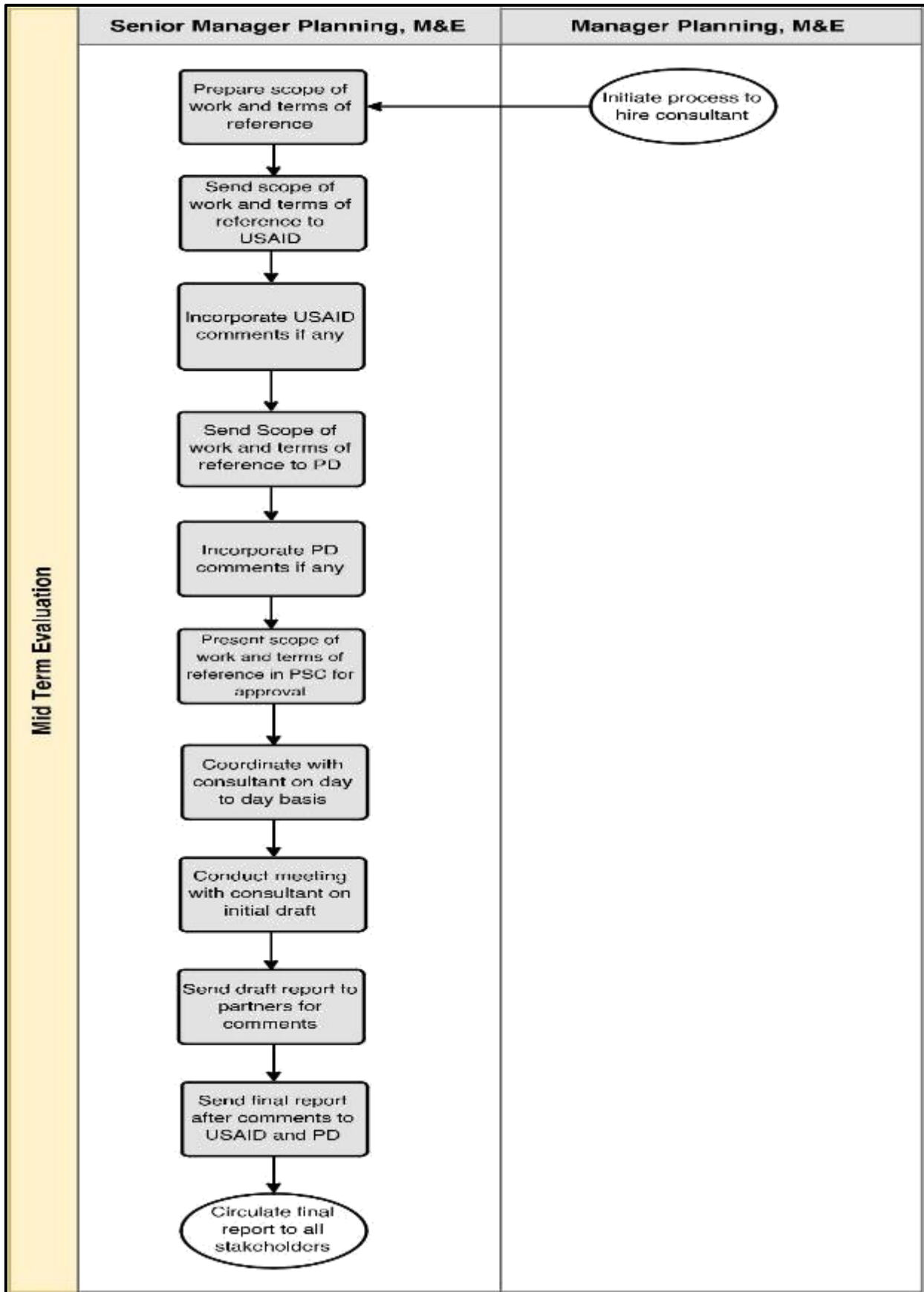
Policies:

- Mid Term Evaluation should be conducted through third party consultants.
- Consultants should be hired by following procurement rules applying.
- Scope of work and terms of reference should be defined after the internal consultation.
- Scope of work and terms of reference should be reviewed by PD PMIU and approved by PSC.
- Senior Manager Planning, M&E should be the focal person from PMIU.
- Primary finding meeting should be made with the consultants by the Senior Manager Planning, M&E and PD PMIU.
- Draft evaluation report should be discussed in partners meeting to take initial feedback.
- Comments should be received from partners in writing with action points.
- Final report should be circulate by Senior Manager Planning, M&E to all the stakeholders.
- Follow up meeting should be made with the partners to improve progress.

Procedures:

Step	Procedure	Responsibility
1.	Initiate process to hire consultants.	Manager Planning, M&E
2.	Prepare scope of work and terms of reference.	Senior Manager Planning, M&E
3.	Send scope of work and terms of reference to USAID.	Senior Manager Planning, M&E
4.	Incorporate USAID comments if any.	Senior Manager Planning, M&E
5.	Send scope of work and terms of reference to PD.	Senior Manager Planning, M&E
6.	Incorporate PD comments if any.	Senior Manager Planning, M&E
7.	Present scope of work and terms of reference in PSC for approval.	PD PMIU

Step	Procedure	Responsibility
8.	Coordinate with consultant on day to day basis.	Senior Manager Planning, M&E
9.	Conduct meeting with consultant on the initial draft.	Senior Manager Planning, M&E
10.	Send draft report to partners for comments.	Senior Manager Planning, M&E
11.	Conduct meeting between all stakeholders to discuss issues and make comments with action points.	Senior Manager Planning, M&E
12.	Send final report after comments to USAID and PD.	Senior Manager Planning, M&E
13.	Circulate final report to all the stake holders.	Senior Manager Planning, M&E



8.14 Final Evaluation (Summative Evaluation):

Final evaluation (Summative assessment) is to compare the results with objectives of the program. It will be conducted at the end of the program.

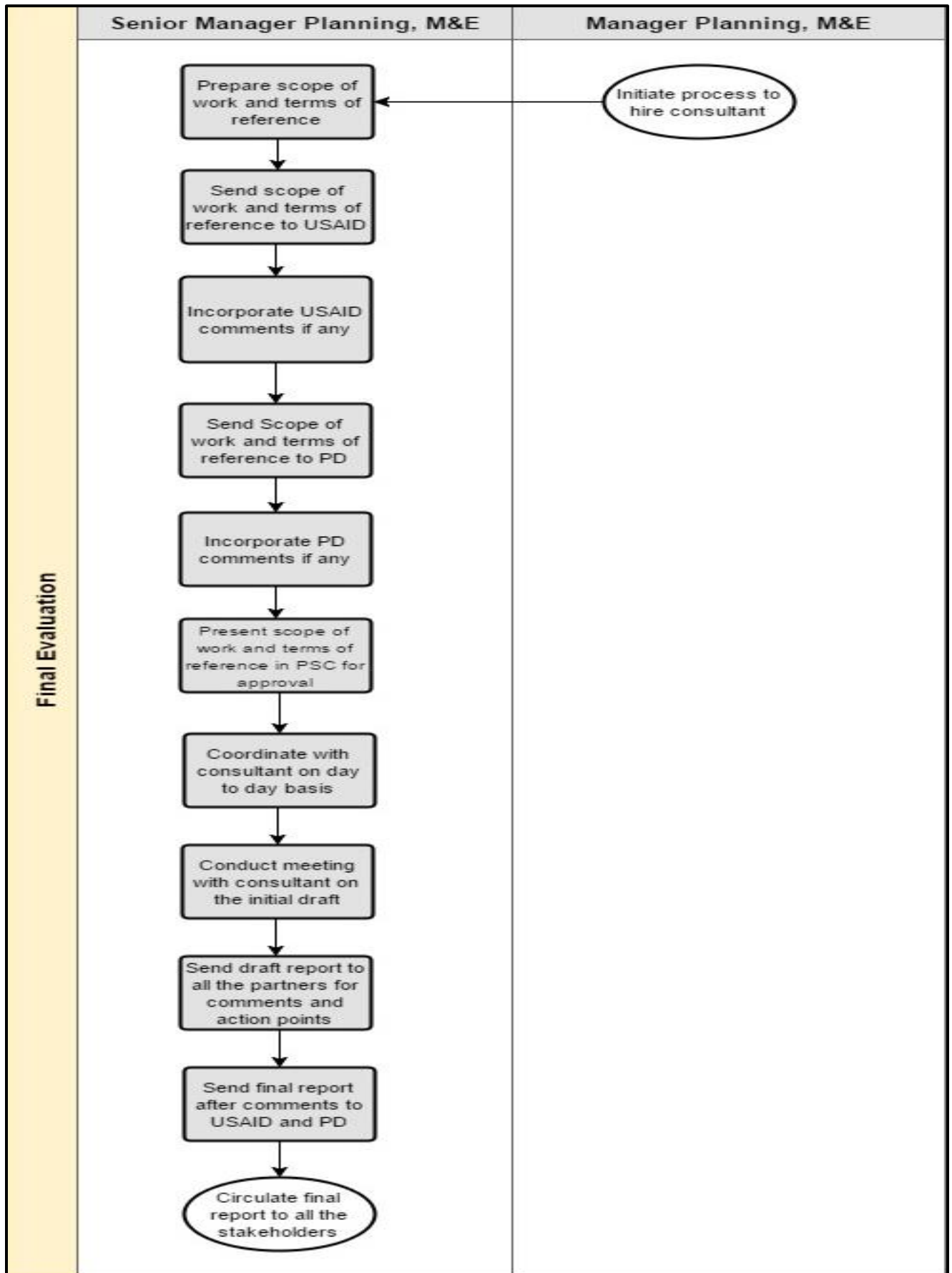
Policies:

- Final Evaluation should be conducted through third party consultants.
- Consultants should be hired by following all procurement rules that apply.
- Scope of work and terms of reference should be defined after internal consultation.
- Scope of work and terms of reference should be reviewed by PD PMIU and approved by PSC.
- Senior Manager Planning, M&E should be the focal person from PMIU.
- Primary finding meeting should be made with consultant by Senior Manager Planning, M&E and PD PMIU.
- Draft evaluation report should be discussed in partners meeting to take initial feedback.
- Comments should be received from partners in writing with action points.
- Final report should be circulated by Senior Manager Planning, M&E to all stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Initiate process to hire consultants.	Manager Planning, M&E
2.	Prepare scope of work and terms of reference.	Senior Manager Planning, M&E
3.	Send scope of work and terms of reference to USAID.	Senior Manager Planning, M&E
4.	Incorporate USAID comments if any.	Senior Manager Planning, M&E
5.	Send scope of work and terms of reference to PD.	Senior Manager Planning, M&E
6.	Incorporate PD comments if any.	Senior Manager Planning, M&E
7.	Present scope of work and terms of reference in PSC for approval.	Senior Manager Planning, M&E
8.	Coordinate consultant on day to day basis.	Senior Manager Planning, M&E
9.	Conduct meeting with the consultant on the initial draft.	Senior Manager Planning, M&E
10.	Send draft report to all the partners for comments and action points.	Senior Manager Planning, M&E
11.	Send final report after comments to USAID and PD.	Senior Manager Planning, M&E

Step	Procedure	Responsibility
12.	Circulate final report to all the stakeholders.	Senior Manager Planning, M&E



10. Training for M&E Team

Regular trainings should be provided to M&E section and for this Annual Training Program should be prepared. Training need assessment should be made at the time of annual appraisal of employee in accordance with Human Resource policies. Based on training need assessment Annual Training Program should be prepared before the start of year and duly approved by PD PMIU.

Policies:

- Annual Training Program (ATP) should be prepared on all annual basis.
- ATP should be based on training need assessment, of each employee.
- ATP should be prepared at the start of each year.
- ATP should be prepared by Senior Manager Planning, M&E and approved by PD PMIU.
- ATP should be reviewed at mid of the year to update any new requirement.

Annual Training Program

Employee	Designation	Training Required	Estimated Cost	Month

11. M&E Dissemination Framework

M&E Dissemination Framework describes M&E section products, their frequency, time lines and audience.

S. No.	Deliverable	Frequency	Timeline	Responsibility	Audience
1.	Annual Work Plan	Annual	October 01	Senior Manager Planning, M&E	I. PD PMIU II. Deputy PD PMIU III. M&E section PMIU
2.	SBEP Monthly Progress Report	Monthly	15 th of next month	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs VI. M&E Focal Group and VII. Other stakeholders.
3.	PC-III Report	Monthly	15 th of next month	Senior Manager Planning, M&E	I. Secretary SELD II. Chairman Planning & Development Board
4.	SBEP Quarterly Progress Report	Quarterly	Within 25 days after submission of implementing partners reports	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs VI. M&E Focal Group and VII. Other stakeholders.
5.	Pak Info Reporting	Quarterly	After data call by COR/AORs in given deadline	Senior Manager Planning, M&E / PD PMIU	N/A
6.	SBEP Annual Progress Report	Annual	Within 25 days after submission of implementing partners reports	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs VI. M&E Focal Group and VII. Other stakeholders.
7.	SBEP Quarterly Monitoring Report	Quarterly	Within 30 days after sharing of partners Quarterly	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs

S. No.	Deliverable	Frequency	Timeline	Responsibility	Audience
			Progress Report		VI. M&E Focal Group and
8.	Evaluation reports	Mid of Program / End of Program	N/A	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs

12. Annexure

Annexure-1- Annual Work Plan-(AWP):

Deliverable / Activity	Responsibility	October-20XX				November-20XX				December-20XX				January-20XX			
		W-1	W-2	W-3	W-4	W-1	W-2	W-3	W-4	W-1	W-2	W-3	W-4	W-1	W-2	W-3	W-4

Annexure-2- PC-III Report:

**PC-III
(B)
Form
(Revise
d -
2005)**

Government of Pakistan
Planning Commission

Implementation of Development Projects
(To be furnished by 5th day of each month)

1 Name of the Project: Program

USAID – Sindh Basic Education

2 Financial Status

i) PSDP allocations for the current year

PKR _____ million for operational expenses of PMIU

ii) Current quarter requirements as per cash plan

PKR 0.00

iii) Releases during the month

PKR 0.00

iv) Expenditure during the month

PKR 0.00

3 **Physical Status**

Physical achievements during the month under report

S.N	Items	Unit	Quantities

4 Output Indicators

5 Problem/Bottlenecks
in Projects
Implementation

- | | |
|---|--|
| <input type="checkbox"/> Ban on Recruitment | <input type="checkbox"/> Law & Order |
| <input type="checkbox"/> Delay in Consultants Appointments | <input type="checkbox"/> Situation Management |
| <input type="checkbox"/> Lack of coordination between Fed/Provincial Govts. | Capacity Non Existence of PMUs |
| <input type="checkbox"/> Land Acquisition | <input type="checkbox"/> Intra-Departmental Problems |
| <input type="checkbox"/> Turn over PD/Staff | <input type="checkbox"/> Procurement problems |
| <input type="checkbox"/> Concept & Design Problems | <input type="checkbox"/> Contractor's Problem |
| <input type="checkbox"/> Delay in Release of Fund | <input type="checkbox"/> Others |

Annexure-3- Desk Monitoring Sheet:

Indicator	Implementing Partner	Quarter	Target	Progress	Variance	Variance in %

Annexure-4- Sampling Scale:

Sampling process is dependent on the means of verification required for validation of an indicator. In some cases it is simply a document and does not require any sampling. Only where large numbers are involved that sampling is invoked. An example can be 4000 teachers trained.

Sampling in case of large numbers can be indicative or representative. In case of the former, a reasonable large number (not less than 30) should be used. In case of representative sampling for larger numbers sample sizes will have to be calculated using various confidence levels and margins of errors. Normally when the population exceeds 20000 the representative sample at 95% confidence level and 5% margin of error is 384 and at 90% confidence level and 10% margin of error it is 281. For population sizes below 20000 the numbers would be smaller and can be calculated through any of the sample calculators for sample size given online.

As samples have resource implications representative sampling should be done only where they can be afforded. The best option is to use them for annual monitoring and summative evaluations. For quarterly monitoring and formative evaluations sample should be large to enough to be indicative of the situation. Eventually it will be a judgment based on ground situation.

For representative sampling a 90% confidence level and 10% margin of error are acceptable if the larger samples with higher confidence levels and lower margins of errors are expensive to pursue.

Table below shows values of representative sampling for various populations at two different confidence level and margin of errors. This can be used as a guideline.

Population (Unit: Schools, NFE Centers, Individuals, Libraries etc.)	Sample Size- Minimum 90% confidence level 10 % MOE	Sample Size 95% confidence level and 5% MOE
Below 9 or 9	All reported units	All reported units
10	9	10
100	41	80
500	60	218
1,000	64	278
5,000	67	357
10,000	68	370
20,000 and above	68	377

Note: Cost effectiveness must be considered while selecting sample whereas nature of indicator must also be taken into account.

Annexure-5- Field Visit Plan:

Sindh Basic Education Program Quarterly Field Monitoring Visit Plan For the Quarter – XXXXX Field Visit Plan

1. Introduction:

Under SBEP, it is the mandate of PMIU to carry out a quarterly monitoring visit to target districts of the program to validate and verify data reported by implementing partners against indicators defined in the Logical Framework of SBEP M&E plan. To meet this mandate, PMIU M&E team is planning their XXX Field Monitoring Visit to visit intervention areas in districts XXXXXXXX selected on sample basis.

2. Objective of Visit:

The objectives of the visit are:

1. To carry out monitoring of selected project activities and indicators as laid in the logical framework and reported by implementing partners for the quarter XXXXXXXX.
2. Identify any outstanding impacts associated with the selected progress indicators and recommend mitigation measures where required.

3. Scope of Work:

Mapped to the SBEP M&E indicators, the scope of field monitoring visit will be to observe interventions reported in the quarter XXXXXXXX by SBEP Partners (SRP, CMP, SCDP, Halcrow/PMIU).

1. To observe schools constructed /handed over and under construction by SBEP in selected districts.
2. Track the progress of learning and teaching environment/materials and trained teachers and material provided/distributed to schools.
3. To observe the status of libraries established and refurbished during the period.
4. To monitor development of School Improvement Plan and Community Mobilization Plan and their implementation.
5. To get feedback on training of SMC/community members trained on enhanced accountability and school governance.
6. To observe the implementation of ICTs Training at in-school and out of school level in target districts.

4. Period of Visit:

Visit will be for XXX days, **Month date** to **Month date, year**.

5. Sampling:

Sampling for districts has been made on following basis:

1. Construction schools' presence in the districts.
2. SRP, CMP and SCDP interventions in place in the selected districts.
3. Data against indicators as reported by implementing partners for the quarter XXXXX.

Sampling or selection of schools is made on following basis:

1. Schools were selected from all four categories, i.e. a. construction schools, b. SRP interventions, c. CMP interventions, d. combined interventions, and SCDP interventions.
2. Schools were selected randomly with confidence level where appropriate and confidence interval and on the basis of data reported by partners against SBEP M&E indicators.
3. Gender sensitive selection was made i.e. Boys, Girls and Mixed schools.
4. Each sample selected represents a combination of Primary, Middle and High schools.

A complete list of schools selected and to be visited has been prepared by PMIU based on information provided by partners which is for the internal use of PMIU teams during the monitoring.

6. Teams:

Two teams have been mobilized with combination of PMIU and SCDP M&E team members:

S. No.	Team	Team Member
1.	Team-A	1. Mr. XXX 2. Mr. XXX 3. Mr. XXX
2.	Team-B	1. Mr. XXX 2. Mr. XXX 3. Mr. XXX

7. Data Collection Tools:

Data collection tool have been prepared based on the scope of work. The tools include;

1. SBEP-Tool-1-Basic School Information
2. SBEP-Tool-2-School Improvement Plan
3. SBEP-Tool-3-Social Mobilization Plan
4. SBEP-Tool-4-Training on Accountability
5. SBEP-Tool-5-Libraries Constructed
6. SBEP-Tool-6-ICT Training
7. SBEP-Tool-7-Teacher Training and Learning Material
8. SBEP-Tool-8-Construction School
9. SBEP-Tool-9-EMO Schools

8. Field Schedule:

S. NO.	Date	Day	District	Teams
1.			Travel to Districts	
2.				Team A Team B
3.				Team A

				Team B
4.				Team A Team B
5.				Team A Team B
6.			Travel to Karachi	Team A Team B
			Share draft report with partners	
			Comments from Partners	

Annexure-6- Field Resource Plan:

Sindh Basic Education Program
Quarterly Field Monitoring Visit Plan
For the Quarter - XXXXX
Field Resource Plan

Visit Period	From	To
Number of Days		
Number of Staff		
District		
Team Leader		

Travelling and Transportation		Unit	Rate	Amount
1	Mode of Transportation (XXXXXXXX)			
2	Diesel Requirement (PMIU Vehicle)			
Accommodation, Boarding, Lodging and Transportation				
1	Accommodation Required (Hotel / Guest House / Private)			
2	Rooms Required (XXX rooms for XXXX days @ XXX rate)			
4	Lunch + Dinner + Breakfast (XX Persons for XX Days @ XXX per days)			
5	Laundry, Refreshment , Others (8 Persons for 12 Days @ 250)			
Travelling / Daily Allowance, Per DIEM				
1	Travelling Allowance (XXXXX)			
2	Daily Allowance (XXXXX)			
5	Per DIEM (XXX @ XXXXX)			
6	Others			
	Total			

Annexure-7- Indicator Progress Sheet:

Indicator	
Reference Number	
Quarter	
Target	
Progress	
Variance	
Variance in %	

Annexure-8- Program Completion Report:

PCR – 01
(Revised-2010)

GOVERNMENT OF PAKISTAN
PLANNING COMMISSION

PROJECT COMPLETION REPORT

(PC – IV PROFORMA)

To be furnished immediately after completion of the project regardless the project accounts have been closed or not.

1.	Name of the Project/Program/Study		
	Location		
2.	Sector		
	Sub-Sector		
3.	Sponsoring Ministry/Agency		
4.	Executing Agency (s)		
5.	Agency for Operation & Maintenance after Completion		
6.	Date of Approval & Approving Forum (DDWP/CDWP/ECNEC/PDWP/Other)		
	• Original		
	• Revised		
7.	a) Implementation Period	Date of Commencement	Date of Completion
	• As per PC-I		

	• Actual					
	b) Extension(s) in the Implementation Period (if any)	Date	Period (Months/Days)			
		•	•			
		•	•			
		•	•			
(Rs. Million)						
8.	Capital Cost	PC-I Cost (approved)		Actual Expenditure		
		Local	FE/Loan/ * Grant	Total	Local	FE/Loan/ * Grant
	• Original					
	• Revised					
* Clearly specify the source and mention exchange rate						
(Rs. Million)						
9.	Financing of the Project	Local	FE/Loan/* Grant	Total		
	• Federal Share					
	• Provincial Share					
	• Donors/Others					
	Total:					

*Mention the Rupee exchange rate, if applicable.

10. Project Accounts

a) Nature of Account	Type	Date of Opening	Lapsable/ Non-lapsable
	PLA		
	Assignment Account		
	Current Account		
	Saving Account		

	Other		
b) Status of Account	• If closed, mention the date		
	• If not closed, mention reasons thereof & tentative closure date		

11. Financial Phasing as per PC-I and Expenditure

(Rs. Million)

Year	PC-I Phasing		PSDP Allocation		Releases		Expenditure	
	Total	FE/Loan/* Grant	Total	FE/Loan/* Grant	Total	FE/Loan/* Grant	Total	FE/Loan/* Grant
	2	3	4	5	6	7	8	9
1								
Total								

* Clearly specify the source

12. Physical Targets and Achievements

S. No.	Items (as per PC-I)	Unit	Quantity	Actual * Achievements

* Attach/Annex detailed information for each item separately

13. Item-wise Planned & Actual Expenditure

(Rs. Million)

S. No.	Items (As per PC-I)	PC-I Estimates			Actual Expenditure		
		Total	Local	FEC	Total	Local	FEC
	Total:						

14. Recurring Cost after Completion of the Project

(Rs. Million)

S. No.	Components	PC-I Estimates*			Actual Expenditure*		
		Total	Local	FEC	Total	Local	FEC
	Total:						

* Mention source and agency responsible for financing the recurring cost after completion of the project

15. Achievement of Objectives

S. No.	As Contained in the PC-I	Actual Achievement*

* Attach/Annex detailed information for each objective separately. In case of not achieving the objectives fully/partially, indicate reasons thereof

16. Year-wise Income from Services/Revenue Generation

(Rs. Million)

S. No.	As Estimated in the PC-I	Actual

17. RBM Indicators as given in the PC-I

S. No.	Input	Output	Outcome		Targeted Impact
			Baseline Indicator	Targets after Completion of Project	

18. List of Project Directors (PDs) till Completion

S. No.	Name & Designation	From	To

19. Responsibility/Ownership of Assets (Procured/Acquired/ Developed) after Completion of the Project

- a) Indicate Agency
- b) List of Assets (Moveable/Immoveable)

20. Impact after Completion of the Project

- a) Financial
- b) Economic
- c) Technological

- d) Social (Education, Health, Employment, Area Development, etc.)
- e) Environmental
- f) Any other

21. Mechanism for Sustainability of Activities after Completion

Indicate mechanism how the project activities will be continued on sustainable basis

22. Financial/Economic Analysis

S. No.	Components	As Per PC-I	After Completion
a)	Financial		
	Net Present Value (NPV)		
	Benefit Cost Ratio (BCR)		
	Internal Financial Rate of Return (IFRR)		
	Unit Cost Analysis		
b)	Economic		
	Net Present Value (NPV)		
	Benefit Cost Ratio (BCR)		
	Internal Economic Rate of Return (IERR)		

23. Issues Faced during Implementation

- a) Organizational Management
- b) Capacity of the department concerned
- c) Decision making process
- d) Any other

24. Lessons learned

- a) Project identification
- b) Project preparation
- c) Project approval
- d) Project financing
- e) Project implementation

25. Suggestions for Future Planning & Implementation of Similar Projects

Submitted by:

Signature

**Name &
Designation**

Telephone No.

E-mail Address

Date

Government of Pakistan

Planning Commission

To be furnished by 31st July of each years for 5 years after completion of Project indicating Projects operational results during the last financial year.

1. Name of the Project:
2. Objectives & scope of project as per approved PC-I and state as to what extent the objectives have been met:
3. Planned and actual recurring cost of the project, with details:
4. Planned & actual manpower employed:
5. Planned and actual physical output of the project:
6. Planned and actual income of the project:
7. Planned and actual benefits to the economy:
8. Planned and actual social benefits:
9. Planned and actual cost per unit produced/sold:
10. Marketing mechanism:
11. Arrangement for maintenance of building & equipment.
12. Whether output targets as envisaged in the PC-I have been achieved. If not, provide reasons:
13. Lessons learned during the year in:
 - Operation
 - Maintenance
 - Marketing
 - Management
14. Any change in project management during the year:
15. Suggestions to improve projects performance:



USAID
FROM THE AMERICAN PEOPLE



Program Management and Implementation Unit

Sindh Basic Education Program

Financial Management System Policies and Procedure manual

Code **PMIU_PPM_004**
Version **1.0.0**
Custodian **Program Manager – Support Services**

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Acronyms

AA	Administrative Approval
AG	Accountant General
AGP	Auditor General of Pakistan
APPM	Accounting Policies and Procedure Manual
ASP	Assessment and Strengthening Program
BC	Budget Committee
CFY	Current Financial Year
CGA	Controller General of Accounts
DAO	District Accounts Officer
DDO	Drawing and Disbursing Officer
DPD	Deputy Program Director, SBEP
EAD	Economic Affairs Division
FAA	Finance, Accounts and Administration
FAO	Finance and Accounts Officer
FD	Finance Department Sindh
FM	Financial Management
FCY	Foreign Currency
FY	Financial Year
GL	General Ledger
GoS	Government of Sindh
GRN	Goods Received Note
LCY	Local Currency
MoF	Ministry of Finance
M&E	Monitoring & Evaluation
NAM	New Accounting Model
NBP	National Bank of Pakistan
OIE	Office of Infrastructure and Engineering
PC	Procurement Committee
PC-I	Planning Commission Proforma-I
P&DB	Planning and Development Board, Sindh
PD	Program Director, SBEP
PDWP	Provincial Development Working Party
PIFRA	Project to Improve Financial Reporting and Auditing
PILs	Project Implementation Letters
PMIU	Program Management and Implementation Unit
PM	Program Manager
PM-SS	Program Manager Support Services
PSC	Program Steering Committee
PSDP	Public Sector Development Project
SAE	Schedule of Authorized Expenditure
SAP	System Application Product
SBEP	Sindh Basic Education Program
SBP	State Bank of Pakistan
SELD	School Education & Literacy Department
SoE	Statement of Expenditure
SS	Support Services
TO	Treasury Officer
TOR	Terms of Reference
USAID	United States Agency for International Development
W&S	Works and Services Department

1. The Manual

This Manual for Financial Management therefore establishes policies and procedures for all the accounting and financial matters undertaken by PMIU under GoS and USAID-funded Sindh Basic Education program (SBEP), following Sindh Delegation of Power Rules, Accounting Policies and procedure Manual, Handbook of Accounting Guidelines, and Sindh Public Procurement Rules, 2010. Accordingly, the purpose of this manual is to provide guidance common to all categories of financial and accounting matters.

1.1. Scope, Purpose and Objective

Sindh Basic Education Program is managed through a Program Management and Implementation Unit (PMIU) as provided in the approved PC-I of the Program. This Manual will ensure implementation of the SBEP in a systematic, transparent and accountable manner. The processes and procedures laid in this Manual focus on the PMIU and related implementing partners in the Provincial Government.

The purpose of this Manual is to provide required assistance and guidelines in the management of Accounting and Finance and outline the policies and procedures laid down by the authorities of this program and the Government. This manual also provides a step-by-step guidelines to the Finance and Accounts officials of PMIU-SBEP, engineers, contractors, and their respective advisors to understand general policies and procedures concerning the Finance and Accounts matters.

It is to serve as a code of conduct as well as determine the role of actors involved in this program. The manual has been designed in compliance with the laws, rules, guidelines and policies governing the financial management in the provincial Government. This manual will serve as a guide and on-going reference to streamline the day to day working and monitoring and tracking the financial and management activities of the program.

It will serve as the Standard Operating Procedure (SOP) in relation to comprehensive reference of policies, procedures and general information concerning the operations of the Program Management and Implementation Unit (PMIU) of Sindh Basic Education Program.

1.2. Responsibility and Authority

This manual is the property of the SBEP. The Manager FAA Head of the Finance Section in the PMIU of the Program is responsible for safeguarding and implementation of the Financial Management Manual under the supervision of PM-SS who is responsible to maintain and keep the manual updated as and when required.

1.3. Approval, Revisions and Updates in the Manual

Program Steering Committee is the forum for approval of this Manual and any subsequent changes made in this manual.

The policies and procedures contained in this manual are subject to modification. The PMIU is responsible for any revisions, deletions and additions in the manual, in accordance with the required needs. Any changes/revisions in the manual is given in Section 3 of this manual.

The updates are to be communicated to the users via official e-mail or otherwise as well. Upon receipt of new or revised information, the user can print and insert the replacement pages

with the superseded pages. New or revised policies and procedures become effective when issues unless otherwise specified.

2. Document approvals

Name and Designation	Ref to the section where change is required	Suggested Changes	Signature and Date	Comments of Sectional head	Approval of PD

3. Revision history

Date	Revision no.	Change	Reference sections
20-Jan-2016		New policies/procedures document	-

4. Definition

- a. **Accounts Office:** Government accounting office functionally and administratively (in most cases) under Controller General of Accounts, making payments on behalf of government departments carrying out accounting and pre-auditing. Typically include District Accounts Offices and Accountant Generals.
- b. **Accounting Period:** Time period over which financial statements are prepared, normally a year, quarter or a month.
- c. **Accounting Policy:** A set of specific rules and procedures which define how a particular transaction will be treated and accounted for in the books of accounts.
- d. **Accounting Record:** Any document upon which accounting transactions are recorded or any other document issued or used in the preparation and processing of accounting transactions.
- e. **Advance:** An amount paid to a supplier / contractor for the purpose of securing delivery of goods or services. The amount is paid at the outset of procurement process against security generally in the form of a bank guarantee.
- f. **Annual Financial Statements:** A set of financial reports produced after the close of financial year to conform to regulatory requirements or best practices.
- g. **Appropriation:** An allocation of funds to a spending ministry/department on the basis of Schedule of Authorized Expenditure authenticated under Constitutional procedure.
- h. **Approval:** Permission given by an authority or a delegated authority to undertake a particular action such as incurring expenditure.
- i. **Asset:** Future economic benefits controlled by the entity as a result of past transactions or other past events.
- j. **Assignment Account:** A separate bank account opened in favor of a delegated authority in National Bank of Pakistan into which funds are released for specified purposes.
- k. **Attached Department:** A department which has direct relation with a Division and has been declared as such by the Federal Government in Rules of Business and represented in the Chart of Accounts entity code.
- l. **Authorization:** Approval given by an authority or a delegated authority for a particular payment to be made. In the context of Budget, the process of passing the Annual Budget Statement through the legislature for approval.
- m. **Budget:** A statement of estimated receipts and expenditure for a financial year referred to as the Annual Budget Statement.
- n. **Capital Expenditure:** For budget purposes, expenditure met from capital receipts, as Expenditure given by a particular grant number in the Chart of Accounts. In accounting terms, expenditure incurred for the purpose of acquiring, constructing or enhancing physical assets or on schemes of capital outlay, as given by the object code in the Chart of Accounts.
- o. **Cash Accounting:** A method of accounting that records cash payments and cash receipts only.

- p. **Cash Balance:** Amount held in a particular bank account at any point in time.
- q. **Cash Flow:** Net movement in cash over a particular reporting period given by the sum of payments and receipts.
- r. **Cash Flow Statement:** A financial report showing the net movement in cash over a particular reporting period (how and where the cash has been applied and from where it has been received).
- s. **Cash Flow Forecast:** An estimate made of likely future cash flows based on historical patterns of expenditures and receipts, knowledge of expected payments (commitments) and collections (demands), and changes in Government policy and other factors.
- t. **Certification:** A process undertaken by the delegated officer to verify (proper approval and validity) and audit (scrutiny against irregularities) a financial transaction before or after occurrence.
- u. **Chart of Accounts:** A listing of codes issued by CGA on the basis of which accounting transactions are classified to provide meaningful financial information.
- v. **Clearing Account:** A type of General Ledger account which is used to transfer a balance from one entity or process to another (includes exchange and settlement accounts).
- w. **Commitment:** An obligation to make a future payment, the funds for which are reserved against the allocated budget of an entity on memorandum basis.
- x. **Consolidated Fund:** All revenues received by the Federal/Provincial Government, all loans raised and all moneys received in repayment of any loan by that Government.
- y. **Control Account:** A type of general ledger account which summarizes a number of transactions from a subsidiary ledger into a single balance. Cash Accounting: A method of accounting that records cash
- z. **Delegated Authority:** An officer formally empowered by the responsible authority to perform a particular function.
- aa. **Development Expenditure:** Expenditure provided in grants relating to development projects undertaken to acquire, build or improve physical assets or develop human resources.
- bb. **Direct Credit:** A facility provided by the banks which allows salaries and other employee related payments to be made directly into the bank accounts of those persons without the need for an exchange of physical cash or cheques.
- cc. **Double Entry System:** A system of recording accounting transactions which requires all journal entries (inputs) to the General Ledger to be in balance, i.e. total debits equal total credits individually and collectively.
- dd. **Entity:** An organizational unit of Government from an accounting angle that prepares its own financial statements.
- ee. **Equity:** An accrual accounting concept defined as the residual interest in assets of an entity after the deduction of all its liabilities.
- ff. **Expense:** In terms of accrued accounting, a decrease in future economic benefits in the form of reduction of assets or increase in liabilities of the entity, other than those relating to distributions to Government as owner, that result in a decrease in equity. In terms of cash and modified cash accounting, outflow of cash arising as a result of payments issued in a given

reporting period. It is also called the expired cost of an asset when benefits have been received and ended.

- gg. **Financial Year:** Financial year commencing from July 1st and ending June 30th, consisting of twelve monthly periods.
- hh. **Fixed Assets:** Assets characterized by their long-term or strategic purpose (more than a year) e.g. plant and equipment, buildings etc. In government accounting, assets are not capitalized and are cashed out at the time of acquiring; however, a memorandum entry is recorded.
- ii. **Function:** An element used in the Chart of Accounts, which provides financial information on particular economic activities according to the Government classification scheme.
- jj. **Fund:** A pool of money set aside and used for an intended purpose as provided by legislation or special orders.
- kk. **Funds Available:** A term used in budgetary control to describe the remaining budget allocated to an entity, after deducting outstanding commitments and actual payments.
- ll. **General Ledger:** Primary ledger in which accounting transactions are recorded in double entry format and from which financial reports are produced.
- mm. **Grant:** Funding provided to a Ministry or Department through the Schedule of Authorized Expenditure.
- nn. **Internal Controls:** A term used to describe the system of checks and balances to ensure that objectives of an organization are achieved economically, efficiently and effectively; there is adherence to laws, rules, policies and procedures, reliability of financial and other management information being generated, appropriate steps are taken for protection against fraud and for safeguarding of assets.
- oo. **Journal Entry:** A chronological record of accounting transactions with appropriate narration about the nature of transaction explaining the debits and credits. Information from the journal is posted to the General Ledger containing accounting transactions used in the double-entry recording system.
- pp. **Liability:** Future sacrifices of economic benefits controlled by the entity as a result of past transactions or other past events.
- qq. **Memorandum:** An account maintained separately. Information recorded in memorandum accounts is used to provide supplementary information to the Financial Statements. Assets, liabilities and commitments are recorded on memorandum basis.
- rr. **Modified Cash:** A method of accounting in which all cash payments and receipts are recorded in the main accounts whereas certain assets and liabilities/commitments that are recorded outside the main accounts in a memorandum form.
- ss. **Object:** Chart of Accounts element used to describe purpose of expenditure e.g. salaries, travel, transport etc.
- tt. **Obligation:** Legal requirement to honor terms of a contract rather than the term "commitment" which is used in its accounting context.
- uu. **Public Account:** Defined in Article 78 of the Constitution, as all other money received by or on behalf of the Federal Government, other than the Consolidated Fund, or deposited with the

Supreme Court or any other court established under the authority of the Federation. The funds in public account are also called trust funds.

- vv. **Receipt Voucher:** A form containing the particulars of receipt. It also serves as an evidence for audit purposes.
- ww. **Recognize:** Reported on, or incorporated in amounts reported on the face of the financial statements of the entity.
- xx. **Reconciliation:** A process of substantiating/tallying recorded financial information against an alternative source of data (e.g. bank reconciliation, reconciliation between accounts offices and spending departments).
- yy. **Statement of Revenues and Expenditure:** A financial report consisting of balances of revenues and expenditures for an entity over a given reporting period.
- zz. **Revolving Fund Accounts:** Foreign Currency Assignment Accounts opened at the National Bank of Pakistan by Project Authorities for Foreign Donor money.
- aaa. **Supplementary Budget:** Additional budget statement laid before Parliament, where funding for an existing service is insufficient or the need for a new service has arisen which was not included in the original budget.
- bbb. **SAP:** Systems Applications Products. A software used by accounting offices under the Controller General of Accounts, Government of Pakistan for accounting and financial reporting and generation of related reports.

5. Introduction

Under Kerry-Logger Bill, the Government of US has committed to work with GoP /GoS to improve the education sector in the areas affected by the floods / torrential rains, in Sindh in year 2010. Considering the damages to the schools in the various districts and in the selected towns of the Karachi, the USAID committed to provide an aid of US \$81 million for construction of new and bigger schools for enhancing accessibility and quality of the education for the poor / marginalized communities in those areas.

For this purpose both governments have signed an Activity Agreement for execution of the program through a well-established Program Management Implementation Unit (PMIU) to be funded through GoS counterpart fund.

5.1. Objective of the program

Through a partnership between USAID and the Government of Sindh (GoS) aims to achieve "increased and sustained student enrollment in primary, middle and secondary schools and provide improved infrastructure in various geographical locations in Sindh". The objective of the Sindh Basic Education Program (SBEP) is to manage and implement the program and monitor the construction of schools in the eight programmed districts severely affected by the floods during 2010 in the Sindh Province:

- Jacobabad
- Shahdadkot @ Kamber
- Karachi (Lyari, Kemari, Orangi, Gadap, and Bin Qasim Towns)
- Kashmore @ Kandhkot
- Larkana
- Sukkur
- Khairpur
- Dadu

5.2. Components of the program

- a. Construction of schools affected by 2010 floods;
- b. Support to Government of Sindh (GOS) Policy Reforms to merge, consolidate and upgrade schools through construction of schools;
- c. Improvement in early grade reading in primary schools;
- d. Community mobilization with a focus on increasing girls enrolment and improving nutritional status of children;
- e. Technical assistance to the Department of School Education & Literacy;
- f. Monitoring & Evaluation and
- g. School Construction Design and Construction Management & Supervision.

5.3. SBEP Funding Streams

There are two funding streams available to the PMIU, for implementing the PC-I of the program, duly approved by the provincial and federal forums and authenticated by ECNEC.

5.3.1. USAID Grants

Under the Government to Government (G2G) mechanism agreed between Government of Sindh and USAID/Pakistan in the shape of an "Activity Agreement" the USAID has committed to provide US\$81 million (approx. Rs: 7,047 million @ US\$1:87PKR) to GoS for construction

activities. The money will be used only for school construction works. The USAID funds shall be managed through **Assignment Account (FCY)**.

Summary of year wise cost estimates of USAID grants is given in the table below:

Table – 1:

Financial Year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	US\$ in million
Program Year	1	2	3	4	5	6	7		Total
Reconstruction flood schools	-	-	-	3.62	20.95	15.64	2.5		42.71
Consolidation, upgrade and merge school construction	-	-	4.3	20.2	13.07	-	-		37.57
Total	-	-	4.3	23.82	34.02	15.64	2.5		80.28

5.3.2. GoS Counterpart Funds

GoS has committed to provide US\$10 million (approx. Rs: 870 million @ US\$1:87PKR) as the capital, recurring / revenue and other costs of the establishment of the PMIU required to manage and implement the construction work and procurement of furniture, fixtures, equipment, books etc.

The GoS funds shall be managed through Assignment Account.

Summary of cost estimates of GoS counterpart funds (physical assets and operating costs), consulting services and non-salary capital and operating costs are given in the table below.

Table – 2:

Financial Year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019*	2019-2020	Rs. in million
Program Year	1	2	3	4	5	6	7		Total
Project management & implementation	11.23	28.77	213.21	246.51	241.97	222.60	100.00	507.1	870
Total	11.23	28.77	213.21	246.51	241.97	222.60	100.00	507.1	870

*The actual amount spent mentioned in this column is recorded as at March 2019.

5.3.3. Accounting Streams

- a. Assignment Account (FCY)
All USAID grants shall be managed through Special Assignment Account opened at the designated branch of the NBP with the permission of Finance Department GoS, Finance Division and Controller General Accounts, GoP.
- b. Assignment Account (LCY)
All GoS counterpart fund shall be managed through Assignment Account opened at the designated branch of the NBP with the permission of Finance Department GoS.

5.4. Program Steering Committee (PSC)

A Program Steering Committee (PSC) with representation from USAID for observing the Program and overall coordination among all GOS Departments is to be chaired by Secretary, School Education & Literacy Department.

5.4.1. Members of the PSC include

- a. Secretary, School Education & Literacy Department (Chair-person);
- b. Secretary, Planning & Development Board;
- c. Additional Secretary, Finance Department;
- d. Chief Program Manager, Reform Support Unit, School Education & Literacy Department;
- e. Deputy Commissioner (DC) of the concerned Department;
- f. Program Director, SBEP will act as Member / Secretary of the PSC; and
- g. Directors School Education & Literacy (Sukkur, Larkana, and Karachi)
- h. Representative of USAID / Pak will attend the meetings of the PSC as an observer and may contribute to the discussions.

5.4.2. Terms of reference of the PSC

Primary function of the Program Steering Committee is to take responsibility for the achievement of outcomes of the Program, overall coordination, and guidance on and approval of major business decisions.

The Program Steering Committee is responsible for:

- a) Monitoring and review of the program status, as well as providing oversight of the program deliverables rollout;
- b) Controlling program 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;
- c) Resolving program conflicts and disputes, reconciling differences of opinion and approach;
- d) Granting formal acceptance of program deliverables as reported through various progress reports;
- e) Granting acceptance/clearance to the sub-project PC-Is for placing in PDWP for formal approval; and
- f) Championing and building support for the Program

PSC may review, redefine, add or modify the above terms of reference in its meetings. PSC will meet on quarterly basis or as required. The Program Director SBEP facilitates the PSC meetings. Program Director, SBEP will be responsible for preparing Minutes of the PSC Meetings to be shared with the Chief Minister Secretariat, members of the Committee, all Program staff, and general public through the Program website.

6. Responsibilities

S. No.	Designation	Responsibilities / Expectations
1	Chairman P&DB	<ul style="list-style-type: none"> a) Recommendation of approval for PC-1 and sub PC-1s for the construction of schools b) Approval of provincial ADP schemes
2	Secretary Finance	Allocation and release of funds as per PC-1 and ADP Schemes
3	Secretary SELD	<ul style="list-style-type: none"> a) Review and approval of schemes below 60 million as Chairman DDWP b) Processing requests for budget allocations and sanction of funds c) Approval and execution of provincial ADP schemes and transfer of funds to Assignment account of PMIU.
4	Program Director	<ul style="list-style-type: none"> a) Ensure compliance to this policy/procedure manual b) Preparation, updating and implementation of PC-1 and sub-PC-1s c) Budget management with respect to salaries and operational expenses d) Financial reports to government e) Overall financial, accounting and contract management
5	Deputy Program Director	<ul style="list-style-type: none"> a) Assist PD in the implementation of financial policies and procedures provided in this manual b) Head Budget Committee in the PMIU c) Ensure utilization of the budgetary allocations as per PC-I and sub-PC-Is d) Supervisory role over financial management
5	PM-SS	<ul style="list-style-type: none"> a) Assist PD and DPD in the implementation of the procedure provided in this manual b) Person responsible for maintaining and updating this manual c) Supervisor of financial management in the PMIU
6	Managers Finance & Accounts	<ul style="list-style-type: none"> a) Abide by the guidelines set forth in this policy/procedure and undertake the financial management in accordance with the procedures set forth in this document. b) Manage Accounts, Financial Books and prepare and submit reports for review of higher authorities as may be required. c) Prepare annual financial plan for procurement plan d) Make payments, maintain vouchers/receipts as per given procedures

e) Prepare financial statement for the consideration of budget committee and submission to the SELD

6.1. Program Management and Implementation Unit (PMIU)

PMIU is established in the School Education & Literacy Department, Government of Sindh. PMIU is headed by a Program Director (PD) who reports directly to the Secretary SELD. PMIU will serve as the Secretariat of the PSC and PD as its Secretary. The PMIU management is also mandated to develop policies and procedures to ensure that its directives are followed. PD is assisted by a Deputy Program Director (DPD) and three Program Managers (PM) supervising different sections of the program:

- a) Schools Construction Design and Construction Management & Supervision;
- b) Learning, Reforms and Community Mobilization; and
- c) Support Services.

6.1.1. Terms of Reference / Functions of PMIU

Overall objective of the PMIU 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 PSC.

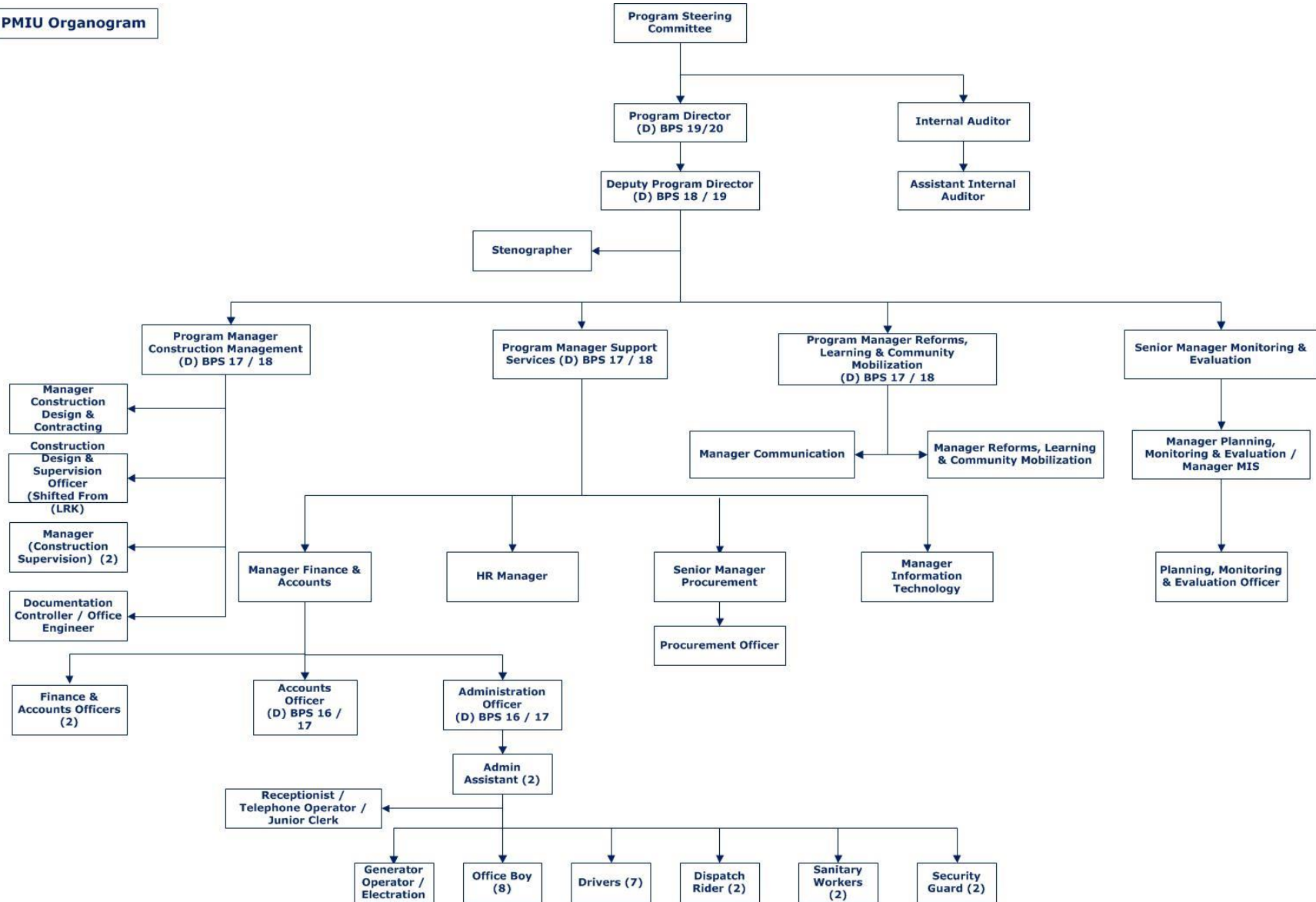
The PMIU is responsible for:

- a. Engaging with SBEP stakeholders on strategy and policy matters;
- b. Identifying windows of opportunity to further develop the Program and components; managing actively the scope of the Program according to changing strategic environment;
- c. Elaborating PC-I document guiding implementation at the individual component level;
- d. Appraising sub-project PC-Is within the mandate given by the Program Steering Committee;
- e. Working out frame works, regulations, policies, and procedures necessary for effective management of the Program, to be approved by PSC;
- f. Identifying schools for construction and/or up-gradation in accordance with agreed policies;
- g. Initiating and managing architectural design of schools and preparing procurement packages for contractors;
- h. Supervising construction in terms of timeliness, cost effectiveness, delivery, and quality of works;
- i. Introducing systems and procedures for Project Management Cycle as specified by USAID;
- j. Procuring or facilitating the procurement of services and other inputs to the interventions at component level;
- k. Approving the utilization of funds within the mandate given by the PSC;
- l. Monitoring progress and outcomes of all components under its jurisdiction and undertaking specified evaluations;
- m. Preparing quarterly & annual work plans and budgets as specified by the Project Monitoring & Evaluation System (PMES);
- n. Preparing monthly and quarterly progress reports as per PC-III format;
- o. Developing and implementing a quality plan for identification, design, and construction of sub-projects to ensure quality of work in line with agreed upon standards;
- p. Preparing a risk management framework to identify potential risks and risk response measures for active risk control;

- q. 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;
- r. Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention;
- s. Publicizing the achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers;
- t. Undertaking any other assignments as delegated by the PSC.

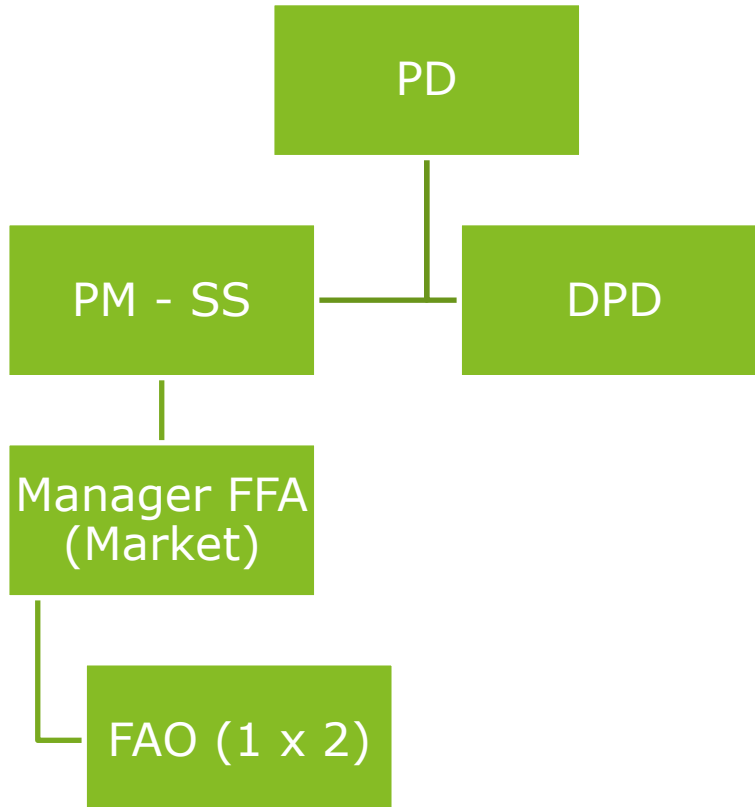
6.1.2. Organogram

PMIU Organogram



6.1.3. Finance Structure at PMIU

PD will enjoy full powers of Category-I Officer as well as DDO in the PMIU-SBEP. All financial powers as delegated by the Finance Department GoS will be exercised by the PD. Approval and sanction of the competent authority for such financial powers specifically not delegated to the PD shall be obtained invariably. Financial management activities in PMIU-SBEP will be headed by Manager Finance, Accounts and Administration (Manager FAA). He will be working under Program Manager Support Services (PM – SS). Manager FAA will be supported in PMIU by Finance and Accounts Officers (FAO).



7. Budget

For the purpose of the program government of Sindh and USAID have signed an Activity Agreement for execution of the program through a well-established Program Management Implementation Unit (PMIU) to be funded through GoS counterpart fund. For a proper budget management, the PMIU with the approval of PD shall form a Budget Committee as under:

- i. The DPD chair-person,
- ii. Program managers (all),
- iii. Senior Procurement Specialist, and
- iv. Senior Manager M&E.

Recommended terms of reference of Budget Committee is provided in **Annexure – I**.

The PC-I provides the annual allocations for this purpose as mentioned below:

7.1. GoS Counterpart Funding

a. Preparation

On receiving “The Budget Call Circular”, the DPD shall call the meeting of the budget committee to initiate the process for preparation of the budget for next financial year. The committee shall decide a calendar to be followed for various activities leading to the approval of the budget from PSC. Manager FAA shall prepare financial statement:

- i. The Manager FAA will issue a budget letter along with financial statement of the current year’s allocations, to all the sectional heads to prepare following statements:
 - Regular expenditure estimates for both revenue and development components for current year;
 - Excess/Surrender estimates for revenue and development components for the current year;
 - Revenue estimates for new financial year;
 - Proposed development schemes (ADP) for new financial year.
- ii. After the preparation of the above statements by the respective sections, the DPD shall call a meeting of the budget committee to finalize the Financial Statement of the PMIU;
- iii. The committee shall finalize the Financial Statement and submit it to the PD for his approval;
- iv. The PD shall request the chairperson PSC for convening the PSC meeting for review and approval of the budget of the PMIU;
- v. Upon review and approval budget estimates by PSC, the Budget estimates is sent to Additional Secretary (PDF), SELD.

Flowchart 1

BUDGET PREPARATION (LOCAL CURRENCY)

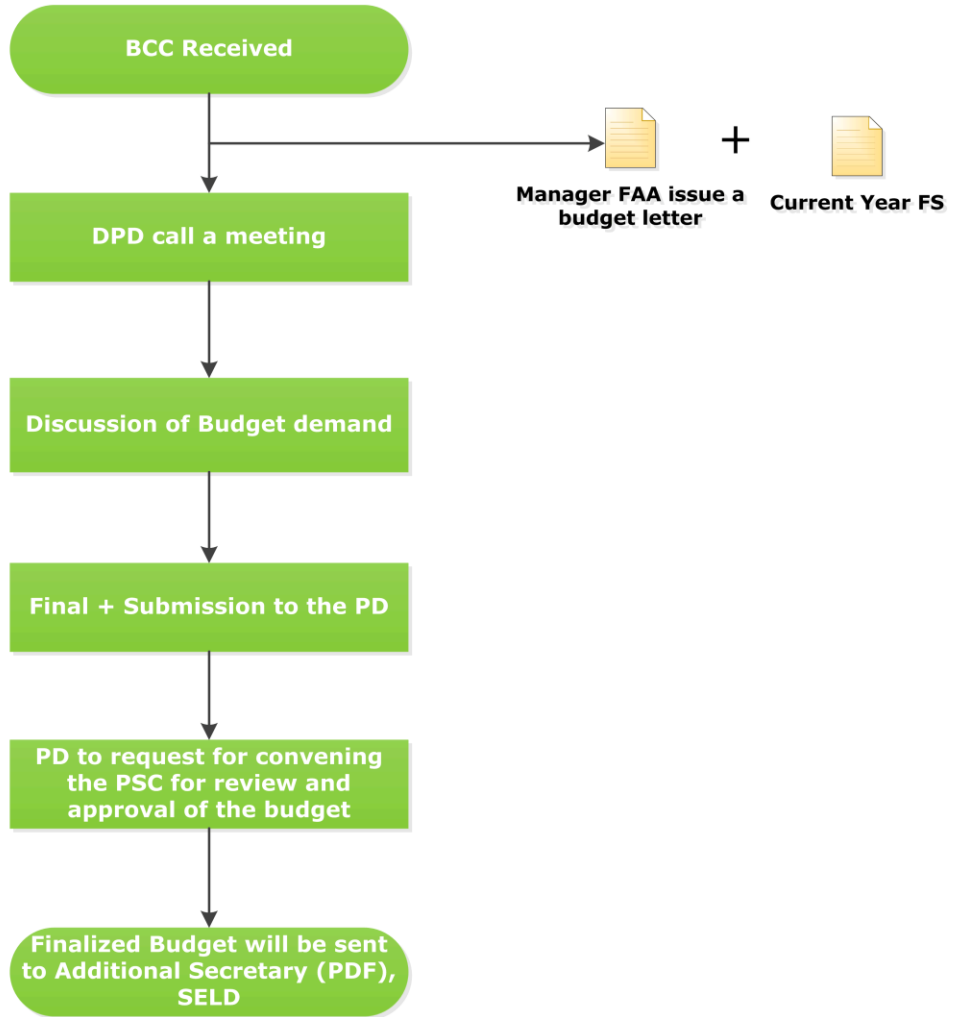


Chart of Budget Making Activities

S. No.	Activity	Responsible Person	Deadline of FD	Timeline for PMIU	Remarks
	1	2	3	4	5
1	Receiving of budget Call Circular	PD	15-Oct-17	-	
2	Manager FAA shall send budget Call circular along with financial statement of the current year	Manager FAA			
3	Budget review meeting	DPD			BC finalizes the calendar (Column 4) for PMIU.
4	Finalization of Budget to the PD	DPD			
5	Request chairperson for convening of the PSC meeting	PD			
6	PSC meeting for approval and review of the budget				
7	Submission of Regular Expenditure Estimates CFY	PD / DPD	20-Feb-17		
8	Submission of 'MTBF' Expenditure Forecast for next 2 years	PD / DPD	20-Feb-17		BC reviews the rolling plan of the PMIU
9	Submission of revised estimates / Final list of excess & surrenders in Current Year	PD / DPD	20-Feb-17		
10	Finalization of Annual Development Program (ADP)	PDB / FD	16-May-17		PMIU to ensure that its final proposal for allocations and schemes has been incorporated
11	Communication of Final approved ADP				On approval of Finance Bill from the Provincial Assembly

Note:

1. Dates in above table are indicative as per Actual "Budget Call Circular 2017-18".
2. The Budget committee will decide the calendar for PMIU on receipt of BCC for each year

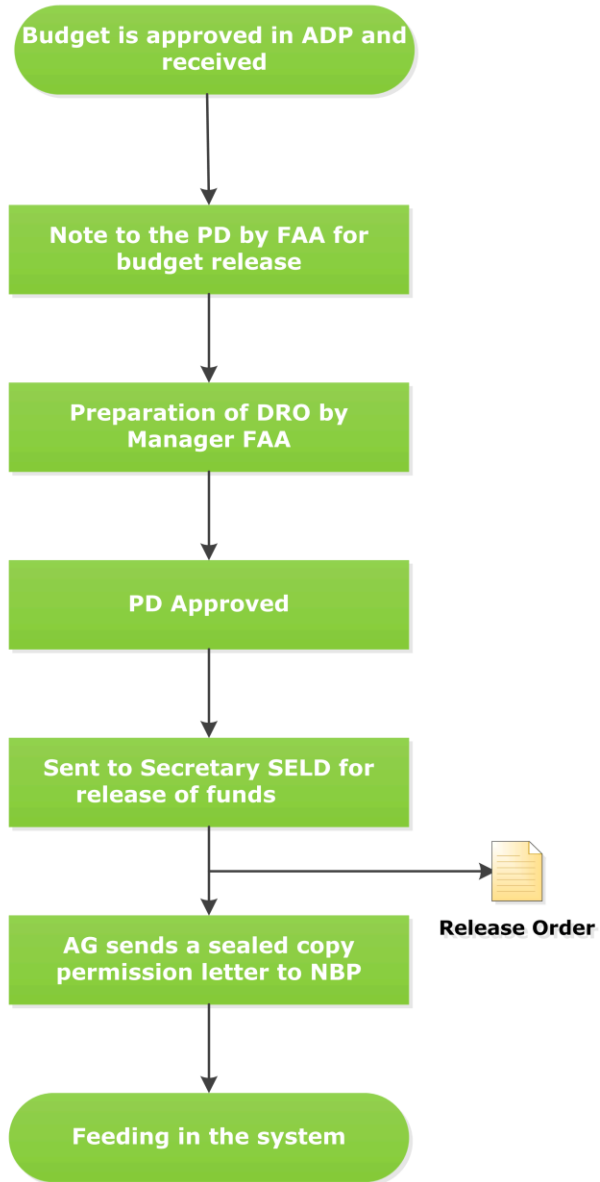
b. Authorization / Release

After the approval of the budget by GoS is communicated to the PMIU, the Manager FAA shall move note to the PD for his approval for the release of the budget from FD.

- i. For above authorization, Manager FAA shall prepare a Draft Release Order (DRO) containing the following detail:
 - a. Extracts of financial provision from PC-I;
 - b. Budget Allocation for the current year;
 - c. Head wise allocation of the budget.
- ii. DRO is prepared after consultation with the sectional heads, which is sent to PD for his approval;
- iii. DRO is sent to Secretary SELD for release of funds from Finance Department, GoS, (FD);
- iv. The FD issues the release order address to the AG Sindh after its inclusion in SAP by IT department of FD;
- v. The AG issues permission for utilization of funds from assignment account through the designated branch of NBP;
- vi. AG sends a sealed copy of permission letter to NBP and Treasury Department for their information;
- vii. Finance & Accounts Officer feeds the details of allocated budget, as per chart of account provided by PIFRA, in system.
- viii. Double entry:
 1. Debit: Bank (Assignment A/C)
Credit: Government Grant

Flowchart 2

RELEASE OF BUDGET (LOCAL CURRENCY)



c. Expenditure

For the expenditure from the budgetary allocations of the current year, the sections will place requisition with the finance section according to their respective work plan/procurement plan.

The quarterly report, after due consideration and approval from the budget committee, shall be presented before the next quarterly meeting of the PSC for review of the budget.

7.2. USAID Funding

The USAID has committed to provide an aid of US \$81 million for achieving the objectives of the program. For this purpose both governments have signed an Activity Agreement which provides mechanism for utilization of funds through PMIU.

a. Allocations as per PC-I;

The annual allocations for the period of the program, have been provided in Section 5.3. Of this Manual.

b. Authorization through Project Implementation Letter

Commitment for providing the funds for various packages of procurement for construction, consolidation and upgradation of schools in each program/ financial year within the annual allocations given in Table – 1 of Section 5.3.1 is communicated through PIL executed between GoS and USAID and acknowledged by the Economic Affairs Division Government of Pakistan.

c. Utilization of USAID Grant

The Utilization of allocations through USAID grant shall be in accordance with the rolling procurement plan, prepared by the Program Manager Construction management in consultation with USAID and/or its consultants (M/s. Halcrow) for achieving the objectives set forth in the PC-I and Activity Agreement.

Accordingly, within the framework of the rolling plan, the manager construction will prepare annual work plan giving the number of schools to be constructed during the year and forecast for the payments to the contractors.

d. Release of Foreign Currency Budget

The release of foreign currency budget is based on the achieving of milestones as stated in PIL.

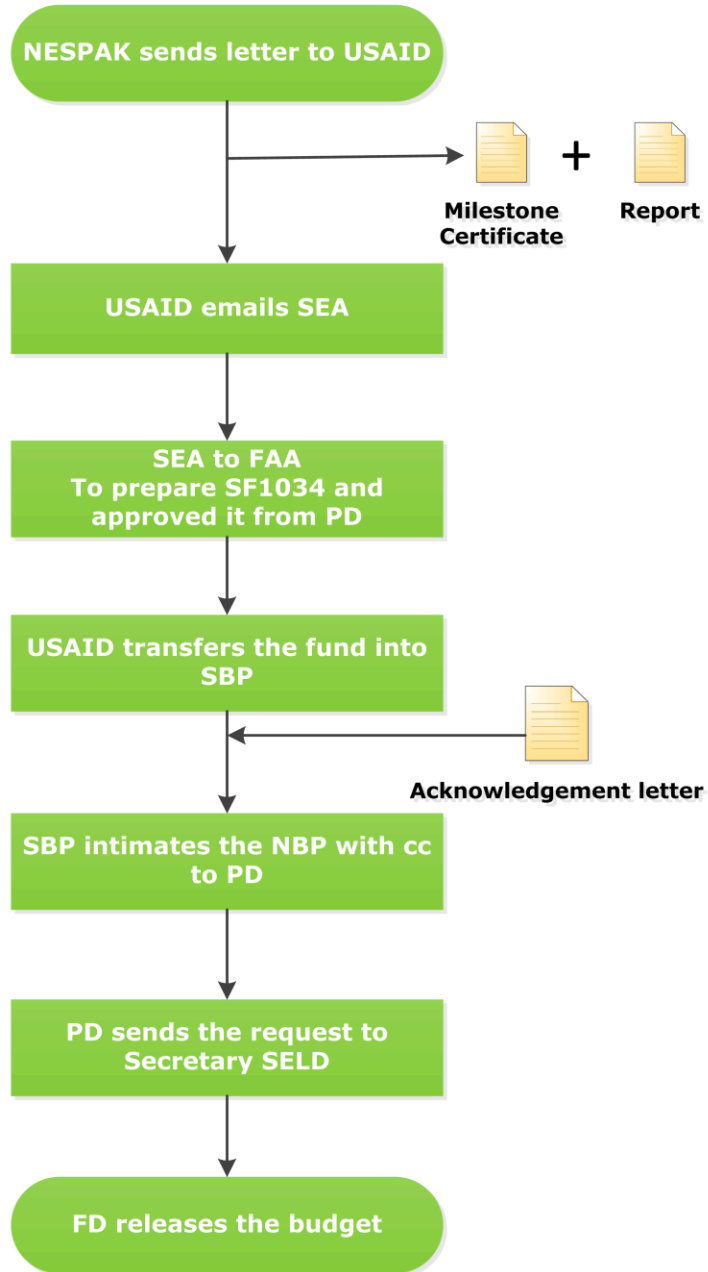
Following procedures are followed to reimburse the foreign currency account:

- i. Associates In Development (Pvt) Ltd "**AID**" sends the milestone certificate along with the report to the USAID;
- ii. On receiving of milestones, the USAID sends these to the USAID Advisor for Engineering,
- iii. USAID Advisor for engineering informs the Manager FAA, who shall prepare the reimbursement request on the basis of milestone along with preparation of payment voucher of USAID standard document i.e. SF-1034, and shall send it to USAID after getting approval from PD;
- iv. USAID transfers the funds into SBP, after receiving of funds by the Federal Reserve Bank of United States of America, SBP intimates the National Bank of Pakistan with CC to PD;

- v. When the PD receives the acknowledgement from SBP, he sends request to Secretary SELD for budget release for foreign currency account;
- vi. Secretary SELD forwards the request for budget release to FD, GoS;
- vii. FD releases the budget and intimates to the Secretary SELD, with copy to PD/DPD.
- viii. Entry after budget release is given below:
 - 1. Debit: Bank (Assignment A/c (FCY))
Credit: Government Grant

Flowchart 3

RELEASE BUDGET (FOREIGN CURRENCY)



7.3. Monitoring / Review of the budget.

a. Review by the budget committee

As a measure of internal control over budgeting, the budget committee shall undertake quarterly review of the budget, including the GoS and USAID funds, and implementation of work plan/procurement plan of the PMIU.

The finance section shall prepare a quarterly variance analysis report showing releases from FD, head wise expenditures, committed expenditures, and demand for the rest of the financial year. Likewise, all section heads will prepare report on the implementation of their work plan/procurement plan with achievements and justifications for the underutilization (if any). Sample Variance Analysis is provided in **Annexure – II**.

b. Review by the PSC.

The quarterly report, after due consideration and approval from the budget committee, shall be presented before the next quarterly meeting of the PSC for review of the budget.

8. Commitment Accounting

Commitment: An obligation to make a future payment, the funds for which are reserved against the allocated budget of an entity on memorandum basis.

To ensure the matching of expenditure against appropriations, the cash basis of accounting has been modified to recognize some items of expenditure on a commitment basis.

Commitments are used to control large and non-regular expenditures against appropriation, and need not be recorded for immaterial expenditure of a recurring nature. Commitments will be accounted for on a memorandum basis.

While determining and recognizing a commitment, following criteria/procedure shall be followed:

- a valid purchase order is raised and, where applicable, a purchase contract (legal undertaking or legally binding) has been entered with the supplier. The amount involved should be clearly mentioned in the purchase order/contract;
- the officer in accordance with the Delegation of Financial Powers (who shall be deemed to be the approving officer) has authorized the commitment;
- the amount involved (expenditure) is above Rs. 10,000 or 10% of total budget head, whichever is higher;
- exclude the following types of payments:
 - Salaries and related deductions;
 - Pension;
 - GP fund; and
 - Loans and advances to employees.
- Once a commitment is entered into and approved by the delegated authority (approving officer), it must be recorded by the DDO;
- Commitments shall only be raised for those expenditures expected to be paid for in the current financial year;
- A commitment advice form (form 4C) must be completed by the DDO and after approval by the delegated authority (approving officer), the form shall be sent to the DAO/AG/AGPR office along with the relevant purchase order. A copy of any contract/agreement shall also be sent with the commitment advice form 4c. Form 4c is provided in **Annexure – III**;
- A commitment, if recorded, must not be reversed unless:
 - Payment has been made; or
 - The purchase order or other legally binding contract has been cancelled and the same delegated authority entering into the commitment has approved the reversal.
- At the close of the financial year all outstanding commitments made during that year are duly scrutinized by the AG/MoF and provision made in the next year's appropriation to allow for the reinstatement of valid commitments in the next financial year.
- Commitments which are not renewed are cancelled;
- Where payment relates to a commitment previously entered into by the entity, the claim voucher shall give reference details to the commitment advice form already sent by the DDO to the DAO/AG/AGPR office;

- In cases where a commitment advice is sent with the purchase order and the certifying officer disagrees with the DDO in relation to commitment, the officer shall communicate with the DDO and resolve any disagreement;
- In cases where a commitment advice is not sent with the purchase order and the certifying officer feels (in accordance with the commitment criteria) that a commitment needs to be set up, the officer shall communicate with the DDO and resolve any disagreement;
- Where the purchase order meets the commitment criteria and the certifying officer is in agreement with the DDO, the officer shall sign the commitment advice form and shall pass it on to the authorizing officer.

9. Payments

According to the PC-1, there are two streams of funding available to the PMIU i.e. USAID funds and GoS counterpart funds. USAID funds are utilized for the payment to the contractors for the constructions of schools structures and related activities. While GoS counterpart funds are utilized, for operational costs and furniture procurement.

GoS has now provided third stream through ADP schemes for procurement of furniture for the schools constructed through USAID funding, funds for financing for EMOs to manage these particular schools, installation of transformers for providing electricity and solarization of schools for providing alternate source of energy. All these schemes are implemented through PMIU except for EMO funds which are utilized by the SELD through PPP-Node.

SPPRA rules and regulations shall be taken into consideration while making payment to contractors, as per para 7 (ii) of approved PC-I of the program.

Payments from USAID and GoS funds Assignment Accounts (FCY) and Assignment Account (LCY) is opened respectively.

S. No.	Types of Payment	Funding Source	Account	Payment Procedure
1.	Construction of Schools	USAID funds	Assignment A/c (FCY)	9.1.
2.	Furniture For schools	GoS funds	Assignment A/c (LCY)	9.1.
3.	Salaries	GoS funds	Assignment A/c (LCY)	9.2.
4.	Operational expenses /fixed assets of PMIU	GoS funds	Assignment A/c (LCY)	9.3.
5.	ADP Schemes (other than SBEP)	GoS funds	Assignment A/c (LCY)	9

9.1. Payment to contractors for School construction, furniture and fixed assets of PMIU

Following types of payments can be made to contractors:

9.1.1. Advance Payments

The PMIU may extend the advance payments to its contractors in the following shapes:

i. Mobilization Advance

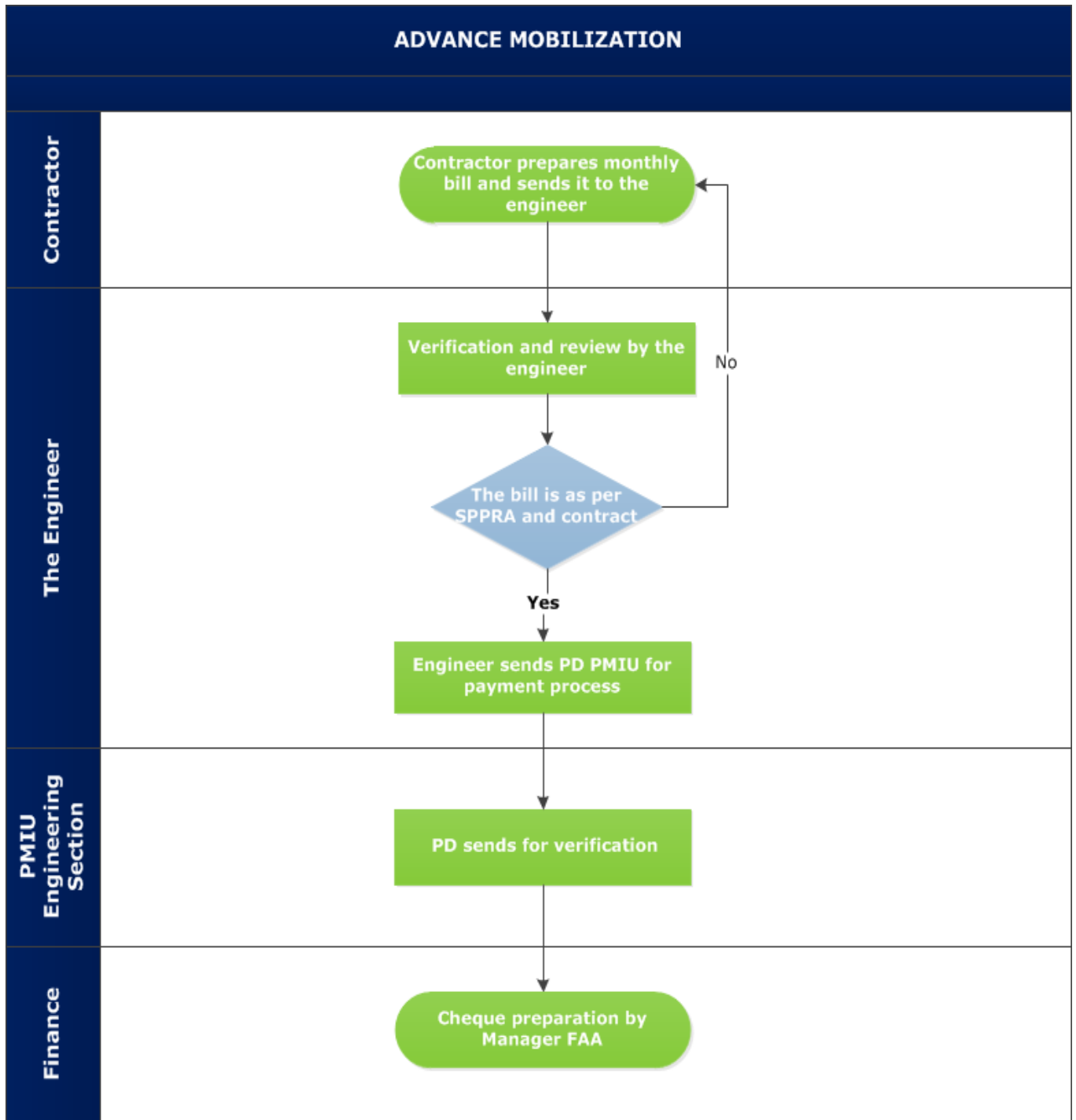
Mobilization advance is extended to the contractors, up to **10%** of contract cost stated in the letter of acceptance, usually for the projects worth Rs. 2.5 million and above to enable them to make initial arrangements for starting work. Mobilization advance is allowed on the contracts where contract conditions provide for same, or the authority competent to accepting tender can allow the mobilization advance on the works subject to following conditions:

- contractor has **signed** the contract;
- contractor has provided the **performance security**;
- contractor has furnished the irrevocable bank guarantee of amount equal to mobilization advance in specified form from a scheduled bank in Pakistan in favor of the PMIU;
- contractor shall pay interest on the mobilization advance at the rate of 10% per annum on the advance as prescribed in Sindh Financial Rules. The rates may vary and are subject to change from time to time as per instructions issued by the Government.

Procedure

- i. the contractor shall send the request to the Engineer, (M/S Halcrow), for the mobilization advance accompanied with irrevocable bank guarantee of the same amount;
- ii. the engineer shall forward the same to the PD;
- iii. the engineering section shall verify the request and forward the request to the Manager FAA for payment processing;
- iv. the manager FAA shall keep in safe custody;
- v. Manager FAA shall maintain a record which shall include amount of mobilization advances forwarded to the contractor which shall be subject to interest **@10%**, calculating from the date of debit in assignment account and shall pass entries in the system respectively in the school account:
 1. Debit: Mobilization Advance
Credit: Income
- vi. The bank guarantee shall be returned after 50% of the total amount of the contract has been paid to the contract and the mobilization advance has been adjusted accordingly.

Flowchart 4



ii. **Secured Advances**

As per regulations 9.3. (2):

Financial assistance is given to the contractor to enable him to overcome financial encumbrances and shall be made available by adopting any one of the following methods:

Secured Advance on the written request of the contractor whose contract is for finished work is allowed to a contractor on the basis of non-perishable / non-combustible materials brought and properly stocked/stored to site of work. Secured advance as a good practice is avoided/discouraged. However, wherever allowed, it should be strictly in conformity with the rules and procedure in addition to the condition mentioned below:-

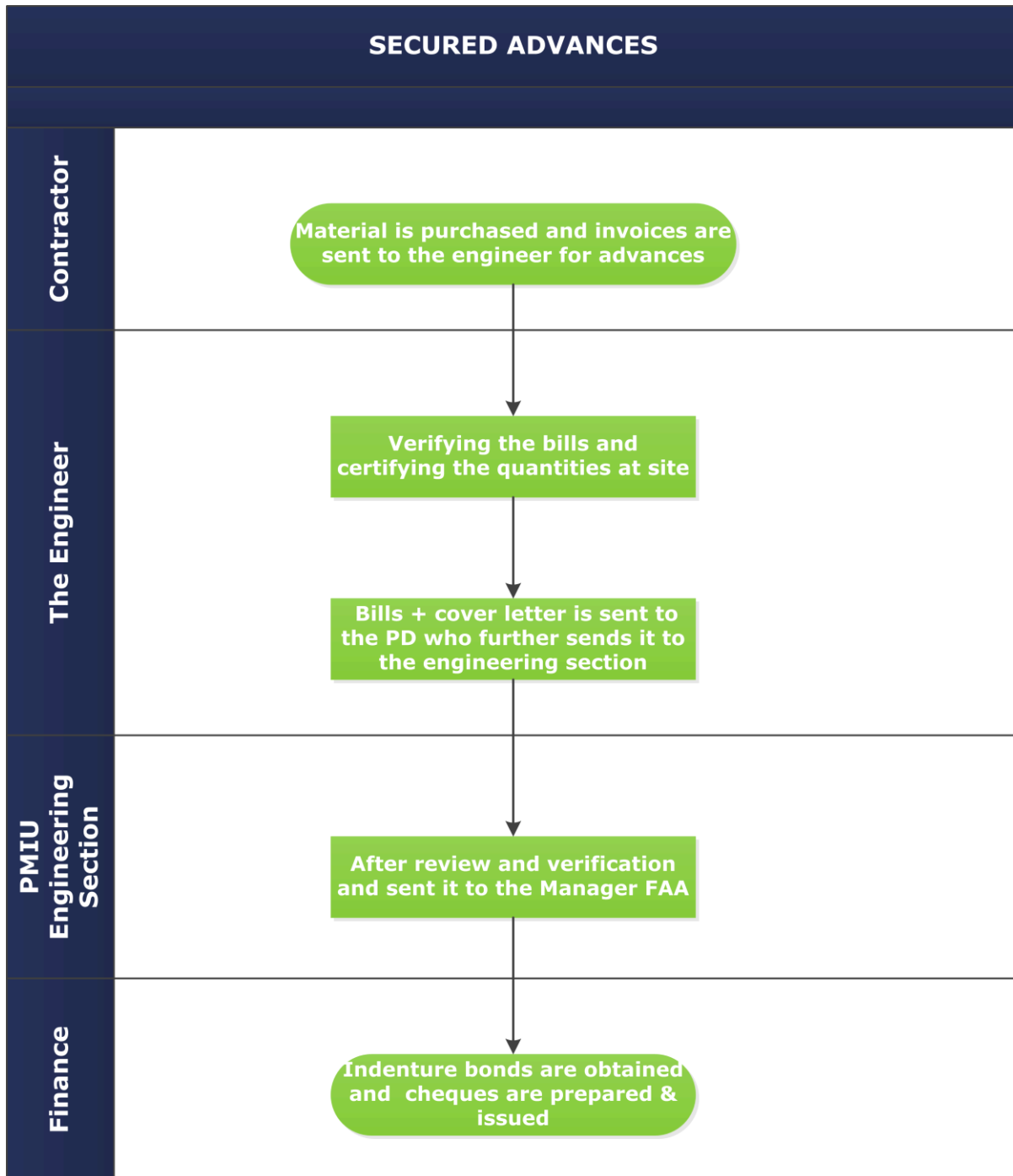
- on verification and certification of quality, quantity and market rates of the material by the Assistant Engineer/Engineer's representative;
- contractor has to furnish the **"Indenture Bond"**
- secured advance shall be paid to the contractor on the quantities brought and properly stored at site of work. Full quantities of materials for entire work / contract should not be advanced;
- recoveries of advances so made should be made from his bills for work done as the materials are used, the necessary deductions be made whenever the items of work in which are used are billed for, or shall be recovered in full within 90 days, even if unutilized;
- new secured advance should not be allowed until and unless the previous advance, if any, stands fully recovered;
- advance amount is calculated on the basis of 75% of the market value of that material.

Procedure

- i. The secured advances are allowed on the following nonperishable/non-combustible materials stated in contract:
 - a. Cement,
 - b. Steel,
 - c. Cables,
 - d. Bricks, and
 - e. Aluminum windows.
- ii. The contractors shall purchase and supply the above material on the site and request the Engineer along with the invoices to the engineer for advances accompanied by Indenture Bond; Sample of Indenture Bond is given at **Annexure – IV**;
- iii. The Engineer shall verify and certify the quantities at site;
- iv. The Engineer shall send the invoices after verification and certification with cover letter, called as IPC, to the PD, who further sends it to the engineering Section;
- v. The engineering section shall review the verification and certification provided by the Engineer, then it will be forwarded to the Manager FAA for payment processing;
- vi. Advance amount shall be restricted to 75% of the invoice, as the invoice is deemed to be market value of the material;
- vii. Before handing over the cheque to the contractor, the Manager FAA shall obtain **"Indenture Bond"** from the contractor;
- viii. FAO shall pass following entry in the system when the indenture bond has been issued.

1. Debit: Advance to Contractors A/C
Credit: Assignment A/C (FCY)

Flowchart 5



9.1.2. Interim / running payments

As per regulations 9.3. (1):

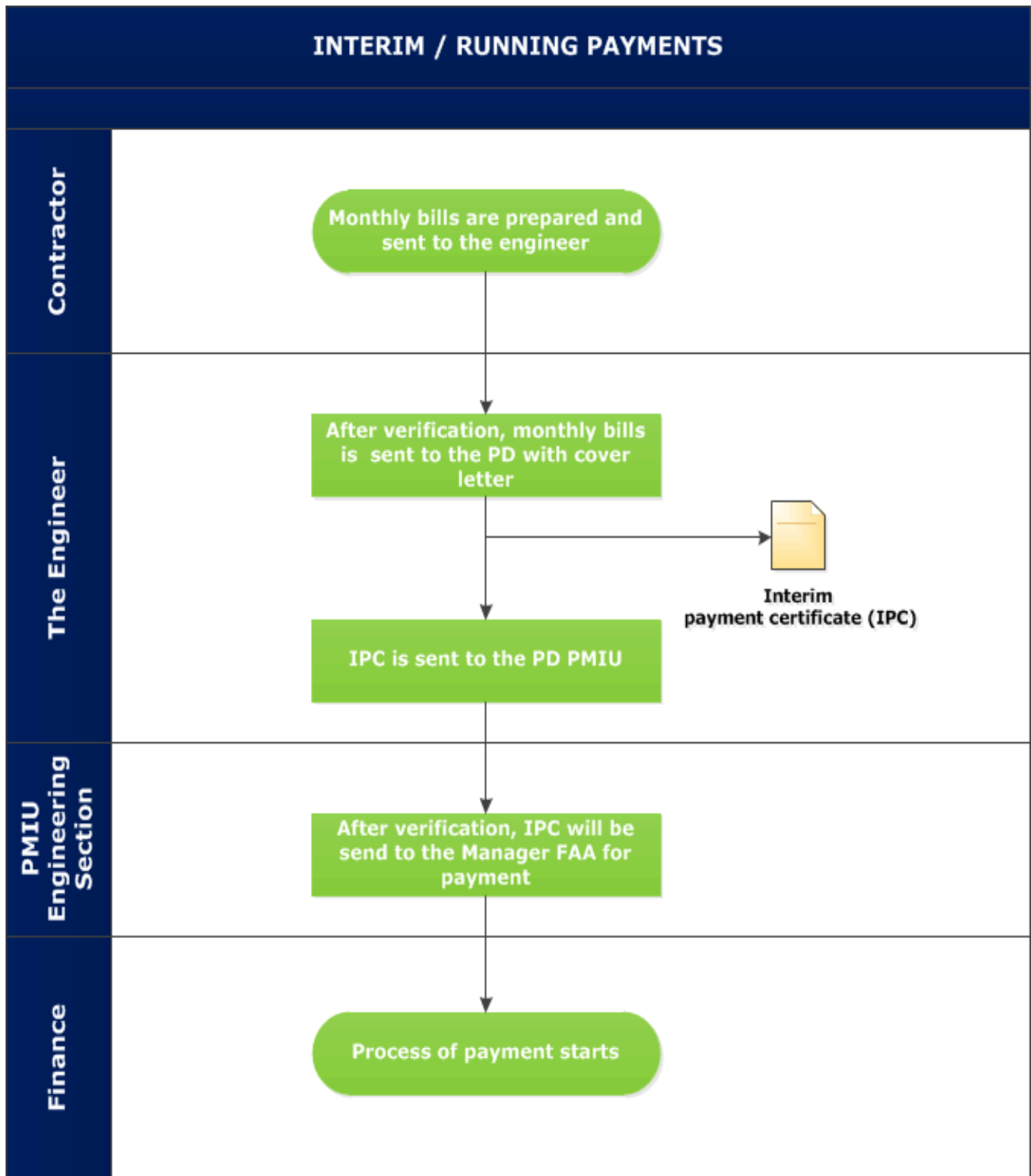
- a. Interim/running account bill received by the Executive Engineering/Project Director duly certified by the Assistant Engineer or Engineer in case of projects after deducting the security deposit/retention money and other advances to be paid to the contractor within **28 days** after its receipt or as mentioned in terms and conditions of the contract;
- b. Bill submitted by contractor is to be verified/certified by the assistant engineer within specified time mentioned in conditions of agreement;
- c. All intermediate and running payments to the contractor against measurements are made through running account bills, and for all other purposes are treated as measured advances subject to adjustment in final measurement/bill.

Procedure

- i. Contractor shall send the running bills month wise to the Engineer for verification and review;
- ii. The bill is reviewed by the Engineer, it is sent to the PD for payment with covering letter called IPC providing the details of the contract amount, billed amount, previous payments, any advances and deductions thereof with dates;
- iii. PD sends the running bill (IPC), to the engineering section for review of financial and physical progress of the sub-project;
- iv. the engineering section reviews the progress and verifies the quantities and rates with BOQ and forwards IPC to the Manager FAA;
- v. Manager FAA performs the pre-audit of IPC and processes the payment.

Procedure for payment authorization / sanction and cheque preparation mentioned in Section 9.4. of this Manual shall be followed.

Flowchart 6



9.1.3. Deductions

The Manager FAA shall be making following deductions at the time of processing the payment:

a. Retention Money

As per regulation 7.12.3.

The PMIU will retain/deduct from each interim/running payments due to the contractor, the security deposit in proportion stated in the contract data/data sheet until completion of the whole of the works. The cumulative total of such amount will be **5%** of bid total mentioned in the letter of acceptance.

In this way total amount with the PMIU will be **10%** of bid cost in the shape of performance security and retention money/security deposit. Recoveries so made from contractor are returned to him by the PMIU as per terms and conditions of contract.

Release of Security deposit: It can be released in either of following ways, but the same shall be mentioned in the contract data /special conditions of the contract:-

- On completion of the works; half the total amount retained is refunded to the contractor and half when the defects liability period has passed and the engineer has certified that all defects notified to the contractor before the end of this period have been attended to his satisfaction;
- Full amount be released after completion of defect liability period.

b. Secured Advances

Procedure

- i. The engineer shall be deducting the secured advances from the running bills received;
- ii. The Manager FAA shall maintain a summary of advances forwarded to the contractors; a request for refund shall be sent to the contractor if the secured advance is not settled in 90 days of time;

c. Mobilization Advances

Procedure

As per regulation no. 9.3. (2)(b), the deduction of advance including the interest shall be made as follows:

The manager FAA who has maintained sheet shall be using it for deduction from running bills, the deductions shall be made in the following manner:

- i. In case there are 5 or more running bills, it shall be recovered in 5 equal installments from the 5 R.A bills; and
- ii. In case the number of bills is less than five (5), then 1/5 of the advance inclusive of the interest thereon shall be recovered from each bill and the balance together with interest be recovered from the final bill.

It may be insured that there is sufficient amount in the final bill to enable recovery of the mobilization advance. When sufficient amount is not available in final bill, then amount is adjusted from deposits available with the PMIU or by any other means as the PMIU may deem appropriate.

d. Statutory Deductions

i. Income Tax

As per Income Tax Ordinance, 2001 Section 153

Every prescribed person making prescribed person making a payment in full or part including a payment by way of advance to a resident person:

- a. for the sale of goods;
- b. for the rendering of or providing of services;
- c. on the execution of a contract, including contract signed by a sportsperson, but not including a contract for the sale of goods or the rendering of or providing services, shall, at the time of making the payment, deduct tax from the gross amount payable (including sales tax, if any) at the rate specified in Division III of Part III of the First Schedule.

Provisions relating to all income deductions are provided in Annexure – V.

ii. Sales Tax

As per Sales Tax Special Procedure (withholding) Rules, 2007,

The PMIU is withholding agent, for the purpose of deduction and deposit of sales tax.

As per Section 2:

The PMIU shall deduct an amount equal to **one-tenth** of the total sales tax shown on the sales tax invoice issued by persons registered as a wholesaler, dealer (including petroleum dealers) or distributor, and make the payment of the balance amount to him.

In case the PMIU is making purchase of taxable goods from the person liable to be registered but not actually registered, deduct sales tax at the applicable rate of the value of taxable supplies made to him from the payment due to the supplier and, unless otherwise specified in the contract between the buyer and the supplier, the amount of sales tax for the purpose of this rule shall be worked out on the basis of gross value of taxable supply.

iii. Sindh Sales Tax on Service under Sindh Revenue Board Act 2010.

While making payment to Inland Revenue, following entries shall be made:

1. Debit: Income Tax / Sales Tax
Credit: Bank (Assignment A/c (FCY) or Assignment A/c (LCY))

Entries for interim / running bills

When the cheque is received from Treasury department after endorsement following entries shall be passed in the system:

1. Debit: Contractors
Credit: Bank
Credit: Mobilization Advance
Credit: Secured Advance
Credit: Income tax / Sales tax (advance tax)
Credit: Retention Money

9.2. Salaries and Wages

In PMIU, salary statements of employees are prepared in three categories i.e. Deputationists, Market Staff and Contractual staff. Following procedure shall be followed in the preparation of the monthly statements and disbursement of salaries:

i. Attendance Record

As per **HR Manual**:

The Manager HR shall prepare "Employee Attendance Roll" based on their daily attendance during the month. Such attendance roll / timesheet shall be sent to the Manager FAA for preparation of payroll by 20th of the each month.

The attendance for the remaining 10 days of the month, shall be taken into account in the payroll of next month.

Sample of "Employee Attendance Roll" is provided in HR manual.

ii. Preparation of Payroll Sheet

FAO shall prepare "**Payroll Sheet**" along with journal voucher from the approved Employee Attendance Summary. First copy of Payroll Sheet along with vouchers will be kept for payment. Second copy will be retained in the Finance Section. Third copy will be kept in the Payroll Register for record in HR Section.

Procedure for calculation

a. For deputationist

FAO shall refer the "Last Pay Certificate" for salary calculation, the FAO shall also consider the project allowance for deputationist from "Terms and Conditions for Deputationist" signed by deputationist and approved by Services, General Administration & Coordination Department;

Following deductions shall be made from the salary of the Deputationists according to the rates mentioned LPC:

- Income Tax under Income Tax Ordinance 2001;
- Provident Fund;
- Gratuity Fund;
- Benevolent Fund under Sindh Government Benevolent Ordinance 1960;
- Group Insurance under the Sindh Civil Servants Welfare Fund, 1980.

b. For Market Staff

FAO shall refer the "Offer Letter" for the basic pay of the employee and other entitlements and increments from employee appraisal form; the FAO shall check the provision in the revised PC-I the salary of the concerned personnel;

Only Income Tax under Income Tax Ordinance, 2001, shall be deducted from the salary of the market staff.

- i. FAO shall take out the printouts of the salary sheets of the employees and forward it to the manager FAA;
- ii. Manager FAA shall forward the Payroll Sheet to the DPD, through PM – SS for his review, after correctness of the "Payroll Sheet";
- iii. DPD shall, after review, give his recommendation to the PD for sanction;

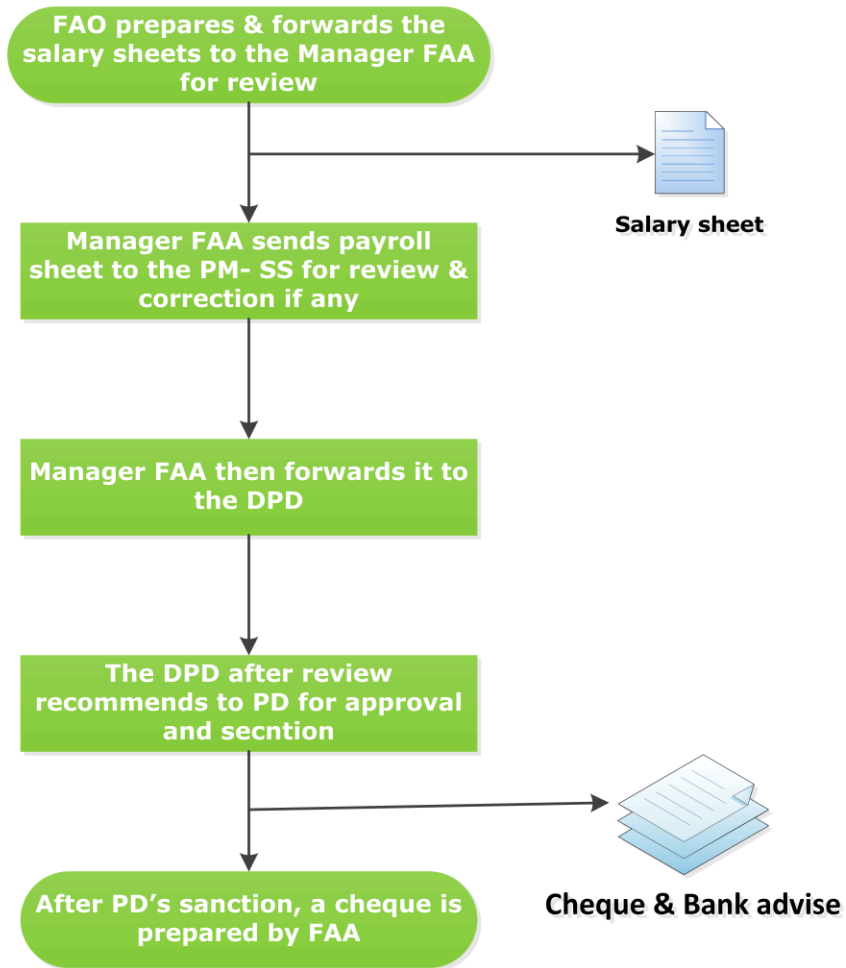
After PD's sanction, a Bank Advice shall be prepared by FAA containing the amount of salaries of the employee, which shall be accompanied by a cheque of total amount of the Payroll Sheet.

Entries for payments to staff shall be made as follows:

1. Debit: (Account Code) Salaries
Credit: Bank (Assignment A/c)
Credit: Income Tax (withholding)
Credit: GP+PF+GI (in case of Govt. Employees)
2. Debit: Income Tax
Credit: Bank (Assignment A/c)

Flowchart 7

PREPARATION OF PAYROLL SHEET FOR MARKET STAFF



9.3. Operational Expenses / Fixed Assets of PMIU

Following procedure shall be followed once the procurement cycle is complete, the Manager FAA shall receive the request for payment along with following documents for initiating the process of payments:

- Note Sheet;
- Purchase Requisition;
- Budget Availability form;
- Good Receiving Note (GRN) in case of goods; and
- Satisfactory Report in case of services;
- Delivery Challan; and
- Invoice.

i. Preparation of the Claim Voucher

The FAO shall prepare the Claim Voucher which shall include the following details:

- details of the officer making the claim;
- the name of the supplier with National Tax Number (NTN) / CNIC # and full postal address; in case of partnership, companies, association, societies, etc., the registered title;
- actual dates of supply or periods of service and the location and nature of service or work in respect of which expenditure is incurred. Each claim should be accompanied by all necessary supporting documentation;
- an account number and the name of the expenditure head to which payment will be charged;
- a reference number of the contract account, or other registers as the case may be;
- for payments in respect of contracts for buildings, works and services, the full amount of the contract and progress payments supported by certificates given by the relevant engineer, architect or other delegated officer as the value of work completed;
- deductions made (e.g. withholding tax, security, adjustment of advances etc.); (Separate Sections shall be developed for deductions withholding taxes, specially referencing to income tax withholding tax);
- a copy (2nd copy) of the sequential purchase order attached to the claim voucher.

FAO shall then submit note to the PM – SS for approval of the competent authority / PD through DPD.

ii. Sanction of Expenditure

The Manager FAA shall submit a "Note Sheet" along with pre-requisites mentioned above, for sanction/approval of PD through PM–SS. The PD shall sanction the expenditure as per "The Sindh Delegation of Powers under the F.R. & the Powers of Re-appropriation Rules, 1962".

Entries shall be made as follows for the recording of expenditure:

1. Debit: (Account Code) Expenditure
Credit: Bank (Assignment A/c)
Credit: Income Tax (withholding)
2. Debit: Income Tax
Credit: Bank (Assignment A/c)

9.4. Preparation of Cheques

i. Cheque Preparation

When the payment is authorized by the PD, the FAO shall prepare the cheque. The FAO shall ensure the following controls over the preparation of cheque:

Cheques shall be either typed or hand written. All cheques shall be drawn "to order" and shall be crossed and marked "Not Negotiable", except cheques drawn in the name of the DDO for petty cash.

- a. The amount payable shall be expressed in both words and figures on all cheques;
- b. Where hand written cheques are issued, the cheques shall not be prepared or signed using pencil or erasable ink type pens.
- c. It is the responsibility of the PD to ensure that:
 - the cheque is not back-dated (i.e. given an earlier date than the date on which it is prepared);
 - the amount and full name of payee of each cheque agrees with the amount and name of payee as shown on the authorized voucher for payment;
 - payment shall be evidenced on the claim voucher by stamping the claim voucher with the word "PAID" and the relevant details of the payment, i.e. cheque number, date, amount paid as per cheque;
 - The counterfoil contains all the details mentioned on the cheque i.e. name of the payee, and amount in figures.
- d. Before a cheque is released to the payee, or personally collected by the payee or his authorized agent, it shall be recorded as 'PAID' in the claim register along with the date it is posted to, or collected by, the payee.

For the purpose of nominating Authorized Agent, the vendor must ensure that following details are provided with the authorization letter:

- Full Name and Fathers name;
- CNIC Number with copy;
- Copy of Employee Card;
- Mobile Number

ii. Preparation of Payment Voucher

- a. The FAO shall prepare the payment voucher after endorsement from Treasury Department. Sample of Payment Voucher is provided in **Annexure – VI**.
- b. The delegated officer who prepares the cheque shall enter the cheque details in the "Cheque Register".
- c. The cheque shall be sent / handover to the payee.

iii. Stop payment and replacement cheque

- a. When a cheque needs to be stopped, the FAO, who prepared the cheque shall first determine whether the cheque has been presented and paid by the bank on which the cheque was drawn. If the cheque has not been paid, a stop payment notice shall be lodged promptly with the bank. The bank's written acknowledgement must be obtained in such circumstances.
- b. When payment of a cheque is stopped, the details shall be recorded in the cheque register.
- c. Original returned or cancelled cheque must be crossed in red pen and stapled with its counter folio of cheque book.
- d. If a cheque payment is stopped or cancelled, the FAO shall reverse the original expense entry in the Sub-ledger, and where required, re-establish

the previously raised commitment. Where the stopped or cancelled cheque relates to prior year then the entry shall be reversed.

iv. Unclaimed and stale cheques

If a cheque payment is unclaimed or stale, the FAO shall record the details in the cheque register, on the relevant claim voucher and make the required adjustment in the Sub Ledger. This provides an audit trail that enables prompt payment if the money is subsequently claimed.

v. Daily Advice Note to Bank

- The FAO, who prepares and dispatches the cheques, shall also prepare a "Daily Advice Note" from the cheque register, once the cheque is signed by the cheque signatory officers and before it is dispatched to the payee. Sample of Daily Advice Note is provided in **Annexure – VII**.
- The Daily Advice Note shall include all cheque payments dispatched on that day.
- The Daily Advice Note shall be sent to the designated bank branch by the officer at the end of that day, to arrive at bank by 9 am next working day.

10. Reporting

10.1. Income tax and Sales tax

As per Section 165 of Income Tax Ordinance

Statements

- (1) Every person collecting tax under Division II of this Part or Chapter XII or deducting tax from a payment under Division III of this Part or Chapter XII shall, within two months after the end of the financial year or within such further time as the Commissioner may allow by order (Substituted for "notice" by Finance Act, 2003) in writing, furnish to the Commissioner a statement in the prescribed form setting out—
 - a. The name and address of each person from whom tax has been collected under Division II of this Part or Chapter XII or to whom payments have been made from which tax has been deducted under Division III of this Part or Chapter XII in the year;
 - b. The total amount of payments made to a person from which tax has been deducted under Division III of this Part or Chapter XII in the year;
 - c. The total amount of tax collected from a person under Division II of this Part or Chapter XII or deducted from payments made to a person under Division III of this part or Chapter XII in the year; and
 - d. Such other particulars as may be prescribed.
- (2) In addition to the annual statement required to be furnished under subsection (1), a person collecting tax under Division II of this Part or Chapter XII or deducting tax under Division III of this Part or Chapter XII may be required to furnish statements on a monthly, quarterly or six monthly basis as may be prescribed.

10.2. Accountant General

- i. In order to record expenditure upon issue of cheques the PD shall ensure that a schedule is submitted to the AG/AGPR on a daily basis in addition to a monthly statement of account. A copy of this schedule shall be sent to NBP on a monthly Basis.
- ii. Each project shall prepare its own financial statements comprising
 - a. Expenditure from RFA
 - b. Direct Payments (Showing in three separate columns for RFA, GoP Assignment Account and third party payments).
- iii. The financial statements should be submitted to USAID as well as external Auditors.
- iv. NBP shall also send copy of Bank Statement on 5th of the following month to SBP which shall be returned duly verified by 10th of the month.
- v. The direct payment by USAID shall be reported as a contra receipt, noted as a third party transaction and reported to AG/AGPR, EAD/and Finance Division/Department.
- vi. Each Project shall prepare its own financial statements comprising expenditure from RFAs and Direct payments.

11. Banking

The Project Accounting Procedure has been detailed in Chapter 17 of the APPM. The Controller General of Accounts, Pakistan, with the approval of the Finance Division GoP, has issued detail guidelines for operations and maintenance of project accounts such as Assignment Account for foreign Funding [(Revolving Fund Account (RFA))] and Assignment Account for government financing (counterpart funds).

The procedure for opening and operating of these accounts is given below.

11.1. Establishment of Assignment Account (FCY)

Government of Pakistan, guidelines for Operation and Maintenance of Assignment Accounts provide that:

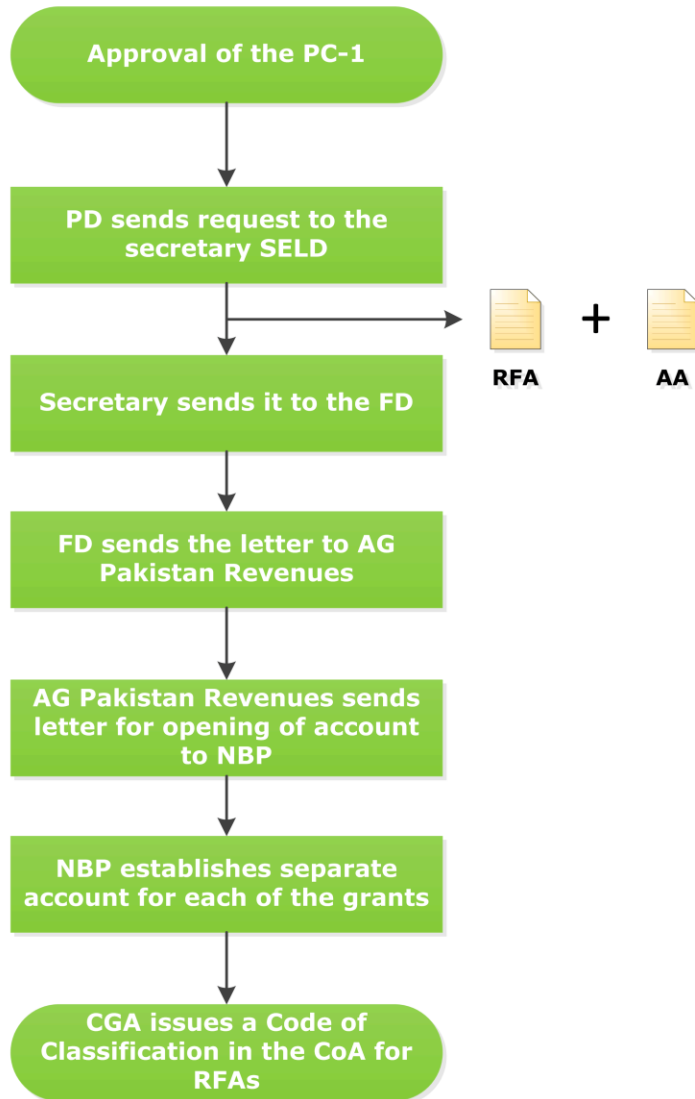
"The concerned Departments and the project implementation agencies will arrange immediate opening of the Assignment Accounts at an authorized branch of National Bank of Pakistan (NBP) that shall be the designated bank for handling all transactions, for the foreign currency component. A separate account shall be opened for the Government share".

On the approval of the PC-1, the PD shall follow laid down procedures for establishment of RFA and Assignment Account (AA) for counterpart GoS funding and USAID grant respectively.

- i. The PD sends request to the Principal Accounting Officer/secretary of the department for establishment of RFA and AA along with the approved PC-I;
- ii. The Secretary refers the matter to Finance Department which will forward the request to the Finance Division for concurrence;
- iii. Finance Division sends the letter, on Form – A, to AG Pakistan Revenues, Islamabad; Form–A is given at **Annexure – VIII**;
- iv. AG Pakistan Revenues sends letter, on Form–B for opening of account to NBP; NBP shall open the account only after obtaining necessary permission from exchange policy Department of the State bank of Pakistan, Karachi. Form–B is given at **Annexure – IX**;
- v. Separate account shall be established by the project management at NBP for each of the grants;
- vi. NBP shall open the account only after obtaining necessary permission from exchange policy Department of the State bank of Pakistan, Karachi; and
- vii. The Controller General of Accounts (CGA) will issue a Code of Classification in the Chart of Accounts for RFAs.

Flowchart 8

ESTABLISHMENT OF ASSIGNMENT ACCOUNT (FCY)



11.2. Operation of Assignment Account

- i. The foreign currency amounts received under the USAID funding for RFA shall be converted into Pak rupees at the SBP Weighted Average Buying Rate of exchange (WABRE) prevailing on the date of transfer of funds by the Donors;
- ii. The payments out of RFA for reimbursement to NBP would be translated notionally at the WABRE prevailing on the date of payments from the RFAs;
- iii. The RFA shall in the books of NBP show all the debits and credits and balances in Pak rupees along with the US Dollar equivalent;
- iv. The funds available to the PMIU would be in Pak rupee;
- v. The USD balances and debits and credits shall be used for reporting to, reimbursement/disbursement from and reconciliation with Donors;
- vi. The reimbursement by NBP shall be claimed from the SBP-BSC on a daily basis. SBP shall ensure that reimbursement is made within two working days;
- vii. The RFA shall be lapsable. The lapsed balance shall however be protected through a budgetary allocation next year;
- viii. In case payment out of the RFA has to be made for eligible expenditures in currency other than USD prevailing conversion rate shall be applied;
- ix. On receipt of credit advice regarding receipt of funds from USAID through SBP Karachi, SBP shall advise the Chief Manager SBP-BSC to credit Pak Rupee equivalent of USD to the RFA under appropriate Debt or grant Head;
- x. The Chief Manager shall by next business day authorize amount in Pak Rupee to be credited to the RFA of the Project;
- xi. The SBP-BSC will also immediately report receipt in Pak Rupee and the equivalent foreign currency to NBP HQ with a copy to;
 - a. The concerned NBP Branch;
 - b. The relevant Project Director, Planning & Development Division/Department, Economic Affairs Division and Finance. Division/Department/AG/AGPR. No accounting entry shall be made at this stage.
- xii. It is the NBP that shall thereafter make the accounting entry in RFA in Pak Rupee and USD under intimation to SBP Karachi, SBP-BSC local office, relevant PD and NBP Head Office;
- xiii. In case of Projects under control of Provincial Governments or Local Governments, Financial and nonfinancial institutions under administrative control of Provincial Governments the SBP will transfer funds to the concerned Provincial Government Account;
- xiv. Budget checks shall be applied by the Provincial Government;
- xv. The payments of Donor funds into the RFA shall be initiated through Withdrawal Applications (WA) signed by the PD with the approval of the Secretary of the department. The assigned identification number of the RFA shall be indicated on the WA. Copies of the WA shall be sent to the concerned EAD, Finance Department, NBP Head office, relevant branch of NBP, SBP Karachi and concerned AG/AGPR office;
- xvi. The Project Management shall submit through SELD, its budget for the following year to be included in the Schedule of Authorized Expenditure;
- xvii. The Project accounts shall be subject to audit by the Auditor-General of Pakistan;

- xviii. Cash payments or funds transfers from SAA to any DDO account or any other account for the sake of onward disbursement is strictly prohibited;
- xix. The consultancy charges to be paid by the Donor shall be paid after verification of services by the Project Director;
- xx. The PD shall reconcile expenditure on account of foreign grants with AG Sindh on monthly basis. In case of non-reconciliation by 21st of the following month AG Sindh may advise the Donor through EAD to take appropriate action as per Donor's Financial Management Guidelines.

11.3. Issuance of Cheque Books / Reissuance of cheque books

A. Issuance of Cheque Books

For Assignment Account (LCY) the cheque book is issued by Accountant General Sindh and for Assignment Account (FCY), the cheque book is issued by NBP. Once the accounts are opened at NBP,

- a. In case of Assignment Account (FCY), NBP sends the cheque book to the PD;
- b. In case of Assignment Account (LCY), the request for cheque book is sent to treasury department for the issuance of cheque book along with the letter of opening of assignment account by the NBP.

B. Reissuance of Cheque Books

Both cheque books contain Cheque Order Form and the memorandum for the issuance of cheque book in case of SAA and AA respectively.

- The FAO shall ensure that the cheque leaves are sufficient to avoid any delay in payment due to unavailability of cheque leaves;
- The FAO shall inform Manager PM – SS when 30 leaves are left in the cheque book, who shall send the cheque Order Form and the memorandum to the NBP and AG Sindh respectively;
- Authorized person shall be sent to collect the cheque books from Treasury and NBP.

11.4. Handling of Cheque Books

Following are the steps involved in handling of cheque books:

i. Cheque book in-use

FAO will ensure that only one cheque book will be used at one time for each bank account. Cheques of Assignment Accounts shall contain cost center or Program code and object code which will be recorded by the FAO on all cheques. This code will be used for entry of paid cheques by the AG Sindh on receipt of paid cheques from the NBP.

ii. Cheque Book Register

Manager FAA will control receipt and issuance of cheque books to the authorized personnel through Cheque Book Register. Sample of Cheque Book Register is provided at **Annexure – X**.

iii. Custody of Cheque Book

FAO will retain all used and unused cheque books under lock and key.

iv. Cheque Dispatch Register

FAO will record particulars of dispatched cheques in Cheque Dispatch Register
Sample of Cheque Dispatch Register is provided at **Annexure – XI.**

v. Undelivered Cheques

FAO will retain undelivered cheques for a period of thirty days. Afterwards, these will be cancelled and retained in the cheque book.

vi. Lost Cheque

Manager FAA will intimate the Bank vide a letter containing particulars of lost cheque to stop payment. A reference is made under the Bank Reconciliation Form for PD to know.

11.5. Bank Reconciliation

Following is the procedure for bank reconciliation:

i. Obtaining Bank Statements

FAO will obtain Bank statements of Assignment Accounts within one week from the end of month.

ii. Bank Reconciliation Statement

Bank Reconciliation Statement will be prepared by FAO for each bank account on **monthly basis within five days** from the month end. Items revealed through preparation of bank reconciliation are dealt with as follows:

Discrepancies are pursued with the bank for resolution.

Un-reconciled credits are reconciled and adjustment is made in the books of accounts accordingly.

Un-presented cheques for more than six months are cancelled and reversal is recorded in the general ledger after taking approval from PD. New cheque is prepared instead of revalidating the old one. Concerned vendor and relevant department are informed.

Lost checks are identified and noted as a footnote.

Sample of Bank Reconciliation Statement is provided at **Annexure – XII.**

iii. Checking of Bank Reconciliation

FAO will check Bank Reconciliation Statement and forward it to Manager FAA for approval.

iv. Acknowledgment of Bank Reconciliation

Manager FAA will approve the Bank Reconciliation Statement in consultation with the PM SS.

11.6. Signatory of Cheques

As per the Guidelines, there would be two signatories for signing the cheques of the PMIU as follows:

- i. Principal Signatory: Program Director
- ii. Other Signatory:
 - DPD or an officer of preferably BS-19;
 - An officer dealing with Finance and Accounts in the project, in case an officer of BS-19 is not available or the PD himself is a BS-19 officer;
 - Any Gazetted officer within the PMIU not less than BS-17.

12. Petty Cash

As per APPM 4.2.10 Use of Petty Cash Account – for all the petty expenditures below the limits set in the Procurement manual.

12.1. Establishment of Petty Cash Account

- a. All petty expenditures or procurement shall be made through a petty cash account;
- b. A petty cash book shall be maintained by an official of PMIU authorized by the PD for maintain the petty cash account;
- c. The Finance Section shall draw a cheque in the authorized official of the amount not exceeding Rs. 50,000/- required to replenish the original petty cash limit;
- d. FD, GoS, has fixed the limit of petty cash Account at Rs. 50,000/- via order no. FD-SO (RES-V) 5(137)/2012-13, subject to provisions as laid down the APPM sub Rule 4.2.10.3.

Note: PD has authorized the Mr. Sarfaraz Ahmed, Admin Assistant, via Office order dated April 16th, 2015.

12.2. Expenses out of Petty Cash Account

- a. For the petty procurements, the Procurement Officer shall forward the request to the Admin Assistant from petty cash account along with documents;
- b. The Admin Assistant shall be making procurement from the market as per the request;
- c. The Admin Assistant shall prepare Petty Cash Expense Voucher, for making entries into petty cash book against each account head; he shall mark 'PAID' on each invoice/bill/cash memo to prevent re-use; Sample of Petty Cash Expense Voucher is given at **Annexure – XIII**.
- d. For reimbursement of expense already incurred, the Admin Assistant shall reimburse the amount on the request of person(s) having incurred the expense through "Petty Cash Expense Voucher" signed by the Supervising Officer;

12.3. Petty Cash Expenses and Replenishment

Following are the steps to replenish petty cash account:

1. Recording of Petty Cash Expenditure

Assistant Admin shall submit Cash Reimbursement Statement with Petty Cash Expense Vouchers along with the invoices/bills/cash memos to the FAO for replenishment of petty cash account once in a month or when amount of Rs. 25,000/- has been spent, whichever is earlier. Sample of Cash Reimbursement Statement is provided at **Annexure – XIV**.

2. Review and Verification of Expenditure

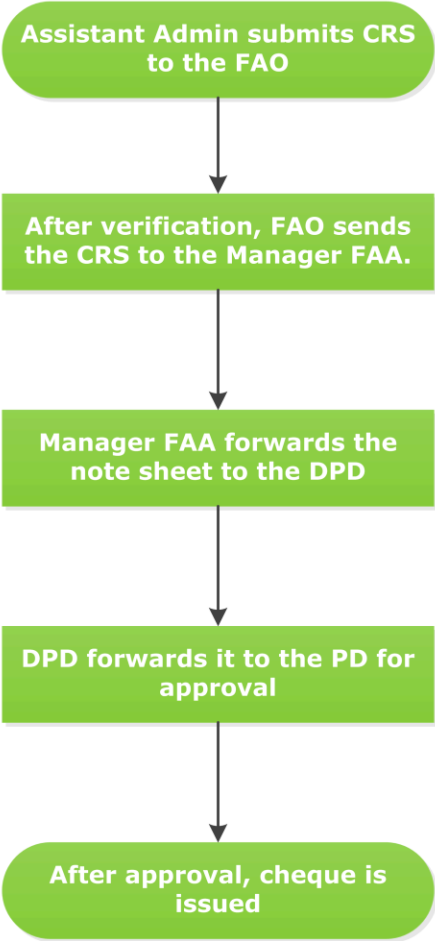
The FAO will scrutinize the Cash Reimbursement Statement and verify each Petty Cash Expense Voucher is supported by original invoice/bill/cash memo.

3. Replenishment

Before issuing cheque for replenishment of petty cash account, the Manager FAA will obtain approval of PD, through DPD, on note sheet. The PD shall sign the cash reimbursement statement and petty cash register.

Flowchart 9

PETTY CASH REPLENISHMENT



12.4. Revision of Petty Cash Limit

There is no limit on number of replenishments of petty cash. However, the amount of petty cash may be enhanced to ensure smooth operations.

Following is the procedure for getting the petty cash limit revised:

1. PD may send the request for the revision in petty cash limit to the Secretary SELD, Principal Accounting Officer, with reasons/justifications for increase.
2. The Secretary SELD, after determining the need, shall recommend to the FD, GoS, for the revision of the Petty Cash Limit as per APPM rule no. 4.2.10.3.
3. FD shall be making the final order for the revision in the petty cash limit through Order.

13. Annexures

Annexure – I: Terms of reference of Budget Committee

Sindh Basic Education Program

Program Management and Implementation Unit



Draft Notification

NO.PMIU/----/2017: the Program Director, Sindh Basic Education Program, is pleased to constitute the Budget Committee (BC) with following composition to perform the functions given below:

1. The DPD chair-person,
2. Program Managers (All),
3. Senior Procurement Specialist,
4. Senior Manager M&E, and
5. Manager Finance, Secretary of the Committee

Terms of Reference of Budget Committee:

1. Initiating the process of budget on the receipt of Budget Call Circular (BCC) from Finance Department,
2. Arranging required information on the formats provided in BCC for the budget demands;
3. Analyzing and approving the requests received by different sections,
4. Reviewing the procurement rolling plan of the PMIU;
5. Finalizing the Financial Statement for the current year;
6. Deciding the calendar for PMIU on receiving of BCC;
7. Review and approval of quarterly reports;
8. Monitoring of budget through quarterly review of budget;
9. Preparing budget documents of the PMIU for review and approval of PSC.

-sd-

Annexure – II: Sample Variance Analysis

Sindh Basic Education Program

Program Management and Implementation Unit



Account No	Account Detail	Expense for the month of March	Expense for the month of April	Different in Rs.	Different in %	Reason for Variance

Preparer Signature: _____

Reviewer Signature: _____

Commitment Advice Form

DDO: Date:

DDO Reference No:

Division/Department:

Purchase Order / Date of Purchase Order:
Contract Number

Committed Amount: Rs:

Rupees (in words): _____

Account Code:

Entity

Object

Fund

Function

Project


Supplier/Contractor Details: _____
(Name & Address) _____

Details of Goods / _____
Service under Commitment: _____

Schedule of Payment: _____

Prepared by: _____ **Signature:** _____ **Date:** _____

Approved by: _____ **Signature:** _____ **Date:** _____

Embossing
Seal: 

DAO/AG Use Only

Certified by: _____ **Signature:** _____ **Date:** _____

Authorized by: _____ **Signature:** _____ **Date:** _____

Annexure – IV: Sample of Indenture Bond

INDENTURE FOR SECURED ADVANCES.

This INDENTURE made the _____ day of _____ 197_____"_____ BETWEEN (hereinafter called "the _____ Contractor" which expression shall where the context so admits or implied be deemed to include his heirs, executors, administrators and assigns) of the one part and THE GOVERNOR OF SINDH (hereinafter called "the Government" of the other part). WHEREAS by an agreement, dated _____ (hereinafter called the said agreement, the contractor has agreed to perform the under-mentioned works (hereinafter referred to as the said work) :- (Here enter (the description of the works). AND WHEREAS the contractor has applied to the _____ for an advance to him of

Rupees _____ (Rs. _____) on the security of materials absolutely belonging to him and brought by him to the site of the said works the subject of the said agreement for use in the construction of such of the said works as he has undertaken to execute at rates fixed for the finished work (inclusive of the cost of materials and labor and other charge) AND WHEREAS the Government has agreed to advance to the Contractor the sum of Rupees, (Rs. _____) on the security of materials the quantities and other particulars of which are detailed in Part II of Running Account Bill (E). the said works signed by the contractor on _____ and on such covenants and conditions as are hereinafter contained and the Government has reserved to itself the option of marking any further advance or advances on the security of other materials brought by the Contractor to the site of the said works. NOW THIS INDENTURE WITNESSETH that in pursuance of the said agreement and in consideration of the sum of Rupees

_____ (Rs. _____) on or before the execution of these presents paid to the Contractor by the Government (the receipt whereof the Contractor doth hereby acknowledge) and of such further advances (if any) as may be made to him as aforesaid (all of which advances are hereinafter collectively referred to as the said amount) the Contractor doth hereby assign unto the Government the said materials by way of security for the said amount.

And doth hereby covenant and agree with the Government and declare ay follow:-

1. That the said sum of Rupees _____ (Rs. _____) so advanced by the Government to the Contractor as aforesaid and all or any further sum or sums which may be advanced aa aforesaid shall be employed by the contractor in or towards expending the execution of the said works and for no other purpose whatsoever.
2. That the materials detailed in the said Running Account Bill (B) which have been Fin R Form No. 17-A Offered to and accepted by (he Government as security for the said amount are absolutely by the Contractors own property free from encumbrances of any kind and the Contractor will not make any application for or receive a further advance on the security of materials which are not absolutely his own property and free from encumbrances of any kind and the contractor hereby agrees, at all times, to indemnify and save harmless the Government against all claims whatsoever to any materials in respect of which an advance has been made to him as aforesaid.
3. That the said materials detailed in the said Running Account Bill (B) and all other Materials on the security of which any further advance or advances may hereafter be made as aforesaid (hereinafter called the said materials) shall be used by the Contractor

solely in *the* execution of the said works in accordance with the directions of the Divisional Officer _____ (hereinafter called the Divisional Officer) and in the terms of the said agreement.

4. That the Contractor shall make at his own cost all necessary and adequate arrangement for the proper watch, safe custody and protection against all risks of the said material and that until used in construction as aforesaid the said materials shall remain at the site of the said works in the Contractor's custody and at his own risk and on his own responsibility and shall at all times be open to inspection by (he Divisional Officer or any officer authorized by him. In the event of the said materials of any part (hereof being stolen, destroyed or damaged or becoming deteriorated in a greater degree than is due to reasonable use and wear thereof Contractor will forthwith replace the same with other materials of like quality or repair and make good the same as required by the Divisional Officer and the materials so brought to replace the said materials so repaired and made good shall also be considered as security for the said amount.
5. Hurt the said materials shall not on any account be removed from the site of the said works except with the written permission of the Divisional Officer or an officer authorized by him in that behalf.
6. That the said amount shall be payable in full when or before the Contractor receives payment, from the Government of the price payable to him for the said works under the terms and provisions of the said agreement PROVIDED THAT if any intermediate payments are made to the contractor on account of work done then on the occasion of each such payment the Government will be at liberty to make a recovery from the Contractors Bill for such payment by deducting there from in the value of the said materials (hen actually used in the construction and in respect of which recovery has not been made previously the value for this purpose being determined in respect of each description of material at (he rates at which the amount of the advances made under these presents were calculated.
7. That if the Contractor shall at any time make any default in the performance or observation in any respect of any of the terms and provisions of the said agreement or of these presents the total amount of the advance or advances that may still be owing to the Government shall immediately on the happening of such default be repayable by the Contractor to the Government together with interest thereon at twelve percent per annum from the date or respective dates of such advance or advances to the date or repayment and with all costs, charges, damages and expenses incurred by the Government in or for the recovery thereof or the enforcement of this security or otherwise by reason of (the default of the Contractor and any moneys so becoming due and payable shall constitute a debt due from the Contractor to the Government and the Contractor hereby covenants and agrees with the Government to repay and the same respectively to it accordingly.
8. That the Contractor hereby charges all the said materials with the repayment to the Government of the said sum of Rupees _____ (Rs. _____) and any further sum or sums which may be advanced as aforesaid and al l costs charges damages and expenses payable under these present PROVIDED ALWAYS and it is hereby agreed and declared that notwithstanding anything in the said agreement and without prejudice to the powers contained therein if and whether the covenant for payment and repayment hereinbefore contained shall become enforceable and the money owing shall not be paid to accordingly.

Once there with the Government may at any time thereafter adopt all or any of following courses as it may deem best ;-

- a. Seize and utilize the said materials or any part thereof in the completion of the said works on behalf of the Contractor in accordance with the provisions in that behalf contained in the said agreement debiting the Contractor with the actual cost of effecting such completion the amount due in respect of advances under these presents and crediting the Contractor with the value of work done as he had carried it out in accordance with the said agreement and at the rates thereby provided. If the balance is against the Contractor he is to pay the same to the Government on demand.
 - b. Remove and sell by public auction the seized materials or any part thereof and out of the moneys arising from the sale retain all the sums aforesaid repayable to the Government under these present and pay over the surplus (if any) to the Contractor.
 - c. Deduct all or any part of the money owing out of the security deposit or any sum due to the Contractor under the agreement.
9. That except as is expressly provided by the presents interest on the said advance shall not be payable.
10. That in the event of any conflict between the provisions of these presents and the said agreement the provisions of these presents shall prevail and in the event of any dispute or difference arising over the construction or effect of these presents the settlement of which has not been hereinbefore expressly provided for the same shall be referred to the Superintending Engineer Circle whose decision shall be final and the provisions of the Indian Arbitration Act for the time being in force so far as they are applicable shall apply to any such reference. In witnesses whereof the* _____ on behalf of the Governor of Sindh and the said _____ have hereunto set their respective hands and seals the day and first above written.

Signed, sealed and delivered by* In the presence of

Annexure – V: Income Tax Deductions provision (Rates given are for the Tax year 2019)

Section	Provision of the Section	Tax Rate	Who will deduct/ Collect/ Agent	From whom	When	Time of deposit	Taxation Status
149 Tax on Salary Income	<p>Every person responsible for paying Salary to an employee shall deduct tax from the amount paid</p> <p>1. Where the taxable income does not exceed Rs, 400,000.</p> <p>2. Where the taxable income exceeds Rs, 400,000 but does not exceed Rs, 800,000.</p> <p>3. Where the taxable income exceeds Rs, 800,000 but does not exceed Rs, 1,200,000.</p> <p>4. Where the taxable income exceeds Rs, 1,200,000 but does not exceed Rs, 2,500,000.</p> <p>5. Where the taxable income exceeds Rs, 2,500,000 but does not exceed Rs, 4,000,000.</p> <p>6. Where the taxable income exceeds Rs, 4,000,000 but does not exceed Rs, 8,000,000.</p>	<p>0%</p> <p>Rs. 1,000/-</p> <p>Rs. 2,000/-</p> <p>5% of the amount exceeding Rs, 1,200,000.</p> <p>Rs, 65,000/- + 15% of the amount exceeding Rs. 2,500,000.</p> <p>Rs. 290,000/- + 20% of the amount exceeding Rs. 4,000,000.</p>	<p>Person responsible for paying salary to the employee</p>	<p>Employee</p>	<p>At the time the salary is actually paid</p>	<p>In case of Federal / provincial Government on the day the tax is deducted. Rule 43(a).</p> <p>In other than Federal / Provincial Government cases, within 7 days from the end of each week ending on every Sunday. Rule 43(b)</p>	<p>Adjustable</p>

Section	Provision of the Section	Tax Rate	Who will deduct/ Collect/ Agent	From whom	When	Time of deposit	Taxation Status
	7. Where the taxable income exceeds Rs, 8,000,000.	Rs. 1,090,000/- + 25% of the amount exceeding Rs. 4,800,000. [Provided that where the taxable income exceeds Rs. 800,000/- the minimum tax payable shall be Rs.2,000/-]					
152 (2A)	Every Prescribed person making payment to a Permanent Establishment of Non- Resident. For: (a) Sale of goods (i) in case of a company : Filer: 4% Non-filer: 7% (ii) Other than company cases: Filer: 4.5% Non-filer: 7.75% (b) Rendering /providing of services. in the case of Transport service. (i) in case of a company : Filer: 8% Non-filer 14%		Every prescribed person	Non-Resident	At the time amount is paid	In case of Federal / provincial Government on the day the tax is deducted. Rule 43(a). In other than Federal / Provincial Government cases, within 7 days from the end of each week ending on every Sunday. Rule 43(b)	Minimum for S.152(2A)(b) and the provisions of sub clauses (i), (ii) and (iii) of clause (b) of sub section (3) and subsection (4A) of section 153 shall mutatis mutandis apply [152(2B)]

Section	Provision of the Section	Tax Rate	Who will deduct/ Collect/ Agent	From whom	When	Time of deposit	Taxation Status
	Filer Non-filer	4.5% 9%					
		Goods: No deduction of tax where payment is less than Rs. 75,000/- in aggregate during a financial year [S.153(1)(a)]					
153 (1)(b)	Transport services: All others: (i) In the case of Companies Filers Non-filers (ii) In all other than Company Taxpayers Filers Non-filers (iii) Person making payment to Electronic & Print Media for advertising services Filer Non-filer Non-filer other than company	2% 8% 14.5% 10% 17.5% 1.5% 12% 15%	Prescribed Person	Resident Person; Resident Person; and Permanent Establishment in Pakistan of a Non-Resident	At the time the amount is actually paid	In case of Federal / provincial Government on the day the tax is deducted. Rule 43(a). In other than Federal / Provincial Government cases, within 7 days from the end of each week ending on every Sunday. Rule 43(b)	Minimum Tax Except tax deducted on payment for advertising services to electronic and print media which will be Final tax

Section	Provision of the Section	Tax Rate	Who will deduct/ Collect/ Agent	From whom	When	Time of deposit	Taxation Status
		Services : No deduction of tax where payment is less than Rs. 30,000/- in aggregate during a financial year [S.153(1)(b)]					
153 (1)(c)	Execution of Contracts i) In case of sportsperson ii) In the case of Companies : Filers Non-filers iii) In the case of other than companies Taxpayers Filers Non-filers	10% 7% 14% 7.5% 15%	Prescribed Person	Resident Person; Resident Person; and Permanent Establishment in Pakistan of a Non-Resident	At the time the amount is actually paid	In case of Federal / provincial Government on the day the tax is deducted. Rule 43(a) In other than Federal / Provincial Government cases, within 7 days from the end of each week ending on every Sunday. Rule 43(b)	Final Tax except payments received on account of execution of contracts by Public Company listed on registered Stock Exchange in Pakistan
155 Income from Property	Any payment made on account of rent of immovable property (A) In case of individual or AOP Where the gross amount of rent does not exceed Rs, 200,000	Nil	Every Prescribed Persons as per Section 155 of Income Tax	Recipient of rent of immovable property	At the time the rent is actually paid	In case of Federal / provincial Government on the day the tax is deducted. Rule 43(a). In other than Federal / Provincial Government cases, within 7 days from the end of each	Adjustable

Section	Provision of the Section	Tax Rate	Who will deduct/ Collect/ Agent	From whom	When	Time of deposit	Taxation Status
	Where the gross amount of rent exceeds Rs, 200,000 but does not exceed Rs, 600,000	5% of the gross amount exceeding Rs, 200,000	Ordinance, 2001			week ending on every Sunday. Rule 43(b)	
	Where the gross amount of rent exceeds Rs, 600,000 but does not exceed Rs, 1,000,000	Rs, 20,000 +10% of the gross amount exceeding Rs, 600,000					
	Where the gross amount of rent exceeds Rs, 1,000,000 but does not exceed Rs, 2,000,000	Rs,60,000+15% of the gross amount exceeding Rs, 1,000,000					
	Where the gross amount of rent exceeds Rs, 2,000,000	Rs, 210,000 +20% of the gross amount exceeding Rs, 2,000,000					
	B) in case of company						
		Filer Non-Filer	15% 17.5%				

Annexure – VI: Sample Payment Voucher



Sindh Basic Education Program
(Program Management & Implementation Unit)
School Education Department
Government of Sindh
Phone: 021-35296931, Fax: 021-35296935

Sanctioned Order No.:

Cheque No.

Karachi, dated:



Payment Voucher

Subject:

Payee To:

The office has incurred expenses on account of XYZ of Rs:

Approval for the gross amount of Rs - (Rupees in words) may kindly be accorded to issue cheque of net amount is Rs. 0000/- in favor of M/s N & F Enterprises

The Federal Board of Revenue income tax on Services has been withheld is Rs. XXXX which is xyz% of the gross amount. The Sindh Revenue Board Sales tax on services has been withheld is Rs. 0000/- which is xyz% of the gross amount. The sub-head wise detail of the budgetary allocation during the current financial year 2018-2019 is given hereunder:

Object Code	Account Head	Available Balance	Bill Amount	Remaining Balance
1	2	3	4	5
Others				

Total Amount of Cheque will be (Rupees In words) 0000

Draft "Sanction Order" is enclosed

1. Prepared by FAO-1
2. Reviewed by FAO-2
3. Program Manager SS
4. Deputy Program Director.
5. Program Director Sanctioned gross amount Rs.000, (Rupees in words)
6. FAO Cheque may kindly be signed.
7. Program Director: Cheque No: XYZ Signed. May be co-signed.
8. Deputy program Director: Cheque No: _____ co-signed, may be issued.
9. Finance & Accounts Officer.

Annexure – VII: Daily Advice Note to Bank



Sindh Basic Education Program

(Program Management & Implementation Unit)
 School Education Department
 Government of Sindh
 Phone: 021-35296931, Fax: 021-35296935
 Karachi, dated: _____

To,
 The Treasury Officer,
 Government of Sindh, Karachi.
 The Manager (Operations),
 National Bank of Pakistan,
 Income Tax Building Branch, Karachi.

Subject: Schedule of Assignment Account Cheques

Name of Program & Principal Signatory: USAID-Sindh Basic Education Program
Principal Signatory : _____, (Program Director)
Co-Signatory: _____, (Deputy Program Director)
Assignment A/C Name and No: USAID-Sindh Basic Education Program, LCY, 1272-1
Cost Center _____
Project Description USAID-Sindh Basic Education Program SBEP, PMIU Government of Sindh is a program to construct / re-construct of schools in 7 Districts of Sindh & 5 selected towns of Karachi.
Project Code _____
Sub-Detailed Function: _____

S No	Cheque No	Date of Cheque	Payee Name	Amount (Rs.)	Object Codes
1	Xxxx	Xxxx		Xxxx	Xxxx
			Total Amount	Xxxx	

Certificate: It is certified that money being drawn through above cheque(s) is required for immediate disbursement and will not be kept in any bank account.

Deputy Program Director

Program Director

Annexure – VIII: Form – A

(Sanction for opening of Assignment Account)

Ministry of -----

No. -----

Islamabad, the -----, 200x

From : -----,

Islamabad.

To : The Accountant General
Pakistan Revenues,
Islamabad.

Subject: - OPENING OF LAPSABLE ASSIGNMENT ACCOUNT IN PAK RUPEE TITLED "-----

-----".

Dear Sir,

I am directed to convey the sanction of the President for opening of Lapsable Assignment Account in Local Currency for ----- titled "-----

-----" at National Bank of Pakistan (NBP) ----- --Branch, -----.

The above account will be operated jointly by Mr. ----- and
Mr. ----- whose specimen signatures duly attested are attached
herewith in triplicate.

It is therefore, requested that necessary authority may kindly be issued to NBP
for the opening of Lapsable Assignment Account at National Bank of Pakistan (NBP) -----
Branch -----.

The above account will be operated /maintained in accordance with the approved
revised procedure circulated by the CGA vide No. ----- dated ---
-----.

The funds in the assignment account will be provided through sanctioned
Current/Development budget grant.

Government of Pakistan
Finance Division
(BR Wing)

No. -----

Islamabad, the -----, 200x.

Forwarded to Accountant General Pakistan Revenues, Islamabad for further necessary action.

Name -----

Designation -----

Tele -----

Copy forwarded for information to:

1. The Federal Treasury Office, Islamabad.
2. The Deputy Financial Adviser -----Division, Islamabad.
3. The Director General Audit, Federal Government, F-8, Islamabad.
4. Project authority.

A.O (T.M Section) AGPR,
Islamabad.

Annexure – IX: Form – B

(Authority to NBP for opening of Assignment Account)

OFFICE OF THE
ACCOUNTANT GENERAL PAKISTAN REVENUES
G-8/4 ISLAMABAD

No. -----

Dated: -----, 200x

To

Manager
National Bank of Pakistan
-----.

Subject: - OPENING OF LAPSABLE ASSIGNMENT ACCOUNT IN PAK RUPEE TITLED "-----
-----"
-----".

In pursuance of ----- Division, Islamabad letter No.-----
-----, dated ----- bearing Finance Division Budget Wing endorsement
No.-----, dated -----, you are hereby authorized to open a
lapsable Assignment Account with the above title in the National Bank of Pakistan, -----
Branch at -----.

2. The account shall be subject to the conditions annexed to this authority.
3. Specimen signatures of the officers authorized to operate the Account Jointly by Mr. --
----- and Mr. ----- are enclosed.

Encl: As above

(-----)
Assistant Accountant General/Accounts Officer
Tele: -----

Copy to:

1. The director General Audit, federal Audit, Islamabad.
2. Project Authority
3. Mr. -----, DS (BR-II), Finance Division, Islamabad.
4. The branch officer, Special Seal Authority, etc., Local.

(-----)
Assistant Accountant General/Accounts
Officer

OFFICE OF THE
ACCOUNTANT GENERAL PAKISTAN REVENUE
G-8/4, ISLAMABAD.

No.

Conditions for Opening of Lapsable Assignment Account, in Pak Rupees, for Titled "-----
-----".

1. The revised procedure of assignment account circulated vide No. -----
----- dated ----- will be followed.
2. The account will be operated jointly by following two officers:
 - a. Mr. -----
 - b. Mr. -----.
3. The above account shall be lapsable at the end of each financial year.
4. Regular accounts of the expenditure out of this Assignment Account will be auditable by the Auditor General of Pakistan.
5. The above terms are subject to modification from time to time for better financial discipline.

Name -----

Assistant Accountant General/Accounts Officer

Tele: -----

Annexure – X: Sample of Cheque Book Register

Sindh Basic Education Program

Program Management and Implementation Unit



Cost Centre: _____
ADP Number: _____
Assignment Account Number: _____
Utilization of Cheque Book Serial Number: _____

S.NO	Cheque Number	Date of Cheque	Payee Name	Amount	Head of Account	Remarks

Prepared by FAO

Checked by FAO-1

Reviewed by DPD (Co-Signatory)

Approved by PD (Principal - Signatory)

Annexure – XII: Sample of Bank Reconciliation Statement

**USAID SBEP
Reconciliation Detail**
(Account Number) – USAID-SBEP (FCY), Period Ending _____

Type	Date	Number	Name	Clr	Amount	Balance
Beginning Balance						
Cleared Transaction						
<i>Cheque and Payment</i>						

<i>Deposits and Credits</i>						

Uncleared transactions						
<i>Cheques and Payments</i>						

Register balance						
Ending Balance						

FAO
Prepared by

FAO
Checked by

PM-SS
Reviewed by

Deputy Program Director
Reviewed by

Program Director
Approved by

**USAID SBEP
Reconciliation Summary**
(Account Number) – USAID-SBEP (FCY), Period Ending _____

	(Month/Year)
Beginning Balance	
Cleared Transaction	
<i>Cheque and Payment</i>	
<i>Deposits and Credits</i>	
Total Cleared transactions	
Cleared Balance	
Uncleared Transactions	
Cheques and payments	
Total uncleared transactions	
Register balance as on _____	
Ending Balance	

FAO Prepared by	FAO Checked by	PM-SS Reviewed by	Deputy Program Director Reviewed by	Program Director Approved by
---------------------------	--------------------------	-----------------------------	---	--

Annexure – XIII: Sample of Petty Cash Expense Voucher



Sindh Basic Education Program

(Program Management & Implementation Unit)

School Education Department
Government of Sindh

Phone: 021-35296931, Fax: 021-35296935

Sanctioned Order No. _____

Cheque No.: _____

Karachi, dated: _____



NOTE SHEET

Subject:

Payee To:

Description of expenses and total amount spent in rupees

Object Code	Account Head	Available Balance	Bill Amount	Remaining Balance
1	2	3	4	5

Total Amount of Cheque will be "Rupees in words" 0000

Draft "Sanction Order" is enclosed

- 1: Prepared by FAO-1
- 2: Reviewed by FAO-2
- 3: Program Manager SS
- 4: Deputy Program Director.
- 5: Program Director Sanctioned gross amount Rs. 0000, (Rupees in words)
- 6: FAO Cheque may kindly be signed.
- 7: Program Director: Cheque No: XYZ Signed. May be co-signed.
- 8: Deputy program Director: Cheque No: XYZ Co-signed, may be issued.
- 9: Finance & Accounts Officer

Annexure – XIV: Sample Cash Reimbursement Statement



Sindh Basic Education Program

Program Management and Implementation Unit

Date:

Month:

Sr. No.	Description	Amount (Rs.)																								
A.	Opening Balance (Cash balance on Previous day)	XXX																								
B.	Cash Received to																									
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: black; color: white;">Cheque No.</th> <th style="background-color: black; color: white;">Voucher No.</th> <th style="background-color: black; color: white;">Amount</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Cheque No.	Voucher No.	Amount										XXX												
Cheque No.	Voucher No.	Amount																								
C.	A+B	XXX																								
D.	Less: Cash Payments																									
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: black; color: white;">Head</th> <th style="background-color: black; color: white;">Amount (Rs.)</th> </tr> </thead> <tbody> <tr> <td>Entertainment & Gifts</td> <td>XXX</td> </tr> <tr> <td>Water</td> <td>XXX</td> </tr> <tr> <td>Other Occupancy</td> <td>XXX</td> </tr> <tr> <td>Conveyance Allowance</td> <td>XXX</td> </tr> <tr> <td>Stationary</td> <td>XXX</td> </tr> <tr> <td>Transport Repair</td> <td>XXX</td> </tr> <tr> <td>Others A03970</td> <td>XXX</td> </tr> <tr> <td>Gas Bills</td> <td>XXX</td> </tr> <tr> <td>R/M Furniture</td> <td>XXX</td> </tr> <tr> <td>Training & Workshop A03801</td> <td>XXX</td> </tr> <tr> <td>Hardware Purchase A09201</td> <td>XXX</td> </tr> </tbody> </table>	Head	Amount (Rs.)	Entertainment & Gifts	XXX	Water	XXX	Other Occupancy	XXX	Conveyance Allowance	XXX	Stationary	XXX	Transport Repair	XXX	Others A03970	XXX	Gas Bills	XXX	R/M Furniture	XXX	Training & Workshop A03801	XXX	Hardware Purchase A09201	XXX	
Head	Amount (Rs.)																									
Entertainment & Gifts	XXX																									
Water	XXX																									
Other Occupancy	XXX																									
Conveyance Allowance	XXX																									
Stationary	XXX																									
Transport Repair	XXX																									
Others A03970	XXX																									
Gas Bills	XXX																									
R/M Furniture	XXX																									
Training & Workshop A03801	XXX																									
Hardware Purchase A09201	XXX																									

	Electronic Communication	XXX	
	Total	XXX	
			XXX
E.	Cash In hand	C-D	XXX

Prepared by: _____

Date: _____

Verified by: _____

Date: _____



Program Management and Implementation Unit

Sindh Basic Education Program

Human Resources Management

Policies and procedure manual

Code **PMIU_PPM_002**
Version **1.0.0**
Custodian **Program Manager Support Services (PM – SS)**

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Acronyms

ACR	Annual Confidential Report
AG	Accountant General
DA	Daily Allowance
DPD	Deputy Program Director
GOS	Government of Sindh
GOP	Government of Pakistan
HR	Human Resource
HR&A	Human Resource and Administration
HRM	Human Resource Management
M&E	Monitoring & Evaluation
PD	Program Director
P&DB	Planning & Development Board
PER	Performance Evaluation Report
PM	Project Manager
PM-SS	Project Manager Support Services
PMIU	Program Management and Implementation Unit
PPP	Public Private Partnership
PSC	Program Steering Committee
RD	Regional Director
RSU	Reforms Support Unit
SBEP	Sindh Basic Education Program
SELD	School Education & Literacy Department
SOP	Standard Operating Procedure
TA	Traveling Allowance
USAID	United States Agency for International Development

1. The Manual

This Human Resource Manual establishes policies and procedures for the following principal activities:

- Hiring and deputation of employees.
- Employee administration.
- Training and capacity development.
- Compensations and rewards.
- Managing performance appraisal system.
- Managing employee separation/termination.
- Processing of payroll.
- Managing organization and positions.

PMIU has two categories of staff: staff on deputation from government and contractual staff. Accordingly, the purpose of this manual is to provide guidance common to both categories and also to distinctly encapsulate specific requirements for each category.

1.1. Purpose and Scope of Manual

Sindh Basic Education Program (SBEP) is managed through a Program Management and Implementation Unit (PMIU) as provided in the approved PC-I of the Program. This Manual will support implementation of the SBEP in a systematic, transparent and accountable manner. The processes and procedure laid in this Manual focus on the PMIU and related implementing partners in the Provincial Government such as Planning & Development Board, Finance Department, School Education & Literacy Department and agencies within the SELD i.e. PPP Node.

The purpose of the Manual is to provide required assistance and guidelines in the management of Human Resources and outline the policies and procedures laid down by the authorities of this program and the Government. It is to serve as a code of conduct as well as determinate the role of actors involved in this program. The manual has been designed in compliance with the laws, rules and policies governing the civil servants of the provincial Government. This manual will serve as a guide and on-going reference to streamline the day to day working of the organization, monitoring the conduct and efficiency and evaluating the performance of the employees. As with any document referencing to the laws, regulations, notifications, circulars etc. from the government departments, officials or authorities, the manual is also intended to be reviewed for updates upon any development in connection with the matters included herein or any other factor having effect on the subject area of this manual.

The Manual provides necessary information related to program structures, appointments/selection, job description, compensation & benefits, entitlements, leave, termination and capacity development resulting into acquisition, management and development a human resource with added values.

It serves as the Standard Operating Procedure (SOP) in relation to comprehensive reference of policies, procedures and general information concerning the operations of the PMIU of SBEP.

1.2. Approval, Revisions and Updates in the Manual

Program Steering Committee (PSC) is the forum for approval of this Manual and any subsequent changes made in this Manual. The policies and procedures contained in this Manual are subject to modification. The PMIU is responsible for any revisions, deletions and additions in the manual, in accordance with the required needs. Any changes/revisions in the manual is given in Section 3 of this Manual.

The updates are to be communicated to the users via official e-mail or otherwise as well. Upon receipt of new or revised information, the user can print and insert the replacement pages with the superseded pages. New or revised policies and procedures become effective when issues unless otherwise specified. However, if the update required is in response to a law, rule, regulation, official notification, directive, circular or any other such authoritative document or communication, the effective date of the said document or regulation shall apply to the subject matter of this manual even if the necessary updates to the manual are pending approval from the PSC.

1.3. Responsibility and Authority

This manual is the property of the PMIU/SBEP. The HR Section in the PMIU of the Program is responsible for safeguarding, implementation and periodic review of the Human Resources Manual under the supervision of Program Manager Support Services who is responsible to maintain and keep the manual up-dated as and when required.

2. Document approvals

Name and Designation	Ref to the section where change is required	Suggested Changes	Signature and Date	Comments of Sectional head	Approval of PD

3. Revision history

Date	Revision no.	Change	Reference sections
	1		-

4. Definitions

- a. "Absence" means absence from duty without sanctioned leave in advance;
- b. "Accused" means an employee alleged of misconduct under the relevant rules or the manual;
- c. "Appointing Authority" means the authority competent to make appointments to various posts under Sec.4 of the Sindh Civil Servants (A.P.T) Rules, 1974;
- d. "Chairman" means the Chairman of the 'Provincial Steering Committee' or the 'Selection Committee', as the case may be;
- e. "Competent authority" means the authority exercising specified powers under the Sindh Delegation of Powers Rules, 1962; as provided in the approved PC-I; as authorized by the PSC or as provided in the Manual;
- f. "Deputationist" means a civil servant defined under Sec.2(b) whose services have been borrowed from the government under Sec.2(bb) of the Sindh Civil Servants Act 1973;
- g. "Duty" means performance of specific services; functions or tasks assigned to an employee in the course of his/her employment in the PMIU;
- h. "Employee" means an employee of the program hired through a contract or on deputation;
- i. "Government" means the Government of Sindh;
- j. "Human Resource" Policy mean policy formulated and provided in this Manual for the selection of the deputationists from the government and hiring of professionals and other employees for the program;
- k. "Honorarium" means a payment granted to an employee as remuneration for special work beyond his described scope of job;
- l. "Increment" means periodical increase in the salary subject to terms and conditions of the service for the deputationists and of the contract for contractual employees;
- m. "Leave" means leave availed with prior approval of the sanctioning authority;
- n. "Millennium Development Goals" means internationally determined goals for the improvement of education;
- o. "Misconduct" means Violation of the procedures and Policy by a deputationist as provided in the Manual OR violation of the conduct of the Government Servants (Efficiency & Discipline) Rules 1973;
- p. "Pay" means the amount monthly drawn by an employee as pay and includes any other pay, allowances and emoluments provided in the PC-I; allowed by the PSC or given in the contract of the program employees or in the terms & conditions of the deputationists;
- q. "Penalty" means Punishment to be imposed on account of misconduct under the Manual OR the penalty imposed on deputationist under The Removal from Service (Special Powers) Ordinance, 2000;
- r. "Parent Department" means the original department of a civil Servant from where his services have been borrowed;

- s. "Procurement" means the acquiring of the services or goods under the Sindh Public Procurement Regulatory Authority (SPPRA) Act, Rules and Guidelines and in accordance with the provisions of PC-I or with the approval of the PSC;
- t. "Program Director" means the Program Director as provided in the PC-I who is authorized to exercise the financial powers of the Officer in Category-I under the Delegation of the Powers Rules 1962;
- u. "Schedule of establishment" means the schedule of employees on the pay roll of the program including officers, experts and other staff approved in the PC-I;
- v. School Management Committee: Committees constituted and notified by the SELD involving civil society and the school administration;
- w. Selection Committee: a committee provided in PC-I and constituted by the government under Sec.2 (i) of the Sindh Civil Servants Act 1973;
- x. "Special pay" means an additional pay or emoluments granted to an employee by the competent authority in consideration of arduous nature of duties or a specific additional work or responsibility;
- y. "Temporary position" means a position sanctioned by the competent authority for a limited time which may or may not be reflected in schedule of establishment or budget.

5. Introduction

Under Kerry-Logger Bill, the Government of US has committed to work with GoP / GoS to improve the education sector in the areas affected by the floods / torrential rains, in Sindh in year 2010. Considering the damages to the schools in the various districts and in the selected towns of the Karachi, the USAID committed to provide an aid of US \$81 million for construction of new and bigger schools for enhancing accessibility and quality of the education for the poor / marginalized communities in those areas.

For this purpose both governments have signed an Activity Agreement for execution of the program through a well-established Program Management Implementation Unit (PMIU) to be funded through GoS counterpart fund.

5.1. Objective of the program

Through a partnership between USAID and the Government of Sindh (GoS) aims to achieve "increased and sustained student enrollment in primary, middle and secondary schools and provide improved infrastructure in various geographical locations in Sindh". The objective of the SBEP is to manage and implement the program and monitor the construction of schools in the eight programmed districts severely affected by the floods during 2010 in the Sindh Province:

- Jacobabad
- Shahdadt @ Kamber
- Karachi (Selected towns)
- Kashmore @ Kandhkot
- Larkana
- Sukkur
- Khairpur
- Dadu

5.2. Components of the program

- Construction of schools affected by 2010 floods;
- Support to GOS Policy Reforms to merge, consolidate and upgrade schools through construction of schools;
- Improvement in early grade reading in primary schools;
- Community mobilization with a focus on increasing girls enrolment and improving nutritional status of children;
- Technical assistance to the SELD;
- Monitoring & Evaluation; and
- School Construction Design and Construction Management & Supervision.

5.3. Program Steering Committee (PSC)

A PSC with representation from USAID for observing the Program and overall coordination among all GOS Departments is to be chaired by Secretary, School Education & Literacy Department (SELD). The TORs of the PSC are contained in the notification at **Annexure I (Notification of PSC)**.

5.4. Members of the PSC include

- a. Secretary, SELD (Chair- Person),
- b. Secretary, Planning & Development (P&D);
- c. Additional Secretary, Finance Department;
- d. Chief Program Manager, Reform Support Unit (RSU), SELD;
- e. Deputy Commissioner of the concerned District;
- f. Program Director, SBEP (Member / Secretary of the PSC);
- g. Directors Schools (Sukkur, Larkana, and Karachi Division); and

- h. Representative of USAID Pakistan will attend the meetings of the PSC as an observer and may contribute to the discussions.

5.5. Terms of reference of the PSC

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.

The PSC is responsible for:

- a) Monitoring and review of the program status, as well as providing oversight of the program deliverables rollout;
- b) Controlling program 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;
- c) Resolving program conflicts and disputes, reconciling differences of opinion and approach;
- d) Granting formal acceptance of program deliverables as reported through various progress reports;
- e) Granting acceptance/clearance to the sub-project PC-Is for placing in PDWP for formal approval; and
- f) Championing and building support for the Program.

PSC may review, redefine, add or modify the above terms of reference in its meetings. PSC meets on quarterly basis or as required. The Program Director (PD) SBEP facilitates the PSC meetings. PD, SBEP is responsible for preparing Minutes of the PSC Meetings to be shared with the Chief Minister Secretariat, members of the Committee, all Program staff, and general public through the Program website.

5.6. Program Management and Implementation Unit (PMIU)

PMIU is established in the SELD, GoS. PMIU is headed by a PD who reports directly to the Secretary SELD, who is also the Chairperson of the PSC. PMIU serves as the Secretariat of the PSC and PD as its Secretary. The PMIU management is also mandated to develop policies and procedures to ensure that its directives are followed. The PD is assisted by a DPD and three Program Managers (PM) supervising different sections of the program:

- a) Schools Construction Design and Construction Management & Supervision;
- b) Learning, Reforms and Community Mobilization; and
- c) Support Services.

5.7. Terms of Reference / Functions of PMIU

Overall objective of the PMIU 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 PSC.

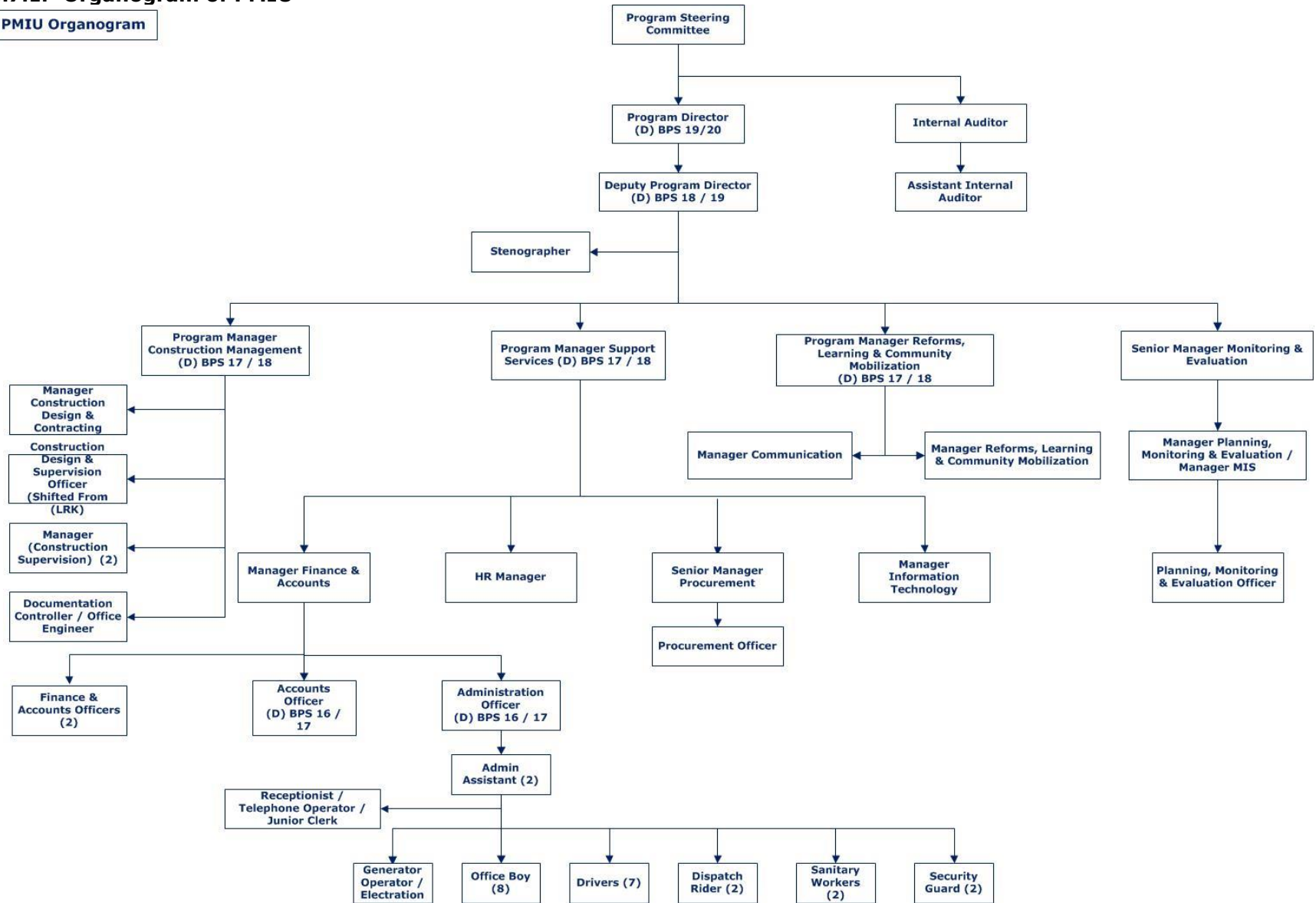
The PMIU is responsible for:

- a) Engaging with SBEP stakeholders on strategy and policy matters;
- b) Identifying windows of opportunity to further develop the Program and components; managing actively the scope of the Program according to changing strategic environment;
- c) Elaborating PC-I document guiding implementation at the individual component level;
- d) Appraising sub-project PC-Is within the mandate given by the Program Steering Committee;
- e) Working out frame works, regulations, policies, and procedures necessary for effective management of the Program, to be approved by PSC;
- f) Identifying schools for construction and/or up-gradation in accordance with agreed policies;

- g) Initiating and managing architectural design of schools and preparing procurement packages for contractors;
- h) Supervising construction in terms of timeliness, cost effectiveness, delivery, and quality of works;
- i) Introducing systems and procedures for Project Management Cycle as specified by USAID;
- j) Procuring or facilitating the procurement of services and other inputs to the interventions at component level;
- k) Approving the utilization of funds within the mandate given by the PSC;
- l) Monitoring progress and outcomes of all components under its jurisdiction and undertaking specified evaluations;
- m) Preparing quarterly & annual work plans and budgets as specified by the Project Monitoring & Evaluation System (PMES);
- n) Preparing monthly and quarterly progress reports as per PC-III format;
- o) 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;
- p) Preparing a risk management framework to identify potential risks and risk response measures for active risk control;
- q) 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;
- r) Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention;
- s) Publicizing the achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers; and
- t) Undertaking any other assignments as delegated by the PSC.

5.7.1. Organogram of PMIU

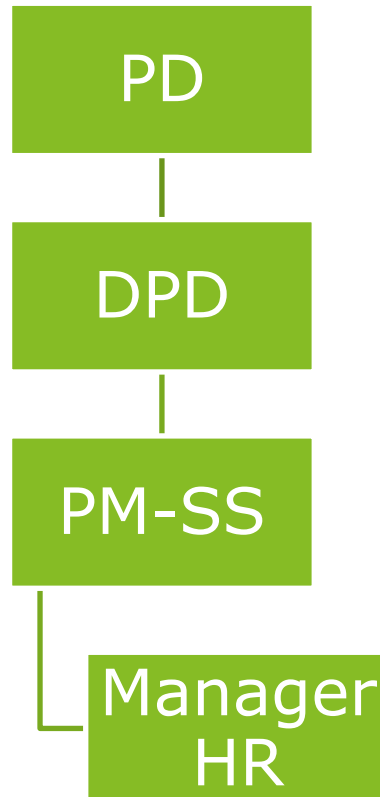
PMIU Organogram



5.8. Human Resource (HR) section at PMIU

The HR section at PMIU is included in Support Services Section, which is headed by PM-SS, assisted by Manager – HR. Services.

The HR section is responsible for the implementation of HR policies and procedures of PMIU, recruitment of staff and their overall management including the employees' records. It is also responsible for the safeguarding and implementation of the HR manual under the supervision of PM Support Services.



6. HR Policy and Plan

6.1. HR Policy

The policies and principles set in this Manual intend to ascertain and align the SBEP strategy with the shared values and culture of the government and the corporate community:

- a. **Vision:** Enabling PMIU to function with best human resource to achieve the program objectives.
- b. **Mission**
 - Manage the human resource professionally and with integrity;
 - Improving employees' ability to focus on the core objectives of the program;
 - Improving technical and managerial skills for better integration with government; and
 - Program partners, targeted communities.
- c. **Objectives**
 - Attract and employ best qualified through a merit based process;
 - Provide an enabling environment for management;
 - Ensure that an adequate performance management system is in place;
 - Provide necessary training and development opportunities; and
 - Suggest incentive model for retaining the best performers.
- d. **Core values at SBEP:**
 - a. Applying exemplary standards of professional conduct.
 - Respecting laws and regulations;
 - Respecting strict confidentiality;
 - Accepting internal and external controls;
 - Behaving in a manner that answers to the expectations of the stakeholders;
 - Reporting and developing trustworthy information;
 - Dealing with conflicts of interests in transparent processes;
 - Working as a team for the benefit of the program and the communities;
 - Utilizing all resources to deliver quality to the stakeholders;
 - Offering solutions to complex challenges.
 - b. Building on mutual trust and respect
 - Listening patiently and communicating openly;
 - Supporting each other;
 - Caring for colleagues and community;
 - Sharing opportunities to grow, learn, develop and manage;
 - Rewarding talent, contribution and quality;
 - Supporting a balanced life style.

6.2. Principles of ethical conduct

To ensure that there is complete confidence in the integrity of the PMIU, each employee shall respect and adhere to the fundamental principles of ethical service as reproduced hereunder:

1. Employees are required to place loyalty to the Constitution, the laws, and ethical principles above private gain.

2. Employees shall not hold financial interests that conflict with the conscientious performance of duty.
3. Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
4. An employee shall not, except pursuant to such reasonable exceptions as may be prescribed, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by PMIU or SBEP generally, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
5. Employees shall put forth honest effort in the performance of their duties.
6. Employees shall make no unauthorized commitments or promises of any kind purporting to bind PMIU, SBEP or GoS.
7. Employees shall not use their position within PMIU for private gain.
8. Employees shall act impartially and not give preferential treatment to any private organization or individual.
9. Employees shall protect and conserve PMIU, GoS and/or SBEP property and shall not use it for other than authorized activities.
10. Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official duties and responsibilities towards PMIU.
11. Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.
12. Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those such as Federal, provincial, or local taxes that are imposed by law.
13. Employees shall adhere to all laws and regulations that provide equal opportunity for all Pakistanis regardless of race, color, religion, sex, national origin, age, or handicap subject to applicable rules and regulations promulgated by GoS or the Federal Government from time to time.
14. Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards as documented herein.

6.3. HR Plan

As per approved PC-I, following categories of employees are to be employed at PMIU:

- a) From GoS on deputation basis under section 10 (a) of the Sindh Civil Servants Act, 1973;
- b) Experienced, skilled and appropriately qualified persons from the market.

7.3. Human Resources:

“PMIU will ensure that proper human resources are made available with appropriate description of duties, lines of reporting, market based salary, appropriate qualification, and segregation of duties, etc. HR Manager has been provided in the management structure of the PMIU”

Strength of employees at PMIU is given in Annex VIII in PC-I "Summary and Detailed cost of Program Management and Implementation Unit".

Positions at PMIU:

S #	Title	Positions	Scale	Filled
1.	Program Director	1	19/20 on Deputation	✓
2.	Deputy Program Director	1	18/19 on Deputation	✓
3.	Program Manager Construction Management	1	18 On Deputation	✗
4.	Program Manager Reforms, Learning and Community Mobilization	1	18 On Deputation	✗
5.	Program Manager For Support Services	1	18 On Deputation	✗
6.	Senior Manager Planning, Monitoring and Evaluation	1	Open market	✓
7.	Manager Construction Designing & Contracting	1	Open market	✓
8.	Manager Construction Supervision	1	Open market	✓
9.	Documentation Engineer	1	Open market	✓
10.	Manager Communications	1	Open market	✓
11.	Manager Reforms, Learning and Community Mobilization	1	Open market	✓
12.	Manager MIS / M&E	1	Open market	✓
13.	Manager Information Technology	1	Open market	✓
14.	Manager Finance & Accounts and Administration	1	Open market	✗
15.	Senior Manager Procurement	1	Open market	✓
16.	Internal Auditor	1	Open market	✓
17.	Assistant Internal Auditor	1	Open market	✓
18.	Planning, Monitoring and Evaluation Officer	2	Open market	✓
19.	Finance and Accounts Officer (One Post since re-designated as Administrative Officer)	2	Open market	✓
20.	Procurement Officer	1	Open market	✗
21.	Manager HR	1	Open Market	✓
22.	Administration Officer	1	16/17	✗
23.	Accounts officer	1	16/17	✗
24.	Admin Assistant	2	Contract (14)	✓
25.	Receptionist cum Telephone Operator	1	Open market / 7	✗
26.	Stenographer/ Computer Operator	1	14	✓
27.	Electrician / Generator Operator	1	Open Market / 4	✓
28.	Drivers	7	4	✓
29.	Dispatch Rider	2	4	✓
30.	Security Guard	2	1	✓
31.	Office Boy	8	1	✓
32.	Sanitary Worker	2	1	✓

7. Responsibilities

Following officers in the GoS and the PMIU have certain roles to play at various stages in the process of HR management:

S. No.	Designation	Responsibilities / Expectations
a)	Chief Secretary	a) Approval of posting of top management.
b)	Secretary SELD	a) Initiation of process for hiring of top management. b) Notifying of the Selection Committee. c) Sending the offer letters in case of the Deputationists.
c)	Project Director	a) Ensure compliance to this policy/procedure. b) Approval and Implementation of PC-1. c) Budget management with respect to salaries. d) Approval of offer letters in case of market staff. e) Overall contract management. e) Convening of Selection Committee meetings.
d)	Manager HR	a) Hiring Requisition Form is generated on the basis of Human Resource Plan of the Program and submitted to PM – SS along with draft advertisement for approval process. b) HR requisition advertisement issued calling for applications/C.Vs within 15 days. c) Applications/CVs received and entered in a registered/e-log. d) Shortlisting of CVs on the basis of given criteria. e) Reviewed CVs/profiles are received to place interview calls f) Interview calls are placed. g) Selected candidate(s) are contacted and offered verbally*/Offer letters issued. h) Training need/orientation plan on the hiring/selection of new employees. i) Maintenance of HR related records.
d)	Managers	a) Abide by the guidelines set forth in this policy/procedure and complete the career development packages for their employees in accordance with the timetables set forth in this document. b) Attend training classes and take the online Computer-Based-Training (CBT) program on "Career Development".

c) Use the two forms contained within the appendices to conduct performance appraisals of your employees.

8. Procedures

8.1. Deputationists

Procedures for employees transferred from Government on deputation basis under section 10 of the Sindh Civil Servants Act, 1973;

8.1.1. HR Plan

According to the approved PC-I, following positions are to be filled on deputation basis.

S #	Title	Positions	Scale	Annexure No.
1	Program Director	1	19/20	VI-A
2	Deputy Program Director	1	18/19	VI-B
3	Program Manager Support Services	1	17/18	VI-C
4	Program Manager Reforms, Learning and Community Mobilization	1	17/18	VI-D
5	Program Manager Construction Management	1	17/18	VI-E
6	Administration Officer	1	16/17	-
7	Accounts Officer	1	16/17	-

8.1.2. Selection Process for deputationists

- a. Initiation:** Secretary SELD will initiate the process for establishment of PMIU with the selection of top program management position leading to staffing the PMIU with full human resource support to perform functions provided in the PC-I. To provide equal opportunities for these positions the officers will be selected for deputation under the Sindh government: "Policy Guidelines with regard to Posting Government employees on deputation". Guidelines are given in **Annexure II**.

For this purpose, the GoS has notified a selection committee headed by the Secretary SELD with representation from other departments. **Annexure III** of selection committee.

- b. Advertisement/Circulation:** Since the positions are restricted for civil servants only therefore, the education department will circulate the available opportunity for the information of all civil servants through at least three newspapers and an inter-departmental circular to be issued by the Services, General Administration & Coordination Department, Government of Sindh calling for applications for such positions within a specific time which should not be less than 14 days' in any case. Advertisement/circular letter **Annexure IV** should include the following points:

- i. Eligibility Criteria:** there shall be eligibility criteria for selection against each position to be mentioned in the publication containing following aspects.
- Qualification;
 - Service experience;
 - Specific experience in project components;
 - Scope of Job;

- Age;
- Computer skills;
- Interpersonal skills;

Eligibility criteria for each position and detail job descriptions are provided at **Annexure V** and **Annexure VI** respectively.

- ii. Incentive Package:** Advertisement / circular letter shall mention the statement that project specific incentives for each position as per PC-I will be provided subject to negotiation against the expected outputs.
- c. Applications for the position:** Interested officers will apply for such positions on an application form provided for the purpose along with No Objection Certificate (N.O.C) from their parent department. Sample application is given in **Annexure VII**.
- d. Collection and recording of applications:** PMIU (HR section) will enter in a separate register maintained for this purpose only all applications received through postal/courier services and the printed copies of the applications received through email with date and time of the receipt of the application in PMIU.
- Likewise an e-log of the received application will be created and shared with the Chairman of the Selection Committee for his information and maintaining transparency in the process. A report on all received application for each of the position will be prepared at the closing of the working hours of the last date of application.
- e. Quantification and Shortlisting of the candidates:** For the purpose of shortlisting of the candidates, the Secretary SELD will require the PMIU, or constitute a sub-committee to quantify the candidates according to the given criteria and for the purpose of the interviews. Sample of quantification format is provided in **Annexure VIII**.
- f. Interviews of the Shortlisted candidates by the Selection Committee:** Selection Committee will meet to interview the shortlisted candidates. Proceedings of the interviews will be recorded and score shall be given to each candidate in a structured form. Sample format is provided in **Annexure IX**.
- g. Final or Second Interview, if required:** Selection may hold a second interview of the select candidates, if it is so required and after having recorded reasons for that.
- h. Compensation Package Negotiation:** The compensation package with upper limit is provided in approved PC-1 however it is for the selection committee to negotiate and recommend the package to selected candidate(s) based on the experience, skills and expected outputs justifying the additional monetary incentive.
- i. Offer letters:** On completion of the interview process and final selection of candidate(s), the Secretary SELD / Chairman Selection Committee will direct the PMIU, nominated for the issuance of the Offer Letters along with the copy of the terms & conditions and compensation package of the post for which an Officer has been selected. Offers letter is provided in **Annexure X**.
- j. Acceptance of the offer:** The Officer so offered the job shall accept the offer on given terms and conditions Sample acceptance letter is provided in **Annexure XI**.

- k. Approval of the Chief Secretary:** Since the candidates may come from various departments / agencies of the GoS, therefore the Secretary SELD will move note with final proposal for the selection of the officers for the approval of the Chief Secretary, Sindh.
- l. Transfer Order:** The Services, General Administration & Coordination department, with the approval of the Chief Secretary, will issue an order for placing services of all officers so selected from various departments at the disposal of the Secretary, SELD / SBEP for further placement against the positions for which they are selected.
- m. Assumption of Duty:** On acceptance offer and joining of the officer, the PMIU will formally issue an office order giving the date of allowing the officer to assume the charge of his position to all sections within the PMIU, with intimation to the School Education & Literacy Department and parent department of the deputationist. Sample Office order is given at **Annexure XII**.
- n. Terms & Conditions:** On assumption the PMIU will formally execute the 'Terms & Conditions' of the officer for the post offered with period of the deputation, job description, expected outputs, performance management including the following:

Standard Terms & Conditions of the deputation will be signed by the deputationist(s) and the Secretary SELD that would include the required outputs as mentioned in this Manual against each such position for annual performance evaluation. Standard format of terms & conditions is provided in **Annexure XIII**.

8.1.3. Transfer, Charge and Termination

- a. **Competent authority:** In case of PD and DPD being the grade 20/19 officers, the Chief Minister or Chief Secretary are the competent authority, as the case may be, for approval of selection as well as termination of the terms & conditions of the deputation.

For all other deputationists, the Secretary SELD, being the Administrative Secretary of the PMIU, is the Competent Authority for the Approval of the Terms & Conditions at the time of the Selection and the termination thereof.

- b. **Termination or Transfer:** As a matter of principle, having been selected on the fixed term deputation, the employees transferred from government departments have to complete minimum period of two years.

However, since the services of the civil servants in PMIU on deputation are governed under The Sindh Civil Servants (APT) Rules 1974 therefore in exceptional cases such as promotion of employee, professional courses or any other unavoidable circumstances, the government could transfer the deputationist in consultation with the Secretary SELD / Chairman PSC.

Termination of deputation:

In case of PD: the Secretary SELD, on the basis of performance evaluation or for any other reason after recording it in writing may request Chief Secretary for his transfer and termination of his deputation.

In case of all other deputationists: The Secretary SELD, on recommendation of the P.D based on the performance evaluation or any other justifiable reason recorded in writing, may terminate the terms & conditions of the deputation and surrender the services of any deputationist(s) to their parent departments.

Personal Hearing: In case of PD or all other deputationist (s) for termination of deputation, the Secretary SELD or PD will provide an opportunity of personal hearing to the deputationist(s) before sending their recommendations to higher authorities.

- c. **Additional Charge**

The competent authority, in case of transfer of the P.D, may allow the additional charge to be held by the DPD with Category-I financial powers, till the selection of new P.D, to ensure that that the implementation of the program is not hindered.

Secretary SELD, in case of all other deputationists, may allow the additional charge to be held and such functions performed by any other officer keeping in view the principle of equivalence and seniority.

- d. **Termination on Request of the Deputationist:**

In case a deputationist requesting for termination of his deputation, he may submit a written notice to the higher authority with one month's advance notice or may surrender the project allowance for one month in lieu thereof. Termination of the terms & condition of deputation require approval from the competent authority.

8.1.4. Leave

Leave is applicable to the deputationists according to the Sindh Civil Servants (Leave) rules.

8.1.5. Service Record

Service/personal record of the deputationists will be maintained by the PM-SS in the personal file of officer which must contain following record:

- i.** Application/CV;
- ii.** Copies of CNIC and Photograph;
- iii.** Educational testimonials;
- iv.** Service Statement;
- v.** Last Pay Certificate;
- vi.** Interview result with signatures of Selection Committee;
- vii.** Copies of offer letter, acceptance, joining and terms & conditions;
- viii.** Copy of job description/Terms of Reference;
- ix.** Leave record;
- x.** Copies of ACR/Performance Evaluation Reports;
- xi.** Record of advises or disciplinary actions taken, if any; and
- xii.** The record will be updated from time to time with authorization from PM-SS.

8.1.6. Pay, allowances and subscriptions

At the time of processing of payroll of the deputationists, Manager Finance will ensure that pay and allowances including project allowances and all deductions are made according to the Last pay Certificate (LPC) and deposited in the relevant account office of the AG and the statements are placed in their personal files on monthly basis. For this smooth process the deputationist will:

- a. The project allowance with maximum ceiling has been provided in the PC-I however it is for the selection committee to recommend the amount of project allowance to be paid to the deputationists – Section 7.1.2. (h);
- b. Provide their own duly verified LPC and Service Statement to be obtained from the office of AG or their parent departments for placing in their personal record in the PMIU; and
- c. Continue to subscribe towards G.P. Fund, Benevolent Fund as per Section 3 of “The Sindh Government Servants Benevolent Fund Ordinance, 1960 and Group Insurance in accordance with the Government rules and procedures.

8.1.7. Performance Appraisal

Performance of the officers on deputation will be appraised annually on the basis of and on the Performance Evaluation Report (PER) given in **Annexure XIV-A for BPS 17-18 Officers and Annexure XIV-B for BPS 19-20** and on the basis of indicators and expected outputs provided in the standard format of terms & conditions.

S. No.	Deputationists	Basic Scale	Appraising Officer	Countersigning Authority
1.	PD	19/20	Secretary SELD	Chief Secretary
2.	DPD	18/19	PD	Secretary SELD
3.	Program Managers	17/18	DPD	PD
4.	Administration officer	16/17 17	PM – SS	DPD / PD
5.	Accounts Officer		PM – SS	DPD / PD

Performance Appraisal by the PSC: In the first quarterly meeting of each calendar year, the PD will make a presentation to PSC for its annual review of the program and the performance of key officials of the program. PSC will review the performance and provide guidance in laying the fresh goals, if required. PSC will devise a performance review mechanism for this purpose through internal and external resources.

8.2. Market Based Employees

The approved PC-I provides for hiring of market based skilled human resource through a competitive process for which the Sindh Education Department has notified a Selection committee. Notification of the selection committee is placed at **Annexure XV**.

Guiding Policy Principles

- a. **Merit and Equal Opportunity:** Approved PC-I provide that the professionals for market based positions are engaged through a competitive process providing equal opportunity for employment. The selection in the Program is made purely on the basis of merit.
- b. **Special Quota:** SBEP adheres to the share/quota specified by the GOS for Women 5%, Minorities 5% and Special Persons 2%, besides the selections on merit. As per applicable policy circulars of the Govt. of Sindh.
- c. **Compensation:** Though the compensation package for the market based employees are provided in PC-I, however in exceptional cases their salary and benefits can be negotiated and offered according to their qualification, skills and experience, on recommendation of the Selection Committee after second interview and negotiation.

8.2.1. HR Plan

HR Plan of the PMIU, subject to any variance in the future, is as under:

S. No.	Title of the Position	No. of Positions	Status/Scale	Annexure No. for JD
1.	Sr. Manager M&E	1	Open/Market	Annexure XVIII-A
2.	Manager Construction Supervision	2	Open/Market	Annexure XVIII-B
3.	Manager Construction Design and contracting	1	Open/Market	Annexure XVIII-C
4.	Documentation Engineer	1	Open/Market	Annexure XVIII-D
5.	Manager Communications	1	Open/Market	Annexure XVIII-E
6.	Manager Reforms, Learning and Community Mobilization	1	Open/Market	Annexure XVIII-F
7.	Manager Planning, monitoring & Evaluation / Manager MIS	1	Open/Market	Annexure XVIII-G
8.	Manager Information Technology	1	Open/Market	Annexure XVIII-H
9.	Manager Finance & Accounts	1	Open/Market	Annexure XVIII-I
10.	Senior Manager Procurement	1	Open/Market	Annexure XVIII-J
11.	Internal Auditor	1	Open/Market	Annexure XVIII-K
12.	Assistant Internal Auditor	1	Open/Market	Annexure XVIII-L
13.	Planning, Monitoring and Evaluation Officer (1xPMIU) (1xRegional Offices)	2	17	Annexure XVIII-M
14.	Manager Human Resources (One Post of Procurement officer since re-designated)	2	18	Annexure XVIII-N
15.	Procurement Officer	1	16	Annexure XVIII-O

S. No.	Title of the Position	No. of Positions	Status/Scale	Annexure No. for JD
16.	Administrative Officer	1	16	Annexure XVIII-P
17.	Admin Assistant	2	14	Annexure XVIII-Q
18.	Receptionist cum Telephone Operator	1	Open/Market	Annexure XVIII-R
19.	Stenographer/ Computer Operator	1	12	-
20.	Electrician / Generator Operator	1	Open/Market	-
21.	Drivers	7	4	-
22.	Dispatch Rider	2	4	-
23.	Security Guard	2	1	-
24.	Sanitary Worker	2	1	-

8.2.2. Hiring Process

a. Initiation: The PD, with the consent of Secretary SELD will order the initiation of process for the hiring against vacant position according to the HR plan.

b. Advertisement:

The HR section is responsible for advertisement for invitation of applications against vacancies in at least three leading daily newspapers in English, Urdu and Sindhi languages within a specific time which should not be less than 14 days' in any case. The following will be necessarily mentioned in the advertisement, the specimen of which is given at **Annexure XVI**.

- i. Title of the required position and brief description of program;
- ii. Eligibility criteria for each position including qualification and experience for the position;
- iii. Duty Station;
- iv. Closing date for submission of application;
- v. Posting address for submission of applications.

Eligibility criteria for each position and detail job descriptions are provided at **Annexure XVII** and **Annexure XVIII** respectively.

c. The application: Format of the application is provided with the advertisement as well as on the website of the PMIU www.sbecp.gos.pk.

The application should cover following:

- i. Personal Information: name, father's name, postal address, permanent address, CNIC number, telephone number (line number and cell number), email address.
- ii. Academic Qualification;
- iii. Professional experience: starting from last employment; covering name of employer, designation/ title, starting date, ending date, nature of duties; and
- iv. Copies of CNIC and two passport size photographs; and
- v. Two References; name, designation, organization, address, telephone number (line and cell), e-mail address.

Sample application is at **Annexure XIX**.

- d. **Collection and recording of applications:** PMIU (HR section) will enter in a separate register maintained for this purpose all application received through postal/courier services and the printed copies of the applications received through email with date and time of the receipt of the application in PMIU.

Likewise an e-log of the received application will be created for maintaining transparency in the process. A report on all received application for each of the position will be prepared at the closing of the working hours of the last date of application.

- e. **Quantification and Shortlisting of the candidates:** For the purpose of shortlisting of the candidates, the Secretary SELD will require the PMIU, or constitute a sub-committee to quantify the candidates according to the given criteria and for the purpose of the interviews.

- i. Qualification;
- ii. Work Experience;
- iii. Computer Literacy;
- iv. Knowledge of subject;
- v. Inter-Personal & Communication Skills; and
- vi. Willingness to work in Field.

Sample of quantification format is provided in **Annexure XX**.

- f. **Test, Interview, Negotiation and final selection**

- i. Dispatch of letters to short listed candidates for interviews (and / or test, if required) through registered post/ Courier Service;
- ii. PMIU will conduct the test, if required;
- iii. Selection committee will conduct the interview of shortlisted candidates in a structured form and recommend the successful candidate for the vacant positions on the basis of final score sheet. The score sheet for selection of candidates is at **Annexure XXI**;
- iv. The selection committee may negotiate terms and conditions including the compensation package with the top recommended candidates;
- v. The PD moves a note to Secretary SELD on the basis of recommendations by selection committee, seeking his formal approval for hiring of selected candidates;
- vi. PMIU will issue the offer letters with draft contract to the selected candidate and will be instructed to obtain Police verification and medical fitness certificate from concerned Police station and MS services Hospital. Sample offer letter and joining report is given at **Annexure XXII-A** and **Annexure XXII-B** respectively;
- vii. If selected candidate is not joining, then second best candidate on the basis of score sheet would be given offer for the position;
- viii. Select candidate(s) available and willing to join will report to PM – SS and will be allowed to join immediately or on the date as mutually agreed; and
- ix. On joining of candidate, PM – SS will issue office order giving the name of selected candidate, position and date of joining with intimation to all program sections, and SELD. Draft officer order is at **Annexure XXIII**.

- g. **Contract management:**

PD will sign the contract with selected employees who have joined the PMIU. Draft contract at **Annexure XXIV**.

- i. Title of the position;
- ii. Duration of contract (should be issued by specifying the period and extendable for further period of Program on the basis of performance of employee);
- iii. Salary package;
- iv. Duty station;
- v. Roles and responsibilities and expected outputs;
- vi. Standard terms & conditions;
- vii. Reporting hierarchy; and
- viii. Performance Evaluation.

h. Probation Period

All selected staff for PMIU coming through open competition/market will be on probation for an initial period of three months extendable for further three months and can be terminated if the performance is not found up to the mark. After successful completion of probation, the probationary period will be counted as part to the total service. For termination of probation, performance evaluation of the employee will be carried out by the supervisory officer and recorded in the performance evaluation report.

i. Transfer and Postings

The employees selected from open market working in PMIU, could not be transferred to any other Government Department. However, their internal transfers within various sections of the PMIU can be made on need basis.

j. Resignation

The employee selected from open market may resign from service at any time with one month's advance notice address to PD or one-month salary in lieu thereof. All resignations require acceptance and approval from the competent authority.

Procedure:

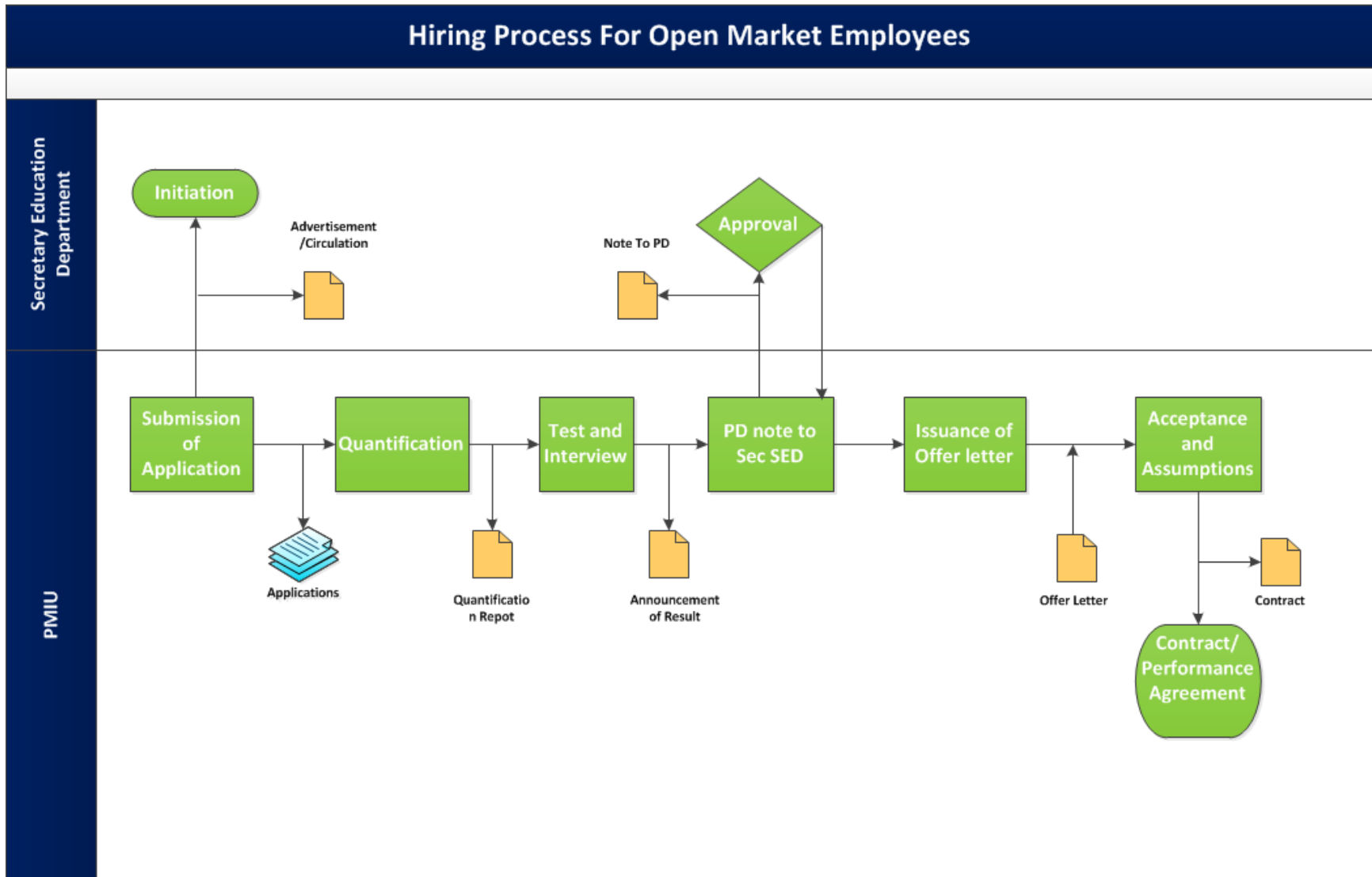
- i. An employee can resign by submitting a written resignation to his supervisor addressed to the PD one month in advance of his end of service date. After approval by concerned competent authority, Finance Wing will take action for final settlement etc.
- ii. The term "month" used herein in respect of notice period will be reckoned according to the English Calendar and will commence from the day following the day on which notice is given by the employee or by SBEP as the case may be.
- iii. A letter of acceptance/rejection of resignation shall be issued to the resigning employee regarding the status of his resignation by HR.
- iv. In case the PMIU intend to extend the contract after the term of the contract of employment ends, it will inform the employee at least 30 days before the end of the contract. In case no renewal/extension in contract is granted at least 30 days prior to the end of contract, the employee is relieved on the contract end date.
- v. Employee is required to complete a clearance form and obtain relevant signatures in order to make sure that all outstanding liabilities have been cleared. The employee must turn over all files, keys, equipment and liquidate any cash advances and or any other assets belonging to SBEP.
- vi. At the time of the last payment of salary to employee, he must sign a "No-Demand Certificate", confirming that all payments due from/to SBEP have been paid/received along with vehicle(s), equipment and any other item provided to him /her by SBEP.

- vii. Employee should fill in an "Exit Interview Form" and "Employee Clearance Form" and submit it to concerned HR, a sample of both form is given at **Annexure XXV and Annexure XXVI respectively.**

8.2.3. Termination

The services of any employees from open market can be terminated any time with one month's advance notice in writing or payment of one month's salary in lieu thereof (as mentioned in the signed contract). However, services can be terminated with immediate effect as a result of disciplinary action against an employee as provided in section 8.4.1. of this manual.

Flowchart 2



Activity Chart for hiring of management

S. No.	Activity	Time-line (Day)	Responsibility
1.	Hiring Requisition Form is generated on the basis of Human Resource Plan of the Program and submitted to PM – SS along with draft advertisement for approval process	1	Manager HR
2.	Requisition finalized with any changes, if required	2	PM-SS
3.	Requisition recommended to P.D	3	DPD
4.	Approval by P.D	5	=
5.	HR requisition advertisement issued calling for applications/C.Vs within 15 days	6	Manager HR
6.	Letter issued to all members of for information of the process intimating the approximate date for the interviews	7	PM-SS
7.	Initiate drafting of documentation for quantification and shortlisting	7-10	=
3.a	Training need/orientation plan on the hiring/selection of new employees	11-12	Manager HR
3.b	Input in the training/orientation Plan	13-14	Program Manager (RL&CM) and Sr. Manage M&E
8.	Applications/CVs received and entered in a registered /e-log	22	Manager HR
9.	Shortlisting of CVs on the basis of given criteria	23-25	Manager HR
10.	CVs/profiles are reviewed and shortlisting finalized at the level of PD/DPD	26	PM – SS
11.	Reviewed CVs/profiles are received to place interview calls	27	Manager HR
12.	Interview calls are placed	28	=
13.	Interviews conducted	35-36	PD/DPD/PM-SS Selection Committee
14.	Shortlisting for selection of appropriate candidates finalized for approval of the PD	38	PM – SS

S. No.	Activity	Time-line (Day)	Responsibility
15.	Selections are made for the requisite positions from the interviewed candidate	39	PD/DPD
16.	Draft Offer Letter approved		DPD
17.	Selected candidate(s) are contacted and offered verbally*/Offer letters issued	40	Manager HR
18.	Draft contracts prepared and approved	41	DPD
19.	On acceptance of position candidate(s) will be allowed to join immediately or as per his availability, if mutually agreed.		PM-SS
20.	Joining allowed – Office Order issued with Name of selected candidate, Position and Date of Joining with copies to all sections in PMIU, Regional Offices, SELD and USAID and Members of Selection Committee		PM-SS
21.	Contract Signed		PD/PM-SS
22.	Training/Orientation starts		All Program Managers

*Non-availability of any candidate will be accepted only when received in writing i.e, either through post/courier or email. Verbal non-availability shall not be accepted in any case.

8.2.4. Leave

The leave will be applicable as provided in the contract.

8.2.5. Service Record

The service record of each employee will be maintained in their respective personal files stored under lock and key and access should be limited to staff members duly authorized by Manager HR. A personal file must have following record:

- i.** Application/CV;
- ii.** Copies of CNIC and Photograph;
- iii.** Medical Certificate and Police Verification;
- iv.** Educational testimonials;
- v.** Interview result with signatures of Selection Committee;
- vi.** Copies of offer letter, acceptance, joining and terms & conditions;
- vii.** Copy of job description/Terms of Reference;
- viii.** Leave record;
- ix.** Copies Performance Evaluation Reports;
- x.** Record of advises or disciplinary actions taken, if any; and
- xi.** The record will be updated from time to time with authorization from PM-SS.

8.2.6. Pay, Special Pay and other benefits

- a. Pay:** The salary package and other benefits for positions filled through open competition from market are negotiable within the allocations provided in approved PC-I (Annexure VIII, Operating Cost of PMIU). The annual salary raise will be allowed based on the performance evaluation.
- b. Special Pay & Over-time:** In addition to pay and any other allowances paid as a part of regular salary package following employees of the PMIU may be paid additionally on the rates determined by the competent authority but not exceeding the rates allowed by the government for similar positions;
 - i.** Overtime allowance for Staff Car Drivers and Dispatch Riders;
 - ii.** Assistants, Computer Operators, Data Entry Operator, Drivers and Naib Qasids working in late hours after the office hours will be entitled to a conveyance charge according to the rates admissible by the Finance Department, Government of Sindh; and
 - iii.** Each of the overtime allowance or conveyance charge will be subjected to the verification by the Officer in-Charge and approval of the competent authority.

8.2.7. Performance appraisal

The contract of every employee shall provide for the performance appraisal of the employee against the job description and the targets assign to him by the senior authority. Such appraisal would be conducted for the purposes of grant of annual increment in the salary and determining whether the services of the employee would be continued or otherwise.

8.3. Orientation / Training

DPD and the PM-SS are shall arrange orientation or Need Based Training sessions for the officers selected/ transferred from government department or hired from open market with the purpose of providing orientation to such selected/hired staff members with the salient aspects of the scope and activities of the program, geographical coverage, roles and responsibilities of different sections in the PMIU, line of authority, stakeholders and working mechanism of PMIU. Employees of all categories and short/long term consultants working in PMIU are entitled to attend such orientation training programs at designated venue.

Sample of Training Need Assessment is given at **Annexure XXVII**.

PM-SS is responsible for undertaking such need assessment, designing of the orientation or refresher programs.

8.4. Efficiency and Discipline

The employee transferred from Government Department on deputation and employees hired from market are governed under "The Sind Removal from Service (Special Power) Ordinance, 2000".

- a.** The cases of the deputationists will be referred to their parent department for necessary action and in case the disciplinary grounds are determined the employees shall be repatriated to their parent department.
- b.** The cases of employees hired from market will be processed by the PMIU. The PD has the final authority to take disciplinary action for employees hired from market. Except for Internal Auditor.
- c.** The case of Internal Auditor will be referred to the Secretary SELD who shall be the competent authority.

The disciplinary proceedings shall be undertaken under the relevant provisions mentioned below:

Section 2(b) of the Removal from Service (Special Powers) Sindh Ordinance, 2000:

"misconduct" includes conduct prejudicial to good order or service discipline or conduct unbecoming of an officer and a gentleman or involvement or participation for gain either directly or indirectly in industry, trade or speculative transactions or abuse or misuse of the official position to gain undue advantage or assumption of financial or other obligations to private institutions or persons as may cause embarrassment in the performance of official duties or functions;

8.4.1. Disciplinary Proceedings

Proceedings against the employees for lapse of duty or misconduct as defined above and the resultant punishment on the grounds, where an employee in the opinion of the authority to proceed according to the Ordinance.

Procedure to be followed for taking disciplinary action/inquiry:

i. Complaint:

Head of Section on receiving complaints or on his motion will forward a complaint to HR section for inquiry or investigation.

ii. Fact finding:

PM-SS will undertake himself or on the directions of the PD a thorough inquiry or investigation of nature of the delinquent behavior of the employee and the factors which have led the employee to behave and conduct himself in a manner which is contrary to the accepted norms of the PMIU's rules and discipline.

iii. Inquiry:

After receiving fact finding report, the PD after determining the nature of offence or misconduct may decide to initiate an inquiry as per provision of the Ordinance or otherwise.

iv. Warning/Counselling:

In case the misconduct of the employee is not so grave that it warrant an inquiry, the PD may issue a warning to the employee and direct for his counselling.

v. Termination:

In case the misconduct is established beyond any doubt the competent authority may terminate the services of the employee with following conditions:

- In case the misconduct is of the criminal nature i.e. financial misappropriation, theft, bribe, breach of confidentiality or trust etc.
- In case of finance misappropriation, the amount so misappropriated would be recovered from the remaining salary of the employee.
- In case there is no criminal liability or any recovery to be affected, the employee would be terminated and paid balance of the salary.

9. Office Administration

9.1. General

9.1.1. Office Accommodation

The program has hired office premises as per allocations approved in the PC-I. Following aspects are considered before making the choice of the office premises:

- Security of the premises;
- Availability of all services/utilities;
- Adequate accommodation for all office staff;
- Parking space for vehicles.

After having hired the premises, the PMIU shall take following steps for ensuring smooth functioning of office:

- Necessary utility provisions;
- Office equipment and furniture;
- Safety and security measures;
- Office manuals to be in place for following the processes.

9.1.2. Office Record

Record pertaining to the program activities shall be maintained properly, classified and kept in safe manner:

- a. All Program Managers and Senior Manager (M&E) are responsible for safe custody of the record pertaining to their respective Sections;
- b. PM – SS will be over all in-charge of the office record. He, with the approval of the PD/DPD, will prepare and issue instructions/guidelines for safe custody, cataloguing, movement of files/documents to and from the record room/space declared for the purpose of record;
- c. An Office Assistant will be nominated as custodian of such record room with complete inventory of the record;
- d. He will maintain Dispatch & Receipt section in the office with Dak and Fax Register to ensure that all mails and fax received in or sent out are entered into these registers;

9.1.3. Office Secrecy

- a. Over all classification of the Program documentation in the PMIU will be "Restricted" meaning thereby that the documentation should be seen or dealt by the concerned people/employees only and must not be taken out of the PMIU in any case except for the official purposes;
- b. All employees will ensure complete secrecy and confidentiality of the program affairs and documents that they deal with or proceedings of the meetings that attend. All reports will be shared with stakeholders in the manner prescribed by the PMIU for this purpose. Likewise, all communication through emails will be restricted to the addresses and circulation/distribution list approved by the PMIU;
- c. Office papers not to be used further like drafts etc. are destroyed properly on daily basis.

All employees shall sign the Annual Confidentiality form, Sample of Annual Confidentiality is given at **Annexure XXVIII**.

9.1.4. Conduct

Since the PMIU promises equal opportunities for employment and envisages a mix of skills, expertise and gender therefore all employees working with PMIU must observe the Code of Conduct given hereunder for maintaining the highest standards of official conduct in the PMIU. Office conduct includes regulations and procedures to be practiced in the PMIU as explained below:

a. Attendance:

All employees are required to report to work on time every day and maintain a satisfactory record of attendance in the manner prescribed. If an employee is unable to report to work he is expected to notify his supervisor within 30 minutes of his start time. In case of emergency/uncertainty, an employee can take leave instead of un-notified absence. All unapproved absences will be noted in the employee's personal file. Excessive and unauthorized absences will result in disciplinary action.

b. Office Hours:

The Sindh Government's office timings would be followed by PMIU. All employees are required to attend office regularly and observe office timings strictly. Habitual absenteeism and non-observance of office timings shall warrant disciplinary action.

c. Public Holidays:

Employees are entitled to enjoy Public Holiday notified by the Government of Sindh and District administrations in the program districts. Non-Muslims are also allowed to avail optional holiday on their religious festivals, if not notified officially with the prior sanction of the higher authority. However, such leave is treated/adjusted against casual leave.

d. The Dress Code:

The employees of SBEP should wear decent dress suitable to the office environment and their personal appearance (suit, with or without close collar, trousers with full or half sleeves shirt, safari suit or shalwar-kameez preferably with waist coat). The dress should raise the professional image of the Program. Drivers and office orderlies will wear uniform provided by the office free of cost.

9.1.5. Ethical and Legal Responsibilities

All employees of the PMIU shall observe highest standards of the ethics and shall refrain from the following;

- a.** Possessing and use of any sort of drug;
- b.** Harassment of other employees, especially sexual harassment of female employees;
- c.** Possessing and display of all sort of arms;
- d.** Involvement in any sort of corruption and unethical acts; and
- e.** Acceptance of any gift from anyone engaged with PMIU.

9.1.6. No Smoking Zone

Offices and fields/sites of SBEP are to be declared as No Smoking zone and employees of PMIU be directed to strictly avoid smoking in office premises. Use of pan, naswar, gutka etc should also be prohibited in working areas and program vehicles as well.

However smoking shall only be allowed in designated places to protect the health of non-smokers. Use, sell, possession, distribution, trafficking or storing of drugs and alcohols are equally prohibited in the areas/places falling within the premises of PMIU. Violation of above policy must be reported to immediate supervisor (Preferably in writing) for disciplinary punitive action.

9.1.7. Respect for all

PMIU believes in humanity and should strictly abide the universal declaration of Human Rights signed by the Government of Pakistan and Proclaimed by General Assembly of the United Nations.

Respect and regard to every Human irrespective of his class, color, caste or working position in office shall be the policy of the organization. Any act contrary to this policy and defaming any employee or different sections of society shall be seriously noticed by the management of PMIU.

Abusing, insulting, shouting etc are equally considered unethical acts in our society and inter-native community. PMIU employee representing a well reputed organization should behave in a civilized manner and respect all sections of society and colleagues.

9.1.8. Discrimination against women

Elimination of all forms of discrimination against women shall be the policy of PMIU. The term discrimination against women shall mean any distinction, exclusion or restriction made on the basis of gender, which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other fields.

Hence PMIU believes to eliminate prejudices and customary practices based on the perception of the superiority or inferiority of either of the sexes or on stereotype roles for men and women. Manual extends the selection to a position to all without any discrimination. Employees of PMIU are expected not to indulge in such immoral acts, failing which necessary action shall be taken against their misconduct under the Protection against Harassment of Women at Work Place Act-2010.

9.1.9. Violence and harassment

Keeping the work environment safe, secure and healthy shall be the commitment of PMIU. Any form of violence and harassment instilling fear and insecurity to life and property or hindering the smooth working of employee and the organization shall not be tolerated. Possession or display of weapons at workplace or visits should be strictly prohibited (except law enforcing agencies of the persons deployed for the security to be approved by the Authority. Such cases shall be reported to authority and cases registered against violator under the law. Threatening behavior shall also be considered as an act of the violence and sever action be initiated against such act.

Any unwelcome advance, request for favor or any written or oral communication or physical contact of any nature demeaning attitudes causing self-disrespect and interference in working environment or creating and intimidating and attempt to threat to be reported to the supervisor.

The HR section shall get the signed copy of Code of Conduct. A sample of Code of Conduct is given at **Annexure XXIX.**

9.2. Disbursement

9.2.1. Salaries & allowances

Payment of salaries to employees of PMIU shall be first charge on the budget of the PMIU which shall be paid on the first day of every month. Process for payment of salaries is provided in Financial Management Manual.

The first day of each month will be pay day for transfer/disbursement of salaries for employees. In case of holiday(s), first working day of the month will the pay day.

The procedure of payment of salaries & allowances is provided in Financial Management.

9.2.2. Utilities

Payment of utilities (electricity, gas, telephone, internet, water and sewerage) shall be second charge on the budget of the PMIU. PM-SS shall ensure the regular provision of utility and payments thereof on monthly basis.

9.2.3. Consumables

The PM-SS will ensure that adequate allocations are provided in annual budget of the PMIU for procurement of consumables (Printing material, Stationery, office material etc.) and as far as possible such consumables may be procured in bulk and payments made in accordance with Procurement and Financial Management manuals respectively.

9.2.4. Works

Payments of the construction of schools under the program will be made according to the procedure laid down in Schedule of activity and Project Implementation Letter (PIL) executed between Government of Sindh and the USAID.

Detail procedure is provided in Financial Management Manual.

9.3. Attendance & Punctuality

- i.** Attendance of employees will be maintained through Bio-metric system installed at PMIU. HR section will have admin rights of Bio-metric system and will be maintaining the attendance records of all employees. If an employee is unable to reach the office, he will notify his supervisor within 30 minutes of start time. All unapproved days of absence will be considered leave and noted in the employee's personal file. Excessive and unauthorized absences will result in disciplinary action.
- ii.** Late coming shall be marked after **9.15 A.M.** Three late arrivals in a month shall be counted as one leave and such leave shall be added to the leave availed record. These adjustments shall be made on monthly basis. PD, DPD and Program managers are exempted from such deductions due to the nature of their job description that includes their commitments outside the office, however, they are responsible to exemplify punctuality.
- iii.** Arrival after 11:00 A.M. and early going before 4:00 P.M. without permission shall be considered as half day.

9.3.1. Office Timings

The Sindh Government`s office timings would be followed by PMIU. All employees are required to attend office regularly and observe office timings strictly. Habitual absenteeism and non-observance of office timings shall warrant disciplinary action. Government notification as follows:

Days	Start Time	Lunch / prayers Break	End Time
Monday to Thursday	9:00 AM	1:00 PM to 2:00 PM	5:00 PM
Friday	9:00 AM	1:00 PM to 2:30 PM	5:00 PM

9.3.2. Office Timings in Ramadan

In the Holy month of Ramadan, the office timings are observed as follows:

Days	Start Time	Break	End Time
Monday to Thursday	8:00 AM	-	2:00 PM
Friday	8:00 AM	-	1:00 PM

9.3.3. Holidays

Employees are entitled Public Holidays notified by the Government of Sindh and District administrations in the program districts. Non-Muslims are also allowed to avail optional holiday on their religious festivals, if not notified officially with the prior sanction of the higher authority. However, such leave is treated/adjusted against casual leave.

9.3.4. Leave

An employee may apply for any type of leave which is due and admissible to him and it shall not be refused without a just reason recorded in writing. Sindh Civil Servants Leave Rules 1986 shall apply in case of all employees of the Program except as may be provided otherwise in this Manual for the market based employees.

i. Earned Leave

An employee shall earn leave with full pay which shall be calculated at the rate of 2 days for every calendar month of duty rendered and credited to the leave account as "Earned Leave" at the end of each calendar year. All leave at credit in the account of an employee on the last day of December, shall be carried forward and expressed in terms of leave on full pay. PD is the competent authority for grant of earned leave to all market based employees.

ii. Casual Leave

Casual leave will be availed as follows:

- a. Casual leave up to 3 days shall be sanctioned in favor of an employee by his immediate supervisor;
- b. There shall be 25 days casual leave during a calendar year;
- c. Casual leave shall ordinarily not exceed 07 days at a time;
- d. Casual leave can be granted in conjunction with public holidays, but not with any other kind of leave or joining time;

- e. Casual leave shall not be claimed as a right, but shall be granted by way of grace to enable employee to attend to his private affairs; and
- f. During casual leave or holidays no employee shall leave the Headquarter except with permission from sanctioning authority;

iii. Special Leave

A female employee, on the death of her husband may be granted special leave on full pay as provided in Section 16 of the Sindh Leave Rules 1986 for a period not exceeding one hundred and Eighty days (Iddat Leave).

iv. Maternity Leave

Maternity leave is to be granted on full pay, outside the leave account to a female employee to the extent of ninety days (90) in all from the date of its commencement (as specified in the application for leave) as provided in Section 15 of the Sindh Leave Rules, 1986.

v. Re-Call from Leave

Employee could be re-called to duty during any kind of leave in case of any emergency from his leave by the head of the office in such case the employee is provided return (one way) fare with one daily allowance.

vi. Overstay After Sanctioned Leave

Unless the leave of an employee is extended by the leave granting authority, an employee who remains absent after the end of his leave shall not be entitled to any remuneration for the period of such absence until and unless the extended period is decided by the competent authority.

vii. Ex-Pakistan Leave

Normally this leave will not be allowed to market based staff except for religious purposes. Employees can consume his annual earned leaves for this purpose and such leaves will be approved by the PD.

viii. Process for Leave Sanction

- a) An employee shall apply for a leave on the prescribed form at **Annexure XXX**;
- b) The Section in-charge would be authorized for sanction of casual leave not more than three days for employees up to scale 10;
- c) For Assistant Managers and below, the leave exceeding 3 days or any other type of leave up to 7 days will be recommended by section in-charge and approved by DPD in PMIU. For leave exceeding 7 days will be approved by PD;
- d) For Managers and above, any type of leave up to 10 days will be approved by the PD;
- e) For DPD and Program managers any type of leave exceeding 10 days will be approved Secretary SELD on the recommendation of PD;

ix. Handing Over Charge While Proceeding on Leave and assumption of charge on return from Leave

- a. An Employee proceeding on leave (Other than Casual Leave) shall hand over the charge of his post to an employee as may be ordered by the PD/DPD/PM/RD and shall, shall sign a handing/taking over report.

- b. An employee on return from leave shall report for duty to the authority that sanctioned his leave and assume charge of the post to which he is directed by that authority unless such direction is given to him in advance.

In case he is directed to take charge of a post at a station other than that from where he proceeded on leave travel expenses as on transfer shall be payable to him.

x. Maintenance of leave record

The leave record will be maintained by the Manager HR for staff working at PMIU.

9.3.1. Preparation of Employee Attendance Roll

The Manager HR shall prepare "Employee Attendance Roll" based on their daily attendance during the month. Such attendance roll/timesheet shall be sent to the Manager FAA for preparation of payroll by 20th of the each month.

The attendance for the remaining 10 days of the month, shall be taken into account in the payroll of next month.

Sample of "Employee Attendance Roll" is provided at **Annexure XXXI**.

9.4. Vehicles

The PMIU may procure as many numbers of vehicles as is provided in the approved PC-1. The vehicles can however be used for the Program purpose but only after prior approval from PD/DPD for field visits or general duties as and when required.

9.4.1. Use of Program Vehicles

The authorized employees can use the program vehicles subject to availability and within the budgetary limit of sanctioned amount specified to meet the expenses as POL and maintenance charges. The program employees can also use public transport for official purpose and the amount spent on public transport should be reimbursed by the accounts section of PMIU after the verification of the receipts their approval and provisions under travelling head.

9.4.2. Authorization for the use of vehicles

No. Of Vehicle	Entitled Official	Make
1	Program Director	Toyota Corolla Xli 1300 CC / Vigo
1	Deputy Program Director	Toyota Corolla Xli 1300 CC / Vigo
3	Program Managers (3)	Suzuki Swift 1300 CC
1	Dispatch Rider at PMIU	Honda Motor Cycle 70CC

9.4.3. Maintenance of Vehicles

PM – SS and the section of his office (Admin Assistant) dealing with transport matters shall be responsible for management and maintenance of vehicles. A log book of each vehicle shall be maintained with history of use, repairs etc. Concerned officer will also sign the log book and ensure the correct entry of covered millage.

Driver will be responsible for:

- Cleanliness / washing of the vehicle;
- Change of oil & filter;
- Maintain log book; and
- Timely maintenance, service and repair as and when required.

9.4.4. Field Visits

In case the vehicle is required for the allotted officer for out of station visit for program purpose permission is to be granted by the PD on request containing following details:

- i. Purpose of visit;
- ii. Destination;
- iii. Duration;
- iv. Any advance required for POL; and
- v. Recommendation by Section In-Charge/Program Manager.

In case the vehicle is required for the officer other than the officers authorized program vehicles for out of station visit or for any other program purpose, requisition is to be made with following details:

- i. Name and designation of the officer;
- ii. Purpose of visit;
- iii. Destination;
- iv. Duration;
- v. Any advance required for hiring of the vehicle;
- vi. Mode of any other public transport i.e. by air, by rail, by road;
- vii. Recommendation by Section In-Charge/Program Manager; and
- viii. Permission granted by the PD for reimbursement.

PMIU should maintain the vehicle log Book which shall be signed by the person who are using the car. Sample of The Vehicle Log Book is given provided at **Annexure XXXII**.

9.4.5. Accident/Theft

In case of accident or theft the vehicle, the rules and regulation of the Government of Sindh will be applicable on all PMIU vehicles and the Manager Support.

9.5. Traveling and accommodation

9.5.1. Traveling Allowance/Daily Allowance

Government of Sindh rules and regulations will be applicable for traveling allowance and Daily allowance (TA/DA) during program visits. The employees working with PMIU could use office vehicles for Program duty and field visits after approval from concerned Program Manager and PD.

Process for Field Visits/Traveling

Completion of the travel request form containing:

- i.** Name and designation of employee;
- ii.** Nature and purpose of travel/field visit;
- iii.** Destination/place of visit;
- iv.** Duration of field visit;
- v.** Mode of traveling (in case of using official vehicle use vehicle requisition request);
- vi.** Any advance required:
 - Recommendation by section In-charge/ Program Manager.
 - Approval from PD/DPD.
 - Provision of advance for daily allowance from Finance Section.
 - Submission of required receipts to finance section for clearance TA/DA claim.
 - The visiting employee should submit a brief report of field visit along with Note Sheet in concerned section with following details:
 - a.** Name and designation of employee.
 - b.** Date/ duration of visit.
 - c.** Place of visit.
 - d.** Purpose of visit.
 - e.** Meetings attended during the field visit.
 - f.** Outcomes of the field visit.
 - g.** Decisions taken during field visit.
 - h.** Actions required for future and responsibilities.

9.5.2. Air Travel

In SBEP, air travel in economy class is allowed to all entitled/authorized staff working with PMIU with prior approval from PD. HR section will be responsible for making reservations through a travel agent, maintain the record and make payments. The traveling employee is required to submit air ticket and boarding cards etc. with TA claim.

9.5.3. By Road

Employee at PMIU are allowed to make official visit by road, and file reimbursement claim to finance section. The request for travel shall be made to HR section, after getting checked by head of section, and request shall be approved by PD – PMIU. The sample of **Travel Request Form** is given at **Annexure XXXIII**.

9.5.4. Overnight Accommodation

The employees will be entitled to accommodation in hotels and rest houses and government guest houses at the rate based on their one and half Daily Allowance plus three days for high cost of living stations. Reimbursement shall be subjected to the entitlement

- Travel authorization;
- Copies of the receipts and bills paid; and
- Certificate of actual expenses from the employee.



GOVERNMENT OF SINDH
SERVICES, GENERAL ADMINISTRATION
AND CO-ORDINATION DEPARTMENT

NOTIFICATION

NO:SO(C-IV)SGA&CD/4-26/11: In continuation of this department's notification of even number dated 18th November, 2011, the Government of Sindh is pleased to include Directors of School Education (Karachi, Hyderabad, Sukkur, Larkana) and representative of Pakistan Reading Program (PRP) as Members of Program Steering Committee (PSC) for Basic Education Program under USAID grant.


SAJJAD SALEEM HOTIANA
CHIEF SECRETARY SINDH

Karachi, dated the 15th April, 2014.

NO:SO(C-IV)SGA&CD/4-26/11:

Copy is forwarded for information & necessary action to:

- Additional Chief Secretary (All), Government of Sindh, Karachi.
- Secretary to Governor Sindh.
- Secretary to Chief Minister Sindh.
- Administrative Secretaries (all), Government of Sindh.
- Chairman / Members (all) of the Committee.
- P.S. to Chief Secretary Sindh.
- P.S. to Secretary (J&C), SGA&CD.
- Master file.


(Owais Nazir Mughal)
SECTION OFFICER (C-IV)

650
02/06/14

Annexure II: Guidelines for Deputation

No. SOII(S&GAD) 1-112/06
GOVERNMENT OF SINDH
SERVICES, GENERAL ADMINISTRATION
AND CO-ORDINATION DEPARTMENT

Karachi, dated the 23rd August, 2010

1. The administrative chief Secretaries (AII)
Government of Sindh,
Karachi.
2. The chairman,
Enquiries & Anticorruption Establishment
Govt. of Sindh,
Karachi.
3. The chairman,
Chief Minister's Inspection, Enquiries &
Implementation Team,
Karachi
4. The Administrative Secretaries (AII)
Government of Sindh,
5. The Provincial Sind Officers, Sindh.

SUBJECT: POLICY GUIDELINES WITH REGARD TO POSTING OF GOVERNMENT EMPLOYEES ON DEPUTATION

In continuation of Finance Department's policy circular letter no. FD (SR-III)/6/22-76 dated 12-7-1981, relating to terms and conditions of civil servants on deputation the Competent Authority has been pleased to approve the following policy guidelines while considering the case of government employee on deputation:

- i. Administrative departments shall henceforth requisition the services of only those government employees who fall within the definition of section 2 (b) of the Sindh civil servants act 1973 for their posting in borrowing department on deputation or specific period. However, in exigencies of service or in dire need the borrowing department may obtain the services of any Government employee serving in another department provided the lending department has consented to it as per dictum laid down by the Hon'ble High Court of Sindh in its common order 30-5-2010 passed in G.P No. D-57/2010 and others:
- ii. Administrative Secretary of the borrowing department shall provide a certificate under his own signature that the services of such a civil servant/Government employee are essentially required, as no fit and suitable person commensurate to fill such post is available in the borrowing department and that the qualification and experience of such proposed deputationist are matching with the requirement rules and job description of the post to be filled by such deputationist.
- iii. Case of proposed deputationist shall not be considered if the same is not received on the prescribed proformas of deputation and not duty signed by the concerned Administrative Secretaries of borrowing/lending departments.
- iv. Proposed civil servant shall remain on specific posting on deputation for approved tenure and his transfer from such post shall tantamount to termination of his existing deputation.
- v. Maximum deputation period shall be three years subject to yearly renewal by the Competent Authority.
- vi. Consequent upon clearance of the proposed deputationist, he shall extend undertaking that in case of cancellation of his deputation period or in case of completion of his approved tenure of deputation, he

shall report to his parent department without waiting for separate order and in case of such default he shall render himself liable to be proceeded under disciplinary proceedings.

All the concerned are, therefore, directed too adhere to above instructions in letter and spirit.

-sd-

(IQBAL HUSSAIN DURRANI)
SECRETARY (SERVICES)

A copy is forwarded for information to:-

- i. The Principal Secretary to Governor, Sindh, Karachi
- ii. The Secretary to Chief Minister, Sindh, Karachi

Annexure III: Notification of Selection Committee



**GOVERNMENT OF SINDH
SERVICES, GENERAL ADMINISTRATION &
COORDINATION DEPARTMENT**

NOTIFICATION

No. SO(C-IV)SGA&CD/4-26/11 On recommendation of the Program Steering Committee, Sindh Basic Education Program (PSC-SBEP), the Government of Sindh are pleased to constitute the following "Selection Committees" for recruitment/selection of specified staff for the Program Monitoring and Implementation Unit (PMU), SBEP on contract basis in line with the set criteria as per approved PC-I.

S#	Composition of Selection Committee (a)	Purview / Mandate for the post / position.
1.	i. Secretary, Education (Chairman) ii. Additional Secretary (Admn.), P&D Department iii. Chief Program Manger, RSU, Education & Literacy Department iv. USAID Representatives (2)	Program Director and Deputy Program Director (Civil Servants)
2.	i. Secretary, Education (Chairman) ii. Program Director-SBEP (Secretary) iii. Additional Secretary (Services-I), SGA&CD. iv. Additional Secretary (Admn.), P&D Department v. USAID Representatives (2) vi. Relevant Technical Person, (nominated by Finance Department) (BS-18 or above)	Internal Auditor (Competitive Market based Hiring)
3.	i. Secretary, Education (Chairman) ii. Program Director-SBEP (Secretary) iii. Representative from SGA&C Department iv. Representative from P&D Department v. USAID Representatives (2)	Program Managers: 1. Learning, Reforms & Community Mobilization 2. Program Manager Support Services 3. Construction Management (Civil Servants)
4.	i. Secretary, Education (Chairman) ii. Additional Secretary (Services-I), SGA&CD. iii. Program Director-SBEP (Secretary) iv. Additional Secretary (Admn.), P&D Department v. Relevant Technical Person, (BS-18 or above) vi. USAID Representatives (2)	Managers: PM&E, IT, Learning, Reforms & Comm. Moh, Communication, Finance Accounts and Admin. Senior Procurement Specialist, Construction Design & Contracting, Construction Supervisor, PM&E Officer, Finance & Accounts Officer, Procurement Officer (Market based).

CHIEF SECRETARY SINDH
Karachi, dated the 17th January, 2013.

NO:SO(C-IV)SGA&CD/4-26/11

Copy is forwarded for information & necessary action to:-

- > Additional Chief Secretary (Dev.), P&D Department/Home/Finance Department, Government of Sindh, Karachi.
- > Secretary to Governor Sindh.
- > Secretary to Chief Minister Sindh.
- > Administrative Secretaries (all), Government of Sindh.
- > Chairman / Members of the Committee.
- > Deputy Secretary (Staff) to Chief Secretary.
- > P.S. to Chief Secretary Sindh.
- > P.S. to Secretary (I&C), SGA&CD.
- > Master file.

Owais Nazir Mughal
17/1/13
(Owais Nazir Mughal)

Annexure IV: Sample of Advertisement / Circular

Advertisement for Positions



CAREER OPPORTUNITIES

Government of Sindh (GOS) and USAID have agreed to improve access, equity and quality in education by improving governance and institutionalizing accountability in education service delivery.

Sindh Basic Education Program (SBEP) is initiated 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.

Now SBEP is inviting applications for following positions based in Program Management & Implementation Unit, Karachi.

S #	Position	Qualification	Experience	Station

Details and application format for the above positions are available at www.sbep.gos.pk. Please send your CV along with application (on prescribed format) at the following address:

The last date for submission of applications is _____

Annexure V: Eligibility Criteria

S. No.	Deputationists	Basic Scale	Education	Experience	Age
1	PD	19/20	Bachelor's degree and selection by FPSC/SPSC through competitive examination. Mid-career and senior management courses of National School of Public Policy qualified.	Fifteen years' experience of General Administration at Federal/Provincial or Divisional / District Level. Preference would be given to officers having exposure to work of Project Monitoring, Implementation & Management as well as to Divisional/District Affairs' Management.	Up-to 50 Years
2	DPD	18/19	Bachelor's degree and selection by FPSC/SPSC through competitive examination. Preferably mid-career and other trainings / courses mandatory for BS 17 officers qualified.	Eight years' experience of General Administration at Federal / Provincial or Division/District level. Preference would be given to officers having an exposure to work of Project Monitoring, Implementation & Management as well as District Affairs' Management.	Up-to 45 years
3	Program Managers Support Services	17/18	Masters in Social Science. MBA in Finance or HR will be given preference.	10 Years in public sector. 3 years in project management will be given preference.	Up-to 45 years
4	Program Manager Learning Reforms, and Community Mobilization	17/18	PAS / PSS	5 to 7 years of experience.	Up-to 45 years
5	Program Managers Construction management	17/18	BSC Civil Engineering or a Master's Degree in Engineering.	Minimum 15 years' experience in the relevant filed.	Up-to 45 years

Annexure VI-A: Job Description – Program Director

I. JOB IDENTIFICATION:	
Job Title: Program Director (PD)	Job Grade: BS 19/20
Department: <ol style="list-style-type: none"> School Education & Literacy Department Government of Sindh. Services and General Administrative department of GoS. United States Agency for International Development – Pakistan. 	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Secretary, School Education & Literacy Department Sindh	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> To plan, manage and facilitate all activities related to Sindh Basic Education Program (SBEP) in target districts of the Northern Sindh and selected towns of Karachi for implementation as per the approved PC-I. To provide dynamic leadership, and to ensure good governance and conducive to work environment at Program Management and implementation Unit (PMIU) established for SBEP. To formulate and ensure implementations of strategies related to monitoring and evaluation of program activities at Provincial and district level to achieve program objectives. To liaise with Officials of School Education & Literacy Development, Government of Sindh at provincial and district levels, and USAID/Pakistan Karachi Office for effective management and implementation of activities mentioned of PC-I and activity agreement. 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Increase visibility and recognition of PMIU as an “essential partner” for USAID across their networked organization. Provide / create a well-developed and robust body of knowledge available and accessible across PMIU pertaining to decision-making on USAID-related agenda. Develop an effective working relationship with key individuals of USAID and Govt. of Sindh. Develop and implement a coherent and effective PMIU stakeholder strategy, in collaboration with relevant USAID partners. Increase PMIU profile by devising clear and cohesive approaches and messages both internally and externally. Success in influencing key USAID stakeholders and Program Steering Committee towards the decisions that are in best interest of the Program. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Ensure that programs and activities are being laid out efficiently and as effectively and implemented in line with the mission and vision of PMIU, by: <ul style="list-style-type: none"> Engaging with SBEP stakeholders on strategy and policy matters. Appraising sub-project PC-Is within the mandate given by the Programme steering Committee. Introducing systems and procedures for Project Cycle Management as specified by USAID. Approving the utilization of funds within the mandate given by the PSC, and in consultation with DPD. Monitoring progress and outcomes of all components under PMIU’s jurisdiction and undertaking specified evaluations. 	

- Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention.
- Publicizing the achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers.
- Allocate resources and supplies to the staff to exploit their highest potential.
- Overseeing the performance of the DPD towards his direct responsibilities, including but not limited to:
 - Identifying windows of opportunity to further develop the SBEP and its components; managing actively the scope of the Program according to changing strategic environment.
 - Elaborating PC-I document guiding implementation at the individual component level.
 - Working out frameworks, regulations, policies, and procedures necessary for effective management of the Program, to be approved by PSC.
 - Identifying schools for construction and/or up-gradation in accordance with agreed policies.
 - Initiating and managing architectural design of schools and preparing procurement packages for sub-contractors.
 - Supervising construction sub-projects in terms of timeliness, cost effectiveness, delivery, and quality of works.
 - Procuring, or facilitating the procurement of services and other inputs to the interventions, at component level.
 - Preparing quarterly and annual work plans and budgets as specified by the Project Monitoring & Evaluation System (PMES).
 - Preparing monthly and quarterly progress reports as per PC-III format.
 - 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.
 - Preparing a risk management framework to identify potential risks and risk response measures for active risk control.
 - 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.
 - Coordinate with districts to ensure implementation of approved guidelines for selection of schools for construction and/or up-gradation and issue guidelines for quick and legally accepted transfer of land title to district education departments for construction of proposed schools.
- Enable the program management team by managing infrastructure support, Human Capital, Administration, and Public Relations for SBEP PMIU.
- Facilitate on-site surveys and review of programs at the district level as well as provincial level.
- Ensure effective evaluation of programs/programs and provide feedback as needed.
- Prepare a risk management framework to identify potential risks and risk response measures for active risk control
- Undertake any other task assigned by PSC.

VI. DECISION-MAKING AUTHORITY:

Decisions taken without consultation with others	<ul style="list-style-type: none"> – Planning, and implementation of plans pertaining to PMIU’s internal management – Management of internal affairs of PMIU
Decisions taken in consultation with others	<ul style="list-style-type: none"> – Financial decision making of PMIU in consultation with DPD and PSC

VII. CONTACTS/WORK RELATIONSHIPS:

Within department or organization Purpose

<ul style="list-style-type: none"> ● Secretary, School Education & Literacy Department ● Program Steering Committee ● Program Managers and PMIU staff ● Counter parts from USAID ● Districts 	<ul style="list-style-type: none"> ● Management of PMIU
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Outside the organization Purpose

<ul style="list-style-type: none"> ● Civil Society Organizations ● Service providers ● School Management Committees 	<ul style="list-style-type: none"> ● Achieving PMIU goals
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- Development partners
- Reforms Support Unit

VIII. KEY DIMENSIONS OF THE POSITION:

Leadership of Project Management & Implementation Unit, SBEP

Name: _____		
Job Holder Date : __/__/__	Supervisor Date : __/__/__	Approved By Date : __/__/__

IX. JOB SPECIFICATIONS

Educational Qualification	Bachelor’s degree and selection by FPSC/SPSC through competitive examination. Mid-career and senior management courses of National School of Public Policy qualified
Experience	Fifteen years’ experience of General Administration at Federal/Provincial or Divisional / District Level. Preference would be given to officers having exposure to work of Project Monitoring, Implementation & Management as well as to Divisional/District Affairs’ Management.
Others	

Annexure VI-B: Job Description – Deputy Program Director

I. JOB IDENTIFICATION:	
Job Title: Deputy Program Director (DPD)	Job Grade: BS 18/19
Department: <ol style="list-style-type: none"> School Education & Literacy Department Government of Sindh. Services and General Administrative department of GoS. United States Agency for International Development – Pakistan. 	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Secretary, School Education & Literacy Department Sindh.	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> To assist Program Direct to plan, manage and facilitate all activities related to Sindh Basic Education Program (SBEP) in 7 target districts of the Northern Sindh and selected towns of Karachi for implementation as per approved PC-I. To assist Program Director in implementation of activity agreement in selected districts or Sindh for SBEP interventions to achieve program objectives. To formulate and ensure implementation of strategies related to monitoring and evaluation of program activities at PMIU and field level to achieve program objectives. To liaise with Officials of School Education & Literacy Department, Government of Sindh at provincial and district levels, and USAID/Pakistan Karachi Office for effective management and implementation of activities mentioned in PC-I and activity agreement. 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Increased Collaboration of PMIU as an "essential partner" for USAID across their networked organization. Effective operational collaboration with other functions across the organization, especially other team partners. Well developed and effective working relationship with key individuals of USAID and Govt. of Sindh. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Ensure that programs and activities are being executed efficiently and as effectively and implemented in line with the mission and vision of PMIU, by: <ul style="list-style-type: none"> Identifying of windows of opportunity to further develop the SBEP and its components; managing actively the scope of the Program according to changing strategic environment. Elaborating PC-I document guiding implementation at the individual component level Working out frameworks, regulations, policies, and procedures necessary for effective management of the Program, to be approved by PSC. Identifying schools for construction and/or up-gradation in accordance with agreed policies. Initiating and managing architectural design of schools and preparing procurement packages for sub-contractors. Supervising construction sub-projects in terms of timeliness, cost effectiveness, delivery, and quality of works. Procuring or facilitating the procurement of services and other inputs to the interventions at component level. Preparing quarterly and annual work plans and budgets as specified by the Project Monitoring & Evaluation System (PMES). Preparing monthly and quarterly progress reports as per PC-III format. 	

- 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.
- Preparing a risk management framework to identify potential risks and risk response measures for active risk control.
- 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.
- Assist the Program Director towards his direct responsibilities, including but not limited to:
 - Engaging with SBEP stakeholders on strategy and policy matters.
 - Appraising sub-project PC-Is within the mandate given by the Programme steering Committee.
 - Introducing systems and procedures for Project Cycle Management as specified by USAID.
 - Approving the utilization of funds within the mandate given by the PSC, and in consultation with DPD.
 - Monitoring progress and outcomes of all components under PMIU’s jurisdiction and undertaking specified evaluations.
 - Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention.
 - Publicizing the achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers.

Program Implementation and Infrastructure:

- Manage execution of approved PC-I in coordination with USAID/Pakistan following all relevant rules and regulations of Govt. of Pakistan, Gov.t of Sindh, SPPRA
- Communicate policies and information with program staff and partners.
- Advise PMIU and districts in preparation of programs and sub PC-Is to expedite program activities
- Coordinate with districts to ensure implementation of approved guidelines for selection of schools for construction and/or up-gradation and issue guidelines for quick and legally accepted transfer of land title to district education departments for construction of proposed schools.
- Ensure timely submission of monthly and quarterly progress reports as per PC-III format

Personnel Management:

- Engage, retain and make best use of human resources to achieve program objectives.
- Appraise performance of individuals working with PMIU and specially the team assigned to DPD.
- Facilitate for training need assessment process and ensure skills enhancement for the staff working with PMIU.

Public Relations:

- Prepare and implement communication strategy to publicize achievements of the Program through paper, and electronic media to ensure its visibility and to improve accountability of implementers.
- Attend necessary workshops, events and training seminars.
- Undertaking any other assignments as delegated by the PSC.

VI. DECISION-MAKING AUTHORITY:

Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A

VII. CONTACTS/WORK RELATIONSHIPS:

Within department or organization Purpose

<ul style="list-style-type: none"> Secretary, School Education & Literacy Department Program Steering Committee Program Managers and PMIU staff Counter parts from USAID Districts 	Program Management & Implementation	
Outside the organization Purpose		
<ul style="list-style-type: none"> Civil Society Organizations Service providers School Management Committees Development partners Reforms Support Unit 	Program Management & Implementation	
VIII. KEY DIMENSIONS OF THE POSITION:		
Operational Excellence of PMIU		
<p>Name:</p> <p>_____</p> <p>Job Holder</p> <p>Date : ___/___/___</p>	<p>Supervisor</p> <p>_____</p> <p>Date : ___/___/___</p>	<p>Approved By</p> <p>_____</p> <p>Date : ___/___/___</p>
IX. JOB SPECIFICATIONS		
Educational Qualification	Bachelor's degree and selection by FPSC/SPSC through competitive examination. Preferably mid-career and other trainings / courses mandatory for BS 17 officers qualified	
Experience	Eight years' experience of General Administration at Federal / Provincial or Division/District level. Preference would be given to officers having an exposure to work of Project Monitoring, Implementation & Management as well as District Affairs' Management	
Others	<p>Working together - Expert</p> <p>Creates approaches that improve team work across and beyond PMIU</p> <p>Communicating and influencing - Expert</p> <ul style="list-style-type: none"> Builds mutually beneficial alliances and networks at senior levels within and outside PMIU and is a well-known thought leader, exceptional communicator and coach <p>Managing knowledge - Expert</p> <ul style="list-style-type: none"> Creates approaches that improve knowledge management across and beyond PMIU. <p>Developing people - Strength</p> <ul style="list-style-type: none"> Is a role model for coaching, mentoring and developing others, and for effective use of PMIU's staff development processes and opportunities. <p>General Skills</p>	

	<ul style="list-style-type: none"> • An analytical, innovative and solution orientated approach to problem solving with a keen attention to detail. • A deep understanding of PMIU's approach to development, theory of change and volunteering for Development • Excellent networking and negotiation skills, with ability to develop and maintain effective and credible working relationships • Well organized with the ability to work under pressure and to tight deadlines and changing and conflicting priorities. • Excellent interpersonal skills, including well developed written and verbal communication and presentation skills. • Experienced at Project Management, consensus building and participatory methodologies. • Motivated self-starter with proven ability to take the initiative, work independently and be self-sufficient <p>Desirable:</p> <ul style="list-style-type: none"> • An understanding of the USAID program and its role in defining development agendas and its relationship with the US Government.
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Annexure VI-C: Job Description – Program Manager Support Services

I. JOB IDENTIFICATION:	
Job Title: Program Manager for Support Services	Job Grade: 17/18
Department: a) School Education & Literacy Department Government of Sindh b) United States Agency for International Development – Pakistan	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Director (PD)	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> • To streamline process for procurement of services and goods in accordance with the procurement manual • To implement financial rules and provision of funds in accordance with the Financial Management Manual • To ensure the implementation of Financial Management Manual and Procurement Manual approved by PSC 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Providing seamless support service to PMIU 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Assist Program Director and Deputy Program Director in implementation of financial and procurement policies for functioning of PMIU in accordance with the approved financial management and procurement manuals • Assist Program Director and Deputy Program Director in provision of funds and facilitate in procurement process for implementation of approved PC-1 • Provide leadership to : <ul style="list-style-type: none"> ○ Accounts Finance & Administration Manager ○ Procurement Manager / Senior Procurement Officer ○ Human Resource Manager ○ Information Technology Manager and Information Systems Manager • Implement guidelines/ policies (approved by PCS) provided in: <ul style="list-style-type: none"> ○ Financial Management Manual ○ HR Manual ○ Procurement Manual • Maintain record of financial transaction procurement in accordance with the approved manuals • Prepare record/ books for internal and external audits • Make efforts for timely provision of funds for program activities • Make efforts to implement paperless environment initiative • Make effort for timely procurement of goods and services for program activities • Assist Program Director in appraising performance of individuals working with PMIU and Regional Offices • Coordinate closely with other sections/functions of PMIU especially Manager Construction on matters pertaining to procurement, and regional PMIU office(s) for implementation of financial and procurement procedures. • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– Finance – Administration – Human Resource – Information Technology – Information Systems Management
VII. CONTACTS/WORK RELATIONSHIPS:	

Within department or organization Purpose		
<ul style="list-style-type: none"> • Program Director • Deputy Program Director • Heads of the other units of PMIU • PMIU Regional Offices • School Education & Literacy Department Sindh • Districts 	<ul style="list-style-type: none"> • Internal Support 	
Outside the organization Purpose		
<ul style="list-style-type: none"> • Civil Society Organizations • Architectural Designing and Engineering Firm • School Management Committees • Venders and contractors • Relevant sections/ unite of RSU 	<ul style="list-style-type: none"> • PMIU Operations 	
VIII. KEY DIMENSIONS OF THE POSITION:		
Provide Leadership to Support Services Management		
Name: _____ Job Holder _____ Date : __/__/__	Supervisor _____ Date : __/__/__	Approved By _____ Date : __/__/__
IX. JOB SPECIFICATIONS		
Educational Qualification		
Experience		
Others		

Annexure VI-D: Job Description – Program Managers Learning Reforms, and Community Mobilization

I. JOB IDENTIFICATION:	
Job Title: Program Manager Reforms, Learning and community Mobilization	Job Grade: Equivalent to BPS – 17/18
Department: SBEP, PMIU	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: DPD/ PD	Directly Supervises: Manager - Learning, Reforms & Community Mobilization Manager Communications
	Indirectly Supervises: Sr. Manager Monitoring and Evaluation
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> To assist Program Director and Deputy Program Director in strategic planning of activities in accordance with the PC 1 in all activities to SBEP in 7 target districts of the Northern Sindh and selected towns of Karachi To Coordinate with Sindh Education Reforms Program to set standards for quality learning and formulate policies for school reforms to improve education standard, teacher training, school management 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Ensuring that all departmental goals are met in letter and spirit Dealing with all matters relating to land acquisition for construction of schools in selected districts. Issuance of NOC from E&L department, GoS for construction of schools. To coordinate with Sindh Education Reforms Program to set standards for quality learning and formulate policies for school reforms to improve educational standard, teacher training, school management etc. Coordinate with Reforms Support Unit, GoS to develop and implement standards to ensure quality learning and propose different steps/test/indicators to assess the learning of students and teachers in accordance with the guidelines approved by Program Steering. Initiate process and hold meetings with civil society organizations and local communities for awareness raising and enhancing their role in school construction and learning of students. Play role in strengthening school management committees. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Assist PD and DPD in formulation and implementation of strategies related to education reforms, learning of students and teachers and community mobilization for education activities Close monitoring for implementation of guidelines of school reforms and learning activities. Assist PD and DPD to implement parts of PC 1 in field related to educational reforms, learning and community mobilization Promoting a team culture within PMIU and with its stakeholders; ensuring timely staff recruitment and creating incentives for staff retention Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> Program Director Manager - Learning, Reforms & Community Mobilization (Direct Reportee) 	Reform and Learning Reporting and Management

<ul style="list-style-type: none"> • Manager Communications (Direct Reportee) • M&E Function (Indirect Reportee) 	
Outside the organization	Purpose
<ul style="list-style-type: none"> • USAID • SRP • SCDP • CMP • P&D – Education Department 	Reform and Learning Program Implementation and Feedback
VIII. KEY DIMENSIONS OF THE POSITION:	
Managing Learning, Reforms and Community Mobilization Component of PMIU	
Name: _____ Job Holder _____ Date : ___/___/___	Supervisor _____ Date : ___/___/___
	Approved By _____ Date : ___/___/___
IX. JOB SPECIFICATIONS	
Educational Qualification	PAS / PSS
Experience	5 to 7 years of experience
Others	Knowledge of Land revenue laws, Land acquisition act and good Management Skills

Annexure VI-E: Job Description – Program Managers Construction Management

I. JOB IDENTIFICATION:	
Job Title: Program Manager – Construction Management	Job Grade: 18/19
Department: c) School Education & Literacy Department Government of Sindh d) United States Agency for International Development - Pakistan	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Director (PD) / Additional PD	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ol style="list-style-type: none"> To assist PMIU to plan, manage and facilitate all activities related to Sindh Basic Education Program (SBEP) in 7 target districts of the Northern Sindh and selected towns of Karachi for implementation as per approved PC-I. To monitor the construction work for timely completion 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> To facilitate districts for selection and damage assessment of schools for construction or up-gradation. To assist in finalizing the design of schools for construction in coordination with selected architectural designing and engineering firm To ensure the quality of school construction in line with the guidelines approved by PSC 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Assist Program Director and Deputy Program Director in planning, policy formulation and implementation of activities related to school construction in accordance with the guidelines and standards approved by PSC Assist Program Director and Deputy Program Director for implementation of PC-I in field for construction of damaged schools in selected districts Assist Program Director, Deputy Program Director and Districts in process of school selection for construction or up gradation in accordance with the approved guidelines Coordinate with selected architectural designing and engineering firm for architectural design of schools in line with budget provision in the PC-I and guidelines approved by PSC Assist Program Director and Deputy Program Director to get approval from PSC on architectural design, guidelines for construction work, and quality standard for school construction Coordinate with Program Manager Support and Services to finalize contracts for procurement of goods and services for construction of damaged schools in line with approved procurement manual and budget provision in PC-I. The procurement contracts will be approved by Program Director in accordance with the guidelines provided in procurement manual Coordinate with districts, PMIU Regional Offices for monitoring and supervision of construction work in accordance with the guidelines provided by PSC Liaise with school management committees and capacitate them for monitoring of school construction work Hold meetings with contractors/ selected architectural designing and engineering firm/ districts/ school management committees to facilitate and monitor the process of school construction within provided timeframe and standards 	

<ul style="list-style-type: none"> • Develop and submit progress report of construction work to PO on monthly, quarterly and yearly basis • Ensure timely provision of furniture and fixtures for schools according to the budget provision and guidelines provided by PSC • Ensure timely taking and handing over of completed schools according to the approved standards • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 		
VI. DECISION-MAKING AUTHORITY:		
Decisions taken without consultation with others	– N/A	
Decisions taken in consultation with others	– N/A	
VII. CONTACTS/WORK RELATIONSHIPS:		
Within department or organization Purpose		
<ul style="list-style-type: none"> • Program Director • Deputy Program Director • Heads of the other units of PMIU • PMIU Regional Offices • School Education & Literacy Department Sindh • Districts 	Construction Management	
Outside the organization Purpose		
<ul style="list-style-type: none"> • Civil Society Organizations • Architectural Designing and Engineering Firm • School Management Committees • Venders and contractors • Relevant sections/ unite of RSU 	Construction Management	
VIII. KEY DIMENSIONS OF THE POSITION:		
Manage Construction of schools effected by flood		
Name: _____ _____ Job Holder Date : __/__/__	_____ Supervisor Date : __/__/__	_____ Approved By Date : __/__/__
IX. JOB SPECIFICATIONS		
Educational Qualification	B.Sc, Civil Engineering or a Master's Degree in Engineering	
Experience	Minimum 15 years' experience in the relevant field	
Others		

Annexure VII: Sample Application

Application Form

For the post of _____

(For Employee's Selection from Open Market)

1. Personal Information

1. Name
2. Father's Name
3. Date of Birth
4. Gender
5. Marital Status
6. CNIC Number
7. Postal Address
8. Postal Address
9. Permanent Address
10. Phone Number
11. Fax Number
12. Cell Number
13. Email ID

2. Academic Qualification (Start with last degree)

Sr. No.	Degree Title	Subject	Name of Institution	Grade Division	/	Year Passing	of
---------	--------------	---------	---------------------	----------------	---	--------------	----

3. Professional Education

Sr. No.	Title	Level (Diploma / Certificate)	Name of Institution	Year passing	Of	Year Passing	of
---------	-------	-------------------------------	---------------------	--------------	----	--------------	----

4. Training Programs Attended

#	Title	Organization	Duration
4.1			
4.2			
4.3			
4.4			
4.5			
4.6			
4.7			

5. Professional Skills

#	Name of Skill	Excellent	Good	Fair
5.1				
5.2				
5.3				
5.4				
5.5				

6. Language Proficiency

#	Name of language	Read	Write	Speak	Understand
6.1					
6.2					
6.3					
6.4					
6.5					
6.6					

7. Computer Proficiency

#	Computer Program	Excellent	Good	Fair
7.1				
7.2				
7.3				
7.4				
7.5				
7.6				

8. Experience (start from last employment)

8.1 Name of Organization
Type of Organization
Location
Designation

Duration **From** **To**
Description

8.2 Name of Organization
Type of Organization
Employer contact
Designation

Location
Tenure From To

9. Programs Completed

- 9.1** Name of Organization
Title of Program
Role
Location
Tenure From To
Description

10. References

- Name
Designation
Organization
Contact Number
Fax Number
Cell Number
Email

Annexure VIII: Sample of Shortlisting format

Sindh Basic Education Program

Program Management and Implementation Unit
Shortlisting of candidates for Interview



Sr. No.	Name of the Employee	Education	Experience	Age	Short listed (Yes/No)

(Signature)

Program Manager - Support Services

Annexure IX: Sample Score Sheet

Sindh Basic Education Program
Program Management and Implementation Unit



Score Sheet for Selection of Candidates

INTERVIEW OF CANDIDATES									
S#	Name of Candidate	Qualification	Work Experience	Computer Literacy	Knowledge of Subject	General Appropriateness for Position	Inter-personal & Communication Skills	Willingness to Work in Field	Total
Score			15	10	25	25	15	10	100
1									
2									
3									

Name of the selected candidates

Signatures of the Members of the Selection Committee

S No	Name of the Member	Signature
------	--------------------	-----------

Annexure X: Sample of Offer Letter

Sindh Basic Education Program

Program Management and Implementation Unit



[Name & address of the applicant]

Offer Letter

Dear [Name of the Person]

Following your test and interview with the Selection Committee of the Sindh Basic Education Program (SBEP) and with the approval of Chief Minister Sindh, we are pleased to offer you the position of **[Name of position]** on contract basis in Program Management and Implementation Unit (PMIU) under the School Education & Literacy Department for one year as specified in Terms & Conditions.

The objective of the Sindh Basic Education Program 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.

Job Title:

[Description of Job title]

Job Responsibilities:

Your job responsibilities will be, but not restricted to as are given below:

- **[Job Description in bullet form]**

Undertake any other assignments delegated by the Program Director

Terms & Conditions

Duration of Contract:

This contract is for a period of twelve months, starting with effect from your date of joining and will stand terminated automatically on the date of ending, unless extended.

Duty Station:

You will be stationed at Karachi, but may be transferred to Sukkur or Larkana, if so required in program's interest. However, extensive travelling outside the duty station may be required.

Working Hours:

Your working hours are from 0900 Hrs. to 1700 Hrs. Monday to Friday with one hour break for lunch. One and a half hours break will be observed on Friday for lunch and Friday prayers. However, you may be required to work longer on working days or to attend to your work on holidays.

Probation Period:

Human Resource Management Manual

Your appointment/contract is subject to successful completion of three month probation period. At the end of probation period, your performance will be reviewed by your supervisor based on which decision will be taken for your confirmation or otherwise.

Salary & Benefits:

You will be paid a gross salary of **[Provided in PC-1 / salary decided]**. This salary is inclusive of all benefits and allowances. However, you will be entitled to an annual increment as per PMIU policy based on performance. For official travel outside the place of duty you will be reimbursed TA/DA as per Govt. of Sindh rules.

Your salary shall be paid through normal banking channel by transferring into your account.

Leave:

You will be entitled to 2 days' paid leave per month. You will also be entitled to casual and sick leave as per the rules of Sindh Govt.

Resignation:

Either party may terminate this agreement by giving one month's prior notice in writing of its/his/her intention to do so or on the expiration of such notice this agreement shall stand terminated. Moreover, the contract shall stand terminated in case of winding up of the project or completion of contract period, whichever is earlier. Provided that where no notice is served or served for a shorter period, the defaulting party shall pay to the other party an amount equal to one month's pay or such amount which is equal to the pay of the period by which the notice falls short, as the case may be.

Termination:

In case of breach of any terms of this Contract and GoS regulations which may constitute misconduct on your part the contract is liable to immediate termination. It is mandatory on you to acquaint yourself with the GoS rules and regulations.

After completion of the period of this Contract, if your services are further required by PMIU, the contract shall be extended by mutual consent.

In case you accept this offer, please submit your letter of acceptance within one week of receipt of this offer.

Our goal is to be a good employer. We will be striving towards providing you with safe and friendly yet stimulating and dynamic working environment.

Once again we welcome you aboard and wish you success.

With Best Regards,

[Competent Authority]

Annexure XI: Sample Acceptance Letter

[Date]

[Mr./Ms. Full name]

[Employer name]

[Employer street address]

[City, state zip code]

Dear [Mr./Ms. Name]:

It is with great pleasure that I accept your offer to join as a [position title]. The goals you outlined for the position are well-matched to my abilities, and I consider it a privilege to join your organization.

[Mr./Ms. last name], thank you for making the interview process enjoyable and putting trust in me for the said position. I look forward to working with you as member of the team. I will join the SBEP on [date].

Sincerely,

[Your name]

Annexure XII: Sample of Office Order for assumption of duty

Sindh Basic Education Program
Program Management and Implementation Unit



Office Order

No: _____ Dated: _____

Pursuant to the approval of the competent authority (Designation of the Authority) vide notification no. XXXX dated: XXXX. Mr. / Ms. (_____) has joined the position (_____, Sindh Basic Education Program, School Education & Literacy Department, Government of Sindh) with effect from (_____). All correspondence related to the above position may please be address to him / her.

The Manager HR and Finance are requested to initiate the process for pay fixation and other privileges of the officer according to the position.

Program Manager Support Services

Copy to all concerned (Distribution List).

Annexure XIII: Format of Standard terms & Conditions

No. SOII(S&GAD)1-11/06
GOVERNMENT OF SINDH
SERVICES, GENERAL ADMINISTRATION
AND CO-ORDINATION DEPARTMENT

Karachi, dated the 23rd August, 2010

In continuation of this Department's Notification of even number dated 15.01.2014, the Government of Sindh is pleased to allow following terms and conditions in favour of Dr. Tanveer Fatima, Senior Women Medical Officer (BS-18), Health Department on her posting on deputation at Medical Cell, Water & Sewerage Board, Local Government Department, Karachi, for a period of one year w.e.f. 16.01.2014.

(i)	Pay and Allowances	As admissible under Government Servants BS-18
(ii)	Deputation Allowance	It will be admissible @ 20% of the basic pay subject to maximum Rs. 6000 / - per month
(iii)	Travelling Allowance	In accordance with the ordinary T.A Rules of the Government except that where T.A Rules of the foreign employer are more favorable, the latter will apply.
(iv)	Conveyance	In case a staff car is provided to the deputationist by the borrowing agency, it should be used for official business only provided that if a deputationist is entitled to an official transport in his / her capacity as a civil servant on terms exceeding the official transport facility on a specific deputation post, he / she shall continue to enjoy the facility on the same terms. For occasional travel the mileage / conveyance rates admissible in the Government will be applicable.
(v)	Residential Facilities	Accommodation to be provided of the same standard not inferior to what is admissible to him / her as a of Government servant subject to payment of rent @ 5% of his / her emoluments. Where the accommodation is not provided a house rent subsidy may be paid to deputationist at the same rates admissible to the employees of the borrowing agency of his status or at the rates admissible to him / her as a Government servant whatever is more favorable to him / her.
(vi)	Medical Facilities	Medical facilities may be allowed in accordance with the relevant rules of the foreign employer provided those facilities will not be inferior to those admissible under Government.
(vii)	Joining time pay & T.A. on transfer	These will be payable by the foreign employer on transfer to and reversion from foreign service.
(viii)	Conduct	Him / her conduct shall be regulated by the rules made or deemed to have been made or instructions issued by the Government or prescribed authority, for civil Servants under the Sindh Civil Servants Act, 1973.
(ix)	Discipline	He / She will be liable to such disciplinary action and penalties in accordance with the rules made or deemed to have been made under the Sindh Civil Servants act 1973.
(x)	Appeal	He / She will be governed by the Sindh Civil Servants (Appeal) Rules, 1980.

(xi)	Leave Salary and Pension Contribution	The leave earned by a Government Servant but not availed / allowed during the period of his / her foreign service in Pakistan will be credited to his / her leave account on reversion to Government Department. For this purpose the Autonomous Bodies and Corporations will maintain proper leave accounts of the Government servant's o deputation with them. The encashment of leave will not be admissible in the case of Government servants on deputation to foreign service in Pakistan on the basis of rules / regulations of the autonomous bodies / corporations. However, the foreign employer shall be contributing towards pension according to the relevant rules regulating such contribution in consultation with the Audit Officer Concerned.
(xii)	G.P. Fund / Benevolent Fund / Group Insurance	The deputationist will continue to subscribe towards G.P. Fund, Benevolent Fund and Group Insurance in accordance with the rules of the Government.
(xiii)	Leave Salary in case of disability.	During the period of his / her foreign service he / she will not be entitled to receive any leave salary from Provincial Government in respect of disability arising in or through foreign service even though this disability might manifest itself even-after the termination of foreign service.
(xiv)	Other Matters.	In respect of other matters not specified in this order, she will be governed by the rules / regulations applicable to other Provincial Civil Servants of him / her status.

-sd-
Chief Secretary
Government of Sindh

Karachi dated the 12th February, 2014

Annexure XIV-A: Performance Appraisal for BPS 17 and 18

CONFIDENTIAL

اسکیل ۱۷ اور ۱۸ کے افسران کے لیے

بصیغہ راز

GOVERNMENT OF PAKISTAN

حکومت پاکستان

Ministry /Division/ Service/Group _____

Department/Office _____

وزارت / ڈویژن / محکمہ / دفتر

سروس / گروپ

PERFORMANCE EVALUATION REPORT

کارکردگی رپورٹ

FOR THE PERIOD 20 TO 20

۲۰

۲۰۲۰

برائے عرصہ

PART I

حصہ اول

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

(متعلقہ افسر خود پُر کریں)

1. **Name** (in block letters) _____
نام (واضح حروف میں)
2. **Personnel number** _____
انفرادی نمبر
3. **Date of birth** _____
تاریخ پیدائش
4. **Date of entry in service** _____
ملازمت اختیار کرنے کی تاریخ
5. **Post held during the period** (with BPS) _____
پیش نظر عرصہ میں عہدہ (مع اسکیل)
6. **Academic qualifications** _____
تعلیم
7. **Knowledge of languages** (Please indicate proficiency in speaking (S), reading (R) and writing (W)
زبانوں کا علم (بولنے (ب)، پڑھنے (پ)، اور لکھنے (ل) کی صلاحیت)

8. **Training received during the evaluation period**

متعلقہ عرصہ کے دوران حاصل کی گئی تربیت

Name of course attended کورس کا نام	Duration with dates تاریخوں کے ساتھ دورانیہ	Name of institution and country ادارے اور ملک کا نام

9. Period served

عرصہ ملازمت

(i) In present post (ii) Under the reporting officer

موجودہ عہدہ پر

رپورٹنگ افسر کے ماتحت

PART II

حصہ دوم

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

(متعلقہ افسر خود پُر کریں)

1. Job description

ذمہ داریوں کی تفصیل

2. Brief account of performance on the job during the period supported by statistical data where possible. Targets given and actual performance against such targets should be highlighted. Reasons for shortfall, if any, may also be stated.

پیش نظر عرصہ میں کارکردگی کو اعداد و شمار کے ساتھ مختصر بیان کریں۔ دیے گئے اہداف اور کارکردگی کو نمایاں طور پر لکھیں۔ اہداف نامکمل رہ جانے کی وجہ سے بھی بیان کریں

حصہ سوم - PART III

(EVALUATION BY THE REPORTING OFFICER)

(رپورٹنگ افسر کا جائزہ)

The rating in Part III should be recorded by initialing the appropriate box.

The ratings denoted by alphabets are as follows:

'A' Very Good, 'B' Good, 'C' Average, 'D' Below Average

حصہ سوم میں کارکردگی کا اندراج متعلقہ خانے میں مختصر دستخط سے کیا جائے۔ حروف کے لحاظ سے درجہ بندی حسب ذیل ہے:

الف: اعلیٰ ب: اچھا ج: اوسط د: اوسط سے کم

For uniform interpretation of qualities, two extreme shades are mentioned

against each quality. سہولت کے لیے ہر صفت کے دو انتہائی درجوں کا ذکر کیا گیا ہے۔

		A	B	C	D	
		الف	ب	ج	د	
1.	Intelligence ذہانت Exceptionally bright; excellent comprehension انتہائی ذہین اور معاملہ فہم					Dull; slow کند ذہن، سست فہم
		A	B	C	D	
		الف	ب	ج	د	
2.	Confidence and will power خود اعتمادی اور قوت ارادی					Uncertain; hesitant عدم اعتماد اور ہچکچاہٹ کا شکار

	Exceptionally confident and resolute انتہائی پُر اعتماد اور مستقل مزاج				
3.	Acceptance of responsibility ذمہ داری اٹھانے کی آمادگی Always prepared to take on responsibility even in difficult cases. مشکل معاملات میں بھی ذمہ داری اٹھانے کے لیے ہمیشہ آمادہ				Reluctant to take on responsibility; will avoid it whenever possible. ذمہ داری اٹھانے سے گریز کرنے والا
4.	Reliability under pressure دباؤ کی حالت میں کام کرنے کی صلاحیت Calm and exceptionally reliable at all times - ہر حالت میں قابل اعتماد				Confused and easily flustered even under normal pressure. پریشان، معمولی دباؤ میں حواس باختہ
5.	Financial responsibility مالی معاملات میں احساس ذمہ داری Exercises due care and discipline احتیاط سے کام لیتا/ لیتی ہے، قواعد و ضوابط کا خیال رکھتا/ رکھتی ہے				Irresponsible غیر ذمہ دار
6.	Relations with - تعلقات (i) Superiors - اعلیٰ افسران کے ساتھ Cooperative and trusted معاون اور قابل اعتماد				Un-cooperative غیر معاون
	ii) Colleagues رفیقائے کار کے ساتھ				Difficult colleague

	Works well in a team مل جل کر اچھا کام کرتا/کرتی ہے					مشکل رفیق کار
	iii) Subordinates - ماتحتوں کے ساتھ Courteous and effective; encouraging خوش اخلاق، مؤثر اور حوصلہ دینے والا/والی					Discourteous and intolerant; بد اخلاق
7.	Behavior with public عوام کے ساتھ رویہ Courteous and helpful - خوش اخلاق اور معاون					Arrogant, discourteous and indifferent مغرور اور اٹعلق
8.	Ability to decide routine matters روزمرہ معمولات کے فیصلے کرنے کی صلاحیت منطقی اور فیصلہ کن Logical and decisive -					Indecisive; Vacillating متذبذب اور ڈانواں ڈول
		A الف	B ب	C ج	D د	
9.	Knowledge of relevant laws, rules, regulations, instructions and procedures. متعلقہ قوانین، قواعد، ضوابط، ہدایات اور طریق کار سے واقفیت Exceptionally well informed, keeps abreast of latest developments. قواعد و ضوابط پر غیر معمولی عبور، تازہ ترین صورت حال سے آگاہ					Ignorant and Uninformed. لاعلم اور ناواقف

PART IV - حصہ چہارم

(REPORTING OFFICER'S EVALUATION)

(رپورٹنگ افسر کا جائزہ)

1. Please comment on the officer's performance on the job as given in Part II(2)

with special reference to knowledge of work, quality and quantity of output.

How far was the officer able to achieve targets? Do you agree with what has been stated in Part II (2)?

حصہ دوم (۲) میں بیان کی گئی کارکردگی کا جائزہ لیں۔ کام سے متعلق افسر کے علم اور کارکردگی کے معیار و مقدار کے حوالے سے بھی رائے دیں۔ اہداف کو پورا کرنے میں افسر کس حد تک کامیاب رہا/ رہی؟ کیا آپ حصہ دوم (۲) میں دی گئی معلومات سے متفق ہیں؟

		A	B	C	D	
		الف	ب	ج	د	

1	Quality of work Always produce work of exceptiona ہمیشہ غیر معمولی معیار کا کام پیش کرتا ہے۔					Generally produces work of poor quality. عموماً قرض معیار کا کام پیش کرتا ہے۔
2	Output of work Always up-to-date; accum ہمیشہ مستعد: کام جمع نہیں کرتا۔					Always behind schedule; very slow د ہمیشہ دیر سے کام ختم کرتا ہے۔

دانت (اعلاقہ راست بازیہ ایلماری)

2. Integrity (Morality, uprightness and honesty) -

		A الف	B ب	C ج	D د	
1.	Integrity a. General Irreproachable خوش کسوار					Unscrupulous غیر محتاط
	b. Intellectual Honest & straightforward ایماندار اور راست باز					Devious; گھرو: چالیں ختمی

3. **Pen picture with focus on the officer's strengths and weaknesses not covered in Part III** (Weakness will not be considered as adverse entries unless intended to be treated as adverse).

قلمی خاکہ: افسر کی خوبیوں اور کمزوریوں کا جائزہ لیں (کو تا ہی کو اس وقت تک منفی تصور نہیں کیا جائے گا جب تک رپورٹنگ افسر ضروری تصور نہ کرے)

4. **Special aptitude**

خصوصی استعداد

5. **Recommendations for future training**

آئندہ تربیت کے لیے سفارشات

6. **Overall grading**

مجموعی درجہ

		Reporting officer رپورٹنگ افسر	Countersigning officer کاؤنٹر سائینگ افسر
--	--	-----------------------------------	--

(i)	Very Good اعلیٰ		
(ii)	Good اچھا		
(iii)	Average اوسط		
(iv)	Below Average اوسط سے کم		

7. Fitness for promotion

ترقی کے لیے مناسبت

		Reporting officer رپورٹنگ افسر	Countersigning officer کاؤنٹر سائننگ افسر
(i)	Fit for promotion ترقی کے لیے موزوں		
(ii)	Recently promoted/appointed. Assessment premature حال میں ترقی ہو چکی ہے/مزید ترقی قبل از وقت ہے		
(iii)	Not yet fit for promotion ترقی کے لیے ابھی موزوں نہیں		
(iv)	Unlikely to progress further مزید ترقی کے قابل نہیں		

Name of the reporting officer _____ **Signature** _____

(Capital letters)

رپورٹنگ افسر کا نام (واضح حروف میں)

(دستخط)

Designation _____

Date _____

عہدہ

تاریخ

PART V

حصہ پنجم

(REMARKS OF THE COUNTERSIGNING OFFICER)

(کاؤنٹرسائینگ افسر کی رائے)

1. How well do you know the officer? If you disagree with the assessment of the reporting officer, please give reasons

آپ افسر کو کس حد تک جانتے ہیں؟ اگر آپ رپورٹنگ افسر کی رائے سے متفق نہیں تو وجہ بیان کریں

2. Evaluation of the quality of assessment made by the reporting officer

رپورٹنگ افسر کے جائزہ کے معیار کے بارے میں کاؤنٹرسائینگ افسر کی رائے

Exaggerated
(مبالغہ آمیز)

Fair
(مناسب)

Biased
(جانب دار)

Name of the countersigning officer _____ Signature _____

(Capital letters)

کاؤنٹرسائینگ افسر کا نام (واضح حروف میں)

(دستخط)

Designation _____

Date _____

عہدہ

تاریخ

PART VI

حصہ ششم

REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY)

دوسرے کاؤنٹر سائننگ افسر (بشرط موجودگی) کی رائے

Name _____

نام

Signature _____

(دستخط)

Designation _____

عہدہ

Date _____

تاریخ

Annexure XIV-B: Performance Evaluation form for BPS – 19 and 20

CONFIDENTIAL

اسکیل ۱۹ اور ۲۰ کے افسران کے لیے

بصیغہ راز

GOVERNMENT OF PAKISTAN

حکومت پاکستان

Ministry /Division/ Service/Group

Department/Office _____

وزارت / ڈویژن / محکمہ / دفتر

سروس / گروپ

PERFORMANCE EVALUATION REPORT

کارکردگی رپورٹ

FOR THE PERIOD 20 TO 20

۲۰

۲۰

برائے عرصہ

PART I

حصہ اول

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

(متعلقہ افسر خود پُر کریں)

4. **Name** (in block letters) _____
نام (واضح حروف میں)

5. **Personnel number** _____
انفرادی نمبر

6. **Date of birth** _____
تاریخ پیدائش

4. **Date of entry in service** _____
ملازمت اختیار کرنے کی تاریخ

5. **Post held during the period** (with BPS) _____
پیش نظر عرصہ میں عہدہ (مع اسکیل)

9. **Academic qualifications** _____
تعلیم

10. **Knowledge of languages** (Please indicate proficiency in speaking (S), reading (R) and writing (W)
زبانوں کا علم (بولنے (ب)، پڑھنے (پ)، اور لکھنے (ل) کی صلاحیت)

8. **Training received during the evaluation period** (Training courses attended earlier,
if any, may please be listed separately on the back page of the report).

متعلقہ عرصہ کے دوران تربیت کی تفصیل (اس سے پہلے تربیتی کورسوں میں شرکت، رپورٹ کے صفحہ کی پشت پر درج کریں)

Name of course attended	Duration with dates تاریخوں کے ساتھ دورانیہ	Name of institution and country
-------------------------	--	---------------------------------

کورس کا نام		ادارے اور ملک کا نام

9. Period served

عرصہ ملازمت

(i) In present post (ii) Under the reporting officer _____

موجودہ عہدہ پر

رپورٹنگ افسر کے ماتحت

PART II

حصہ دوم

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

(متعلقہ افسر خود پُر کریں)

1. Job description

ذمہ داریوں کی تفصیل

2. **Brief account of achievements during the period supported by statistical data where possible. Targets given and actual performance against such targets should be highlighted. Reasons for shortfall, if any, may also be stated.**

پیش نظر عرصہ میں کارکردگی کو اعداد و شمار کے ساتھ مختصر بیان کریں۔ دیے گئے اہداف اور کارکردگی کو نمایاں طور پر لکھیں۔ اہداف نامکمل رہ جانے کی وجہ بھی بیان کریں

حصہ سوم - ۱ - PART III

(EVALUATION BY THE REPORTING OFFICER)

(رپورٹنگ افسر کا جائزہ)

1. Please comment on the officer's performance on the job as given in Part II (2) with special reference to his knowledge of work, ability to plan, organize and supervise, analytical skills, competence to take decisions and quality and quantity of output. How far was the officer able to achieve the targets? Comment on the officer's contribution, with the help of statistical data, if any, in the overall performance of the organization. Do you agree with what has been stated in Part II (2)?

حصہ دوم (۲) میں بیان کی گئی کارکردگی کا جائزہ لیں۔ افسر کے علم، تنظیمی اور نگرانی کرنے کی صلاحیت، تجزیاتی مہارت اور فیصلہ کرنے کی صلاحیت کے متعلق رائے دے دے۔ کارکردگی کے معیار و مقدار کے حوالے سے بھی رائے دیں۔ اہداف کو پورا کرنے میں افسر کس حد تک کامیاب رہا/ رہی۔ ادارے کی مجموعی کارکردگی میں افسر کے کردار کی اعداد و شمار کے حوالے سے نشاندہی کریں۔ کیا آپ حصہ دوم (۲) میں دی گئی معلومات سے متفق ہیں؟

		A الف	B ب	C ج	D د	
1	Quality of work Always produce work of exceptiona ہمیشہ غیر معمولی معیار کا کام پیش کرتا ہے۔					Generally produces work of poor quality. عموماً ناقص معیار کا کام پیش کرتا ہے۔
2	Output of work Always up-to-date; accum ہمیشہ مستعد: کام جمع نہیں کرتا۔					Always behind schedule; very slow ہمیشہ دیر سے کام ختم کرتا ہے۔

2. Integrity (Morality, uprightness and honesty)

دیانت (اخلاق، راست بازی، ایمانداری)

		A	B	C	D	
		الف	ب	ج	د	
1.	Integrity					
	c. General Irreproachable خوش کردار					Unscrupulous غیر محتاط
	d. Intellectual Honest & straightforward ایماندار اور راست باز					Devious; Sycophant کج رو، چاپلوس، خوشامدی

3. Pen picture including the officer's strengths and weaknesses with focus on emotional stability, ability to work under pressure, communication skills and interpersonal effectiveness.

(Weakness will not be considered as adverse entry unless intended to be treated as adverse).

تفصیلی خاکہ: افسر کی خوبیوں اور کمزوریوں کا جائزہ لیں، خصوصاً جذباتی ٹھہراؤ، دباؤ کی حالت میں کام کرنے کی صلاحیت، رابطہ اور باہمی افہام و تفہیم پیدا کرنے کی صلاحیت بیان کریں (کوٹاہی کو اس وقت تک منفی تصور نہ کیا جائے جب تک رپورٹنگ افسر ضروری نہ سمجھے)

4. **Area and level of professional expertise with suggestions for future posting.**

پیشہ وارانہ مہارت اور آئندہ تعیناتی کی نشاندہی

5. **Training and development needs.**

مزید تربیت کے لیے تجاویز

6. **Overall grading**

مجموعی درجہ

Very Good
اچھا

Good
اچھا

Average
اوسط

Below Average
اوسط سے کم

7. **Fitness for promotion** Comment on the officer's potential for holding a higher

ترقی کے لیے مناسبت

position and additional responsibilities.

افسر کی اعلیٰ عہدے پر کام کرنے اور اضافی ذمہ داریاں سنبھالنے کی صلاحیت کے بارے میں رائے دیں

Name of the reporting officer _____ **Signature** _____

(Capital letters)

رپورٹنگ افسر کا نام (واضح حروف میں)

(دستخط)

Designation _____

عہدہ

Date _____

تاریخ

PART IV

حصہ چہارم

(REMARKS OF THE COUNTERSIGNING OFFICER)

(کاؤنٹرسائینگ افسر کی رائے)

1. **How often have you seen the work of the officer reported upon?**

افسر کا کام کس حد تک آپ کی نظر سے گزرتا رہا؟

Very frequently	Frequently	Rarely	Never
اکثر و بیشتر	اکثر	شاذ و نادر	بھی نہیں

2. **How well do you know the officer? If you disagree with the assessment of the reporting officer, please give reasons.**

آپ افسر کو کس حد تک جانتے ہیں؟ اگر آپ رپورٹنگ افسر کی رائے سے متفق نہیں تو اس کی وجہ بیان کریں

3. **Overall grading**

مجموعی درجہ

Very Good
اعلیٰ

Good
اچھا

Average
اوسط

Below Average
اوسط سے کم

4. **Recommendation for promotion** (Comment on the officer's potential for holding a higher position and additional responsibilities).

ترقی کے لیے سفارش

(افسر کی اعلیٰ عہدے پر کام کرنے اور اضافی ذمہ داریاں سنبھالنے کی صلاحیت کے بارے میں رائے دیں)

5. **Evaluation of the quality of assessment made by the reporting officer.**

رپورٹنگ افسر کے جائزہ کے معیار کے بارے میں کاؤنٹرسائینگ افسر کی رائے

Exaggerated
(مبالغہ آمیز)

Fair
(مناسب)

Biased
(جانب دار)

Name of the countersigning officer _____ **Signature** _____

(Capital letters)

کاؤنٹرسائینگ افسر کا نام (واضح حروف میں)

(دستخط)

Designation _____

عہدہ

Date _____

تاریخ

PART V

حصہ پنجم

REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY)

دوسرے کاؤنٹرسائنگ افسر (بشرط موجودگی) کی رائے

Name _____

نام

Signature _____

(دستخط)

Designation _____

عہدہ

Date _____

تاریخ

GUIDELINES FOR FILLING UP THE PER

- After initiation of their PER, the officers under report should immediately fill up the detachable 'certificate' giving names of the RO/CO and forward the same to the Officer In-charge of their respective confidential records. This exercise will ensure proper follow-up of the pending performance evaluation reports by the concerned Ministry/Division/Provincial Government etc.
- Forms should be filled in duplicate. Parts I and II are to be filled by the officer under report and should be typed. Part III will be filled by the Reporting Officer while the Countersigning/Second Countersigning Officers will fill Parts IV and V respectively.
- Each Division, Department, autonomous body and office etc. is required to prepare specific job descriptions giving main duties of each job to be mentioned in Part-II (1). The job descriptions may be finalized with the approval of the Head of the Organization or any person authorized by him.
- The officer under report should fill Part II (2) of the form as objectively as possible and short term and long term targets should be determined/assigned with utmost care. The targets for each job may be formulated at the beginning of the year wherever possible. In other cases, the work performed during the year needs to be specifically mentioned.
- Assessment by the Reporting Officers should be job-specific and confined to the work done by the officer during the period under report. They should avoid giving a biased or evasive assessment of the officer under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by them.
- The Reporting Officers should carry out their assessment in Part III through comments against each characteristic. Their opinions should represent the result of careful consideration and objective assessment so that, if called upon, they could justify the remarks/comments. They may maintain a record of the work done by the subordinates in this regard.
- The Reporting Officers should be careful in giving the overall and comparative grading. Special care should be taken so that no officer is placed at an undue disadvantage.
- The Countersigning Officers should weigh the remarks of the RO against their personal knowledge of the officer under report, compare him with other officers of the same grade working under different Reporting Officers, but under the same Countersigning Officer, and then give their overall assessment of the officer. In case of disagreement with the assessment done by the Reporting Officer, specific reasons should be recorded by the Countersigning Officers in Part IV (2).
- The Countersigning Officers should make an unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased. This would evoke a greater sense of responsibility from the reporting officers.
- The Countersigning Officers should underline, in red ink, remarks which in their opinion are adverse and should be communicated to the officer reported upon. All adverse remarks whether remediable or irreparable should be communicated to the officer under report, with a copy of communication placed in the CR dossier. Reporting Officers should ensure that they properly counsel the officer under report before adverse remarks are recorded.
- The Reporting and Countersigning Officers should be clear, direct, objective and unambiguous in their remarks. Vague impressions based on inadequate knowledge or isolated incidents should be avoided.
- Reports should be consistent with the pen picture, overall grading and comparative grading.

IMPORTANT

- Parts I and II of the PER should be duly filled and dispatched to the Reporting Officer not later than the 15th of January. The ROs should forward the report to the Countersigning Officer within two weeks of receipt after giving their views in Parts III. The COs should finalize their comments in Part IV within two weeks of receipt of PER. The Second Countersigning Officers, if any, should also complete their assessment within a period of two weeks.
- Name and designation of Reporting /Countersigning Officers should be clearly written. Comments should be legible and in the prescribed format and which can be easily scanned.

- Personnel Number is to be filled in by the officer under report, if allotted.
- Proforma has been devised in English/Urdu to provide flexibility to RO/CO in the choice of language.
- Comparative grading only applies to officers falling in very good, good and average categories. This grading would not apply to anyone falling in below average category in Part III (6).

Annexure XV: Notification of the selection committee market Staff



USAID-Sindh Basic Education Program
Program Management & Implementation Unit
School Education Department
Government of Sindh
Tel No. 021-35296936, Fax No. 021-35296935
D-29, Block-2, Clifton Karachi
NO: SBEP/USAID/PD/308/2017
February 06, 2017

The Secretary,
Services, SGA&CD
Government of Sindh,
Karachi

SUBJECT: MARKET BASED RECRUITMENT OF STAFF FOR SBEP-PMIU

The United States Agency for International Development (USAID) has pledged to support education sector in seven districts of Sindh and five selected towns of Karachi. The purpose of this program is to support Education & Literacy Department, Govt. of Sindh, in its efforts to reconstruct schools damaged/ collapsed as a consequence of 2010 floods and to provide equal opportunity to all.


2. The Program Management & Implementation Unit (PMIU) of Sindh Basic Education Program (SBEP) has initiated a recruitment process as per Government of Sindh Rules and after obtaining due approval from the Honorable Chief Minister of Sindh.

3. The Secretary, School Education Department moved a Note for Chief Secretary to approve a committee comprising the following to conduct the interviews of the successful candidates:

- | | |
|--|-------------------|
| i. Secretary Education | Chairman |
| ii. Additional Secretary (Services-I), SGA&CD | Member |
| iii. Program Director-SBEP | Secretary/ Member |
| iv. Additional Secretary (Admn.), P&D Department | Member |
| v. Relevant Technical Person (BS-18 or above) | Member |
| vi. USAID Representatives (2) | Members |


4. The Chief Secretary approved the formation of the committee (Flag A).

5. It is, therefore, requested that a notification be issued regarding the constitution of the committee comprising the members mentioned above.



Akram Ali Khowaja
PAS
Program Director

Annexure XVI: Advertisement



**Office of the Program Director, Sindh Basic Education Program,
Education & Literacy Department, Govt. of Sindh,
D-29, Block-5, G.R.N., Karachi, Phone: 021-3929601-3**

CAREER OPPORTUNITIES

The USAID Sindh Basic Education Program (SBEP) is looking for qualified professionals to fill a range of 206 non-union jobs at the level of Program Implementation and Management Unit (PMU) USAID SBEP at Karachi, Sukkur, and Larkana and under District Education Offices.

The USAID Sindh Basic Education Program is funded by the U.S. Agency for International Development (USAID). The program is implemented under the agreement between USAID and the Department of Education and Literacy, Government of Sindh to provide quality education by strengthening the governance and accountability in the delivery of education services.

The USAID Sindh Basic Education Program seeks to develop a skilled and professional workforce in teaching and learning in several areas of Sindh in order to increase the quality of basic education and literacy, which is an equal opportunity program. All positions are covered by the Program Management and Implementation Unit (PMU) USAID SBEP which is managed by Government of Sindh, Department of Education and Literacy, which is an equal opportunity program.

Sl. No.	Job Title	Location	Qualification	Experience	Grade	Salary	Sl. No.	Job Title	Location	Qualification	Experience	Grade	Salary
1. Program Manager (Management and Evaluation)	Program Manager (Management and Evaluation)	Karachi	Master's Degree in Social Sciences or equivalent	Minimum eight years' experience in similar positions. Development of work plans, performance monitoring plans, budgeting and financial management. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	10. Program Manager (Management and Evaluation)	Karachi	MS/PhD, Civil Engineering	Minimum eight years' experience and five years' experience in construction work. Knowledge of government working is preferred.	1-Trial (100%)	Market based	
							11. Program Manager (Construction Supervision)	Karachi	MS/PhD in Engineering/Equivalent of BSc. in Civil Engineering/MS/PhD in Civil Engineering	Five to six years' experience in working with public sector organizations.	1-Trial (100%)	Market based	
							12. Technical Auditor	Karachi	MS/PhD in Accounting/Finance	Minimum eight years' experience in auditing and financial reporting. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
							14. Administration Officer	Karachi	B.A. in English/MS/PhD in Education	Minimum six years' experience in administrative work. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
2. Manager (Information Technology)	Manager (Information Technology)	Karachi	MSc in Computer Science or Equivalent	Minimum eight years' experience in information technology. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	15. Construction Supervisor (Supervision Officer)	Karachi	MS/PhD in Engineering	Minimum six years' experience in construction design and supervision of educational projects. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
							4. Planning, Monitoring & Evaluation Officer	Karachi	Master Degree in Social Sciences	Minimum eight years' experience in monitoring and evaluation of development projects. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
							6. Monitoring & Evaluation Officer	Karachi	Master Degree in Social Sciences	Minimum six years' experience in monitoring and evaluation of development projects. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
							5. Manager Learning (Online & Distance Education)	Karachi	Master Degree in Social Sciences or equivalent	Minimum eight years' experience in developing and managing online learning modules. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
3. Manager (Communications)	Manager (Communications)	Karachi	Master Degree in Mass Communication, Public Relations or equivalent	Minimum eight years' experience in mass communication, public relations and other related fields. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	16. Receptionist	Karachi	High School Grad.	As per rules.	Open Mark (Previous 40%)	As per rules	
							18. Bank Assistant	Karachi	B.A.	DB	1-Trial (100%)	As per rules	
							19. Office Boy	Karachi	High School Grad.	DB	1-Trial (100%)	As per rules	
							21. Security Worker	Karachi	High School Grad.	DB	1-Trial (100%)	As per rules	
7. Manager (Revenue Account & Admin)	Manager (Revenue Account & Admin)	Karachi	Master Degree in Commerce or MBA Finance	Minimum eight years' experience in revenue and administration. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	20. Driver	Karachi	Class 10	DB	1-Trial (100%)	As per rules	
							23. Security Guard	Karachi	Class 10	DB	1-Trial (100%)	As per rules	
							24. English Teacher	Karachi	Class 10	DB	Open Mark (Previous 40%)	As per rules	
							8. Senior Procurement Specialist	Karachi	MBA in Finance/Marketing	Minimum eight years' experience in procurement management and administration. Knowledge of government working is preferred.	Open Mark (Previous 40%)	Market based	
9. Finance & Accounts Officer	Finance & Accounts Officer	Karachi	MBA Finance and Accounting or equivalent	Minimum six years' experience in financial accounting and financial management. Knowledge of government working is preferred.	1-Trial (100%)	Market based	Qualification for Submission						
							10. Program Officer	Karachi	Master Degree in Social Sciences	Minimum six years' experience in program management. Knowledge of government working is preferred.	1-Trial (100%)	Market based	

Conditions for Submission:

- Candidates shall be shortlisted on the basis of complete application forms.
- After shortlisting, the successful candidates will have to accept a written interview.
- The candidates are required to submit their original documents (including ID cards, academic transcripts, and experience certificates) before the interview date.
- Only one candidate will be shortlisted for each position.
- Application forms can be downloaded from the following link: <https://www.sindh.gov.pk>
- Last date for submission of complete application forms is 15th June, 2015. Complete application forms will be extended till 20th June, 2015. After 20th June, the application forms will not be accepted.
- All the fees should be paid in cash. Please send the required details to the HR Unit, Government of Sindh, Karachi.

(MARKSHEET NUMBER)
PROGRAM DIRECTOR

Annexure XVII: Eligibility Criteria

S. No.	Title of the Position	Qualification	Age	Experience	Quota
1	Manager Finance & Accounts and Administration	Master degree in Commerce or MBA Finance		Minimum eight years qualification experience in Accounts and administration. Knowledge of the government system of accounting and auditing is essential. Knowledge of government is preferred	Open market (province-wide)
2	Senior Procurement Specialist	MBA or Master In relevant Field		Minimum eight years qualification experience in procurement and administration. Knowledge of government is preferred	Open market (province-wide)
3	Internal Auditor	ICMA/ACA/MBA/relevant degree		Minimum eight years qualification experience in Internal Audit preferably In the development sector ability to with donor funded programs. Knowledge of government is preferred	Open market (province-wide)
4	Assistant Internal Auditor	ICMA/ACA/MBA/relevant degree		Minimum six years' experience in related field. Knowledge of government is preferred	Open market (province-wide)
5	Planning, Monitoring and Evaluation Officer (1xPMIU) (2xRegional Offices)	Master degree in Social Sciences		Minimum eight years' experience in monitoring and evaluation of donor funded project. Knowledge of the government monitoring system is essential. Knowledge of government is preferred	Open market (province-wide)
6	Manager Human Resources (One Post of Finance and Accounts Officer since re-designated)	MBA/MPA/or Master level degree in Social Science or Relevant Field		Minimum 8 years' experience (preferably Government bilateral / international organization) in human resources management. Knowledge of HR policies and procedures of Government of Sindh	Open market (province-wide)
7	Procurement Officer	Master degree in Social Sciences		Minimum six years' experience in n procurement management , implementation and administration , knowledge of public procurement policies and procedures of the Government of Sind is preferred along with experience of donor's development projects and working with Government	1-Rular 1-Urban

S. No.	Title of the Position	Qualification	Age	Experience	Quota
8	Program Manager Monitoring and Evaluation	Masters in Social Sciences/MPA or Equivalent		Minimum Eight years' Experience in M&E. Development of work plans, performance monitoring plans, strong knowledge of the Government and donor sector. Experience on government and international organizations / donor policies and procedure required. Experience in education assessment systems, data analysis, Educational Management Information System(EMIS)	Open merit (Province-Wide)
9	Manager Planning, Monitoring & Evaluation	M.S / M.Sc., in Computer Sciences/ Master in social Sciences		Minimum Eight years' Experience in M&E. Development of work plans, performance monitoring plans, strong knowledge of the Government and donor sector. Experience on government and international organizations / donor policies and procedure required. Experience in education assessment systems, data analysis, Educational Management Information System(EMIS)	Open merit (Province-Wide)
10	Manager Information Technology	MS Information Technology or Equivalent		Minimum eight years relevant experience in Information Technology. Knowledge of Government working is preferred	Open merit (Province-Wide)
11	Manager Learning Reforms & Community Mobilization	Master Degree in Social Sciences or Equivalent		Minimum Eight years' Experience in Designing and implementation of communication and awareness raising or community mobilization activities For NGOs or Public Organization. Knowledge of Government working is preferred.	Open merit (Province-Wide)
12	Manager Communications	Master Degree in Mass Communication, Social Sciences or Equivalent		Minimum Eight years' Experience with Communication Strategies, campaigns and other activities. Must have excellent writing skills in English. Experience in producing and disseminating information, liaison with media, Writing reports and manuals, and website development and management. Knowledge of Government communications process and policies is required.	Open merit (Province-Wide)
13	Finance & Accounts Officer	MBA finance and Accounts or M.Com or Equivalent		Minimum Six years' experience in maintaining accounts and financial transaction in public or private or international organization. Knowledge of Government working is preferred	1.Urban 1.Rural

S. No.	Title of the Position	Qualification	Age	Experience	Quota
14	Manager Construction Supervision	MSc. Civil Engineering/Equivalent or BSc. Engineering with Eight years' experience		For MSc Minimum Eight years' experience and BSc Minimum fifteen years' Experience in Construction Work. At least three years' Experience for working with Public sector organization.	1.Urban 1.Rural
15	Manager Construction Design & Contracting	MSc/BSc. Civil Engineering		For MSc Minimum Eight years' experience and BSc Minimum fifteen years' Experience in Construction Work. At least three years' Experience for working with Public sector organization.	1.Urban 1.Rural
16	Stenographer/ Computer Operator	As per GOS		As per GOS	Open market (province-wide)
17	Admin Assistant	As per GOS		As per GOS	1-Urban 2-Rular
18	Drivers	As per GOS		As per GOS	3-urban 4-Rular
19	Dispatch Rider	As per GOS		As per GOS	Open market (province-wide)
20	Security Guard	As per GOS		As per GOS	2-urban 4-Rular
21	Sanitary Worker	As per GOS		As per GOS	1-Urban 2-Rular
22	Office Boy	As per GOS		As per GOS	4-Urban 5-Rular

Annexure XVIII: Job Description

Annexure XVIII-A: Senior Manager M&E

I. JOB IDENTIFICATION:	
Job Title: Senior Manager - Monitoring & Evaluation	Job Grade: Equivalent to BPS -18
Department: PMIU / Monitoring & Evaluation	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Director /Deputy Program Director	Directly Supervises:
	<ul style="list-style-type: none"> • Manager Planning , Monitoring and Evaluation • M&E Officer
	Indirectly Supervises: Manager MIS
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	

<ul style="list-style-type: none"> To monitor and evaluate all program activities, including but not limited to construction activities in accordance with the approved standards To finalize success indicators for students, monitor and evaluate PMIU activities related to learning and community mobilization 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Assist Program Director in strategic planning and implementation of approved PC-1 and activity agreement Prepare indicators to assess progress on construction of damaged schools in accordance with the approved guidelines from PSC Coordinate with Sindh Education Reform Program/ School Education & Literacy Department of the Government of Sindh/ Reforms Support Unit to monitor progress and quality of learning Assist/ undertake formative and summative evaluation of the Strategic Plan and its annual review Prepare monthly, quarterly, annual progress report and PC III 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Assist Program Director and Deputy Program Director in finalizing guidelines for monitoring & evaluation activities under this program Analyze the outputs from the previous year's annual school census in order to propose performance indicators and their targets for the next year. Coordinate with Reforms Support Unit for preparation of indicators to assess the learning of students and link it with SEMIS Monitor and evaluate the implementation of approved guidelines provided in manuals prepared for financial management, procurement, and human resource management Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> M & E Team Construction Management team PMIU Regional teams (if any) Procurement Team Program Manager – RL&CM MIS Manager Finance & Accounts Human Resource Administration Assistant Program Director / DPD Heads of other units of PMIU Internal Audit 	<ul style="list-style-type: none"> Monitoring & Evaluation – internal reports on progress
Outside the organization Purpose	
<ul style="list-style-type: none"> SBEP Partners (SCDP, RSU, USAID, SPR, SCMP) Civil Society Organizations Local communities Government of Sindh, School Education & Literacy Department, District Education Office Halcrow, communities Media houses NGOs 	<ul style="list-style-type: none"> Monitoring & Evaluation – External reports on progress
VIII. KEY DIMENSIONS OF THE POSITION:	
<ul style="list-style-type: none"> Managing Monitoring & Evaluation Function of PMIU 	
Name: _____	

_____ Job Holder Date : __/__/__	_____ Supervisor Date : __/__/__	_____ Approved By Date : __/__/__
--	--	---

IX. JOB SPECIFICATIONS	
Educational Qualification	Masters in Social Sciences
Experience	15+ years working experience of development sector through direct affiliation with national and international Organizations.
Others	Technical Knowledge of M&E System M&E Reporting mechanism

Annexure XVIII-B: Manager Construction Supervision

I. JOB IDENTIFICATION:	
Job Title: Manager Construction Supervision	Job Grade: Equivalent to BPS - 18
Department: Engineering	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager – Construction Management	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> • To assist Program Manager Construction Management and PMIU in: <ul style="list-style-type: none"> ○ Implementation of activities related to construction of damaged schools under Sindh Basic Education Program (SBEP) in 7 target districts of the Northern Sindh and selected towns of Karachi for implementation as per approved PC-I. ○ Selection and damage assessment of schools for construction or up-grade. ○ Supervision and monitoring of school construction to ensure quality of work as per specification 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Organizing and participating the monthly progress review meeting with all stakes holders (Halcrow, USAID, & Contractors) at PMIU Office. • Visiting the construction site to review construction activities at site including quality management and health, safety and environment plans, discuss construction related issues in collaboration with the resident engineer etc. • Provide technical (engineering) support to PMIU • Reviewing progress of contractors of all packages and keenly noted where any contractors lost time and the reasons for it 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Assist Program Manager Construction Management and PMIU in supervision of construction of damaged schools in accordance with the guidelines and standards approved by PSC • Assist Program Manager Construction Management and Districts in process of school selection for construction or up gradation in accordance with the approved guidelines and PC-1 • Liaise with school management committees and capacitate them for supervision of school construction in accordance with the approved architectural design and construction guidelines • Hold meetings with contractors/ selected architectural designing and engineering firm/ districts/ school management committees to ensure timely completion of school construction • Develop and submit progress report of construction work to Program Manager Construction Management on monthly, quarterly and yearly basis • Ensure timely provision of furniture and fixtures for schools according to the budget provision and guidelines provided by PSC • Ensure timely taking and handing over of completed schools according to the approved standards • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> • PM Construction Management • Manager Design & Contracts 	<ul style="list-style-type: none"> • Construction Management

Annexure XVIII - C: Manager Construction Design and contracting

I. JOB IDENTIFICATION:	
Job Title: Manager Construction Design and contracting	Job Grade: Open Market / Equivalent to BPS - 18
Department: Engineering	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager – Construction Management	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> • To assist Program Manager Construction Design and contracting and PMIU in: <ul style="list-style-type: none"> ○ Implementation of activities related to construction of damaged schools under Sindh Basic Education Program (SBEP) in 7 target districts of the Northern Sindh and selected towns of Karachi for implementation as per approved PC-I. ○ Selection and damage assessment of schools for construction or up-grade. 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Reviewing: <ul style="list-style-type: none"> ○ Interim Payment Certificate (IPC) of all ongoing construction packages for payment of contractors. ○ variation orders of required contracts for approval ○ Extension of Time (EOT) for required contracts ○ Milestones completion certificates • Organizing and participating the monthly progress review meeting with all stakes holders (Halcrow, USAID, & Contractors) at PMIU Office. • Ensuring the design process recognises current legislation, standards and codes of practice, and health and safety regulations • Provide technical (engineering) support to PMIU • Reviewing progress of contractors of all packages and keenly noted where any contractors lost time and the reasons for it 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Assist Program Manager Construction Management and Districts in process of school selection for construction or up gradation in accordance with the approved guidelines and PC-I • Facilitate districts, PMIU Regional Offices for implementation of construction contracts in accordance with the guidelines provided by PSC • Hold meetings with contractors/ selected architectural designing and engineering firm/ districts/ school management committees to ensure timely completion of school construction • Develop and submit progress report of construction work to Program Manager Construction Management on monthly, quarterly and yearly basis • Ensure timely provision of furniture and fixtures for schools according to the budget provision and guidelines provided by PSC • Ensure timely taking and handing over of completed schools according to the approved standards • Undertake any other assignments delegated by the Program Director/ Deputy Program Director • Mitigate risk design problems by finding solutions before they materialize. • Contribute to planning and co-ordination in a way that adds value to the processes. 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	

Within department or organization Purpose		
<ul style="list-style-type: none"> • PM Construction Management • Manager Design & Contracts • Program Manager – RL&CM • MIS Manager • Finance & Accounts • Program Director / DPD • Heads of other units of PMIU • Procurement • Internal Audit 	<ul style="list-style-type: none"> • Construction Management 	
Outside the organization Purpose		
<ul style="list-style-type: none"> • Halcrow; Architectural Designing and Engineering Firm • Construction contractors • School Management Committees • Vendors • SBEP Partners (SCDP, RSU, USAID, SPR, SCMP) • Civil Society Organizations • Local communities • Government of Sindh, School Education & Literacy Department, • District Education Office 	<ul style="list-style-type: none"> • Construction Management 	
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> • Managing Re-construction of damaged Schools (as a component) for PMIU 		
Name: _____ Job Holder Date : __/__/__	 Supervisor Date : __/__/__	 Approved By Date : __/__/__
IX. JOB SPECIFICATIONS		
Educational Qualification	Bachelor of Civil Engineering	
Experience	8 years in construction work 2 year of experience for working with public sector organization	
Others	Knowledge of SPPRA, FIDIC rules and correspondence to be made with the stakeholders	

Annexure XVIII - D: Document Engineer

I. JOB IDENTIFICATION:	
Job Title: Documentation Engineer	Job Grade: Open Market
Department: Engineering	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager – Construction Management	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> • To assist Program Manager Construction Management and PMIU in: <ul style="list-style-type: none"> ○ Implementation of activities related to construction of damaged schools under Sindh Basic Education Program (SBEP) in 7 target districts of the Northern Sindh and selected towns of Karachi for implementation as per approved PC-I. ○ Providing administrative support to engineers. 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Reviewing, processing and record keeping : <ul style="list-style-type: none"> ○ Interim Payment Certificate (IPC) of all ongoing construction packages for payment of contractors. ○ variation orders of required contracts for approval ○ Extension of Time (EOT) for required contracts ○ Milestones completion certificates • Organizing and participating the monthly progress review meeting with all stakes holders (Halcrow, USAID, & Contractors) at PMIU Office. • Visiting the construction site to review construction activities at site including quality management and health, safety and environment plans, discuss construction related issues in collaboration with the resident engineer etc. • Provide technical (engineering) support to PMIU • Reviewing progress of contractors of all packages and keenly noted where any contractors lost time and the reasons for it 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • The applicant is expected to have excellent organizational skills and be familiar with effective filing. • Must have the ability to monitor and evaluate systems and to look for improvements. • Good communication skills are important to be able to co-ordinate the PMIU's different departments. • An understanding of PMIU's business matters is crucial so as to be able to identify and control documents effectively. • Provide administrative support to Engineers. • Ensure successful workflow regarding contacts, scanning, filing, photocopying; • Review mail and compose, prepare or ensure timely responses to a variety of written inquiries; distribute mailings. • Maintain team's calendars; assist Senior Engineer in staying updated on daily priorities. • Assist with the preparation of proposals, reports, memorandums, correspondence and various documents; • Copy, collate, bind and staple reports and other duplicated material. • Schedule conference rooms and coordinate meetings, appointments and travel arrangements. • Prepare and submit weekly timesheets, expense reports, requisitions, billing and project reports, and process invoices. • Establish, update and maintain files, databases, contact information, records and other documents. Prepare documents and packages to be mailed; coordinate delivery and pick up with messenger services; prepare Federal Express labels and certified mail forms. • Maintain records of professional licenses; coordinate renewals and related course logs. • Assist in submitting paperwork to and setting up computers and phones. • Edit and type correspondence for the project engineers and other departmental professionals in accordance with company format. • Assist project engineers in maintaining project documentation pertinent to the contract and data files and maintains other information pertinent to the project. • Assist Engineering Manager with updating the project schedule and milestones using MS Excel. 	

<ul style="list-style-type: none"> • Create and maintain hardcopy and electronic engineering reports. • Prepares invoices for completed projects to be routed to accounting. • Closeout completed projects and archive in accordance with company policy. • Assist with verifying timesheets and expense reports before routing them to accounting. • Assist with taking notes and preparing meeting minutes for weekly department meeting. • Must use tact and judgment in handling clients and other departments to maintain a high level of cooperation. • Work as a contributing member of a team. 		
VI. DECISION-MAKING AUTHORITY:		
Decisions taken without consultation with others	– N/A	
Decisions taken in consultation with others	– N/A	
VII. CONTACTS/WORK RELATIONSHIPS:		
Within department or organization Purpose		
<ul style="list-style-type: none"> • PM Construction Management • Manager Design & Contracts • Program Manager – RL&CM • MIS Manager • Finance & Accounts • Program Director / DPD • Heads of other units of PMIU • Procurement • Internal Audit 	<ul style="list-style-type: none"> • Construction Management 	
Outside the organization Purpose		
<ul style="list-style-type: none"> • Halcrow; Architectural Designing and Engineering Firm • Construction contractors • School Management Committees • Vendors • SBEP Partners (SCDP, RSU, USAID, SPR, SCMP) • Civil Society Organizations • Local communities • Government of Sindh, School Education & Literacy Department, • District Education Office 	<ul style="list-style-type: none"> • Construction Management 	
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> • Managing Re-construction of damaged Schools (as a component) for PMIU 		
Name: _____ Job Holder Date : ___/___/___	_____ Supervisor Date : ___/___/___	_____ Approved By Date : ___/___/___

IX. JOB SPECIFICATIONS	
Educational Qualification	Bachelor of Civil Engineering
Experience	Two to Four years' experience in construction & maintaining engineering documentation.
Others	Knowledge of government working is preferred.

Annexure XVIII - E: Manager Communications

I. JOB IDENTIFICATION:	
Job Title: Manager Communications	Job Grade: Equivalent to BPS- 18
Department: Communications	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager, LRCM / Program Director	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
To provide assistance in all communications related matters of PMIU	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Develop IEC material and Newsletter • Maintenance and Up gradation of Website • Provide support in Development of Communications Strategy • Perform Videography and Photography for events • Provide support in field related activities with PMIU and other stakeholders 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Assist Program Manager Learning, Reforms and Community Mobilization in: <ul style="list-style-type: none"> ○ Formulation and implementation of strategies related to education reforms, learning of students and teachers, and community mobilization for educational activities. ○ implementing components of PC-I related to educational reforms, learning and community mobilization in field. • Hold meetings with Civil Society Organization and local communities for awareness raising and enhancing their role in school construction and learning of students. Play role in strengthening school management committees • Close monitoring for implementation of guidelines of school reforms and learning activities • Assist in training needs assessment process to propose skills enhancement plan for teachers, school management, and school management committees. • Collaborate in the development and promotion of new initiatives to enhance the profile and reputation of PMIU. • Develop IEC material • Development of Newsletter • Maintenance and Up gradation of Website • Support in Development of Communications Strategy • Videography and Photography • Support in field related activities with PMIU and other stakeholders • Support in All Stakeholders at office or field related activities • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A

Annexure XVIII - F: Manager Reforms, Learning and Community Mobilization

I. JOB IDENTIFICATION:	
Job Title: Manager - Learning, Reforms & Community Mobilization (RL&CM)	Job Grade: Equivalent to BPS – 18
Department: SBEP, PMIU, E&LD, Govt. of Sindh	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager, LRCM / PD	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
To assist in strategic planning of activities related to SBEP and to set standards for quality learning and formulate policies for school reforms to improve education standard, teacher training, school management and to mobilize community to take part in school affairs.	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Assist Program Manager Learning, Reforms and Community Mobilization in: <ul style="list-style-type: none"> ○ Formulation and implementation of strategies related to education reforms, learning of students and teachers, and community mobilization for educational activities. ○ implementing components of PC-I related to educational reforms, learning and community mobilization in field. • Liaise & Coordinate with: <ul style="list-style-type: none"> ○ Civil Society Organizations and local communities to: <ul style="list-style-type: none"> ▪ hold meetings, to enhance awareness regarding augmenting and improving their role in school construction and learning of students ▪ Play role in strengthening school management committees. ○ Reforms Support Unit (RSU) to: <ul style="list-style-type: none"> ▪ develop and implement Learning & Reforms' standards, to ensure quality learning ▪ propose different steps/ tests/ indicators to assess the learning of students and teachers in accordance with the guidelines approved by PSC. ▪ Closely coordinate the activities. ○ School Education & Literacy Department, District Education Department & Government of Sindh to: <ul style="list-style-type: none"> ▪ ensure timely provision of books to students and other teaching material. ▪ Support program components ▪ implement education reforms (up-grade, consolidate / merger etc.). • Coordinate with other sections of PMIU to ensure implementation of PC-I in 7 target districts of the Northern Sindh and Karachi. • Provide support to regional PMIU teams to ensure implementation of educational reforms. • Support program components: <ul style="list-style-type: none"> ○ In coordination with relevant key stakeholders and government departments. ○ By seeking permissions from the relevant authorities to allow teachers, education experts, education department officers from relevant departments for participation in trainings/workshops/seminars etc. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	

- Assist in training needs assessment process, to propose skills enhancement plan for teachers, school management, and school management committees.
- Close monitoring for implementation of guidelines of school reforms and learning activities.
- Attend regular meetings to improve educational reforms and learning process.
- Customize learning solutions for the development community.
- Documentation and dissemination of decisions of official meetings and follow-up from relevant stakeholders.
- Support program components in identification and selection of target schools for interventions.
- Represent PMIU at various meetings/events.
- Assist in translation and composition of English text of SBEP website into Sindhi language. Assist in translation of English sentences into Sindhi language to contribute in Google Translate database for Sindhi language
- Undertake any other assignments delegated by the Program Director/ Deputy Program Director

VI. DECISION-MAKING AUTHORITY:

Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A

VII. CONTACTS/WORK RELATIONSHIPS:

Within department or organization Purpose

<ul style="list-style-type: none"> • Program Manager – RL&CM • M&E Team • MIS Manager • Finance & Accounts • Program Director / DPD • Heads of other units of PMIU • PMIU Regional teams (if any) • Procurement • Internal Audit 	Project related information on progress of various assignments
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Outside the organization Purpose

<ul style="list-style-type: none"> • SBEP Partners (SCDP, RSU etc.) • Civil Society Organizations • Local communities • Government of Sindh, School Education & Literacy Department, District Education Office • SCDP M&E team 	<p>Official correspondence regarding program</p> <p>Providing support for program implementation</p>
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VIII. KEY DIMENSIONS OF THE POSITION:

- Managerial & Operation support – Learning, Reforms & Community Mobilization

Name: _____ Job Holder Date : ___/___/___	_____ Supervisor Date : ___/___/___	_____ Approved By Date : ___/___/___
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IX. JOB SPECIFICATIONS

Educational Qualification	Masters in Sociology and/or B. Ed/M. Ed
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Experience	12 years + relevant experience
Others	Knowledge of current education reforms, best practices and policy procedural matters at provincial, district and school level.

Annexure XVIII - G: Manager MIS

X. JOB IDENTIFICATION:	
Job Title: Manager – MIS	Job Grade: Equivalent to BPS – 18
Department: SBEP, PMIU, E&LD, Govt. of Sindh	Job Location: Karachi
XI. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program manager Support Services	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
XII. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> • Assist Program Manager Support Services in strategic planning of activities in accordance with the PC-I and activity agreement. • Conduct need based assessment for development of information system. • Develop, analyze MIS systems that are to be used by the SBEP employees and the department managers 	
XIII. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Enable monitor and evaluation of all Program activities, including but not limited to construction of Schools (Mile Stones), Local/Foreign Currency, Sales Tax of Contractors activities etc. • Help finalize success indicators for students, monitor and evaluate PMIU activities related to enrolment • Ensure PMIU website/web server/PMIU schools data smooth functioning on private cloud. • Administer email server, mailbox creation/deletion/quota • Ensure Install File and Print server, Work and User network drives mapped in staffs' laptops and PCs • Ensure installation of Symantec Endpoint Protection Server Security software • Responsible the administration and maintenance of PMIU's infrastructure. • Look after the administration of the PMIU's WAN/LAN. • Look after the administration and maintenance of computer stations and software for PMIU training programs and the Learning Studio and provides additional support if necessary. • Administer troubleshooting, systems backups, archiving, and disaster recovery and provide expert support, when necessary • Maintain vendor relationships and manage the purchase of hardware and software products as per Govt. of Sindh rules and regulations. • Maintain vendor relationships and manage purchase of hardware and software products as per guidelines laid down by SPPRA and Govt. of Sindh rules and regulations • Ensure that company assets are maintained responsibly. • Ensure effective communicates relevant IT-related information to all stakeholders. • Initiate and implement improvements in all areas of IT responsibility. <ul style="list-style-type: none"> ○ Serve as main point of contact on all IT-related matters for the office assigned 	
XIV. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Design MIS systems as per the need and advise of PM-SS and ensure that MIS at all departments are functioning properly • Assist/ undertake periodical Local Currency/ Foreign Currency, Construction status (Mile Stone Wise) reports and reviews. 	

- Provide training and necessary assistance to the employees involved in implementation and maintenance of the MIS systems.
- Undertake various assignments delegated by the PM SS (Sales/Income Tax) of Schools Construction Contractors.
- Maintain Sales Tax/ Income Tax of Contractor wise Constructed Schools.
- Develop and disseminate monthly/quarterly and annual financial (local currency), financial (foreign currency), Mile Stone wise construction progress reports of 112+ USAID constructed schools, & other reports required by Finance section.
- Assist in the planning and implementation of additions, deletions and major modifications to the supporting infrastructure.
- Manage the process of innovative change effectively.
- Maintain quality service by establishing and enforcing PMIU standards.
- Undertake any other assignments delegated by the Program Director/ Deputy Program Director.

XV. DECISION-MAKING AUTHORITY:

Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A

XVI. CONTACTS/WORK RELATIONSHIPS:

Within department or organization Purpose

<ul style="list-style-type: none"> • Program Manager – RL&CM • M&E Team • MIS Manager • Finance & Accounts • Manager Communications • Program Director / DPD • Heads of other units of PMIU • Procurement • Internal Audit 	Managing the MIS
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Outside the organization Purpose

<ul style="list-style-type: none"> • Halcrow; Architectural Designing and Engineering Firm • Construction contractors • School Management Committees • Vendors • SBEP Partners (SCDP, RSU, USAID, SPR, SCMP) • Civil Society Organizations • Local communities • Government of Sindh, Education & Literacy Department, • District Education Office 	Managing the MIS
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XVII. KEY DIMENSIONS OF THE POSITION:

- Manage and deliver timely and reliable information by creating and maintaining a strong MIS for PMIU

Name: _____ Job Holder Date : ___/___/___	_____ Supervisor Date : ___/___/___	_____ Approved By Date : ___/___/___
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XVIII. JOB SPECIFICATIONS

Educational Qualification	Masters Management Information System(MIS)
Experience	08 years + experience in IT and specifically MIS
Others	Information Technology support in Server, PCs, Laptops, Printers etc. Virtual Machines and Data Backups Wireless Network, Wide Area Network

Annexure XVIII - H: Manager Information Technology

I. JOB IDENTIFICATION:	
Job Title: Information Technology Manager	Job Grade: Equivalent to BPS -18
Department: Information Technology	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager Support Services	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
Responsible and accountable for the smooth running of IT operation, implementing technological strategic solutions, manages and provides hardware and software maintenance.	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Ensure PMIU website/web server/PMIU schools data smooth functioning on private cloud. • Responsible the administration and maintenance of PMIU’s infrastructure. • Administer troubleshooting, systems backups, archiving, and disaster recovery and provide expert support, when necessary • Maintain vendor relationships and manage the purchase of hardware and software products as per Govt. of Sindh rules and regulations. • Maintain vendor relationships and manage purchase of hardware and software products as per guidelines laid down by SPPRA and Govt. of Sindh rules and regulations • Ensure security of data, network access and backup systems • Audit systems and assess their outcomes 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Assist in the planning and implementation of additions, deletions and major modifications to the supporting infrastructure. • Manage information technology and computer systems • Administer email server, mailbox creation/deletion/quota • Ensure Install File and Print server, Work and User network drives mapped in staffs’ laptops and PCs • Ensure installation of Symantec Endpoint Protection Server Security software • Look after the administration of the PMIU’s WAN/LAN. • Ensure that company assets are maintained responsibly. • Ensure effective communicates relevant IT-related information to all stakeholders. • Initiate and implement improvements in all areas of IT responsibility. • Serve as main point of contact on all IT-related matters for the office assigned • Look after the administration and maintenance of computer stations and software for PMIU training programs and the Learning Studio and provides additional support if necessary. • Deliver engaging, informative, well-organized presentations. • Manage the process of innovative change effectively. • Maintain quality service by establishing and enforcing PMIU standards. • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	

Annexure XVIII - I: Manager Finance & Accounts

I. JOB IDENTIFICATION:	
Job Title: Manager – Finance & Accounts	Job Grade: 18
Department: e) School Education & Literacy Department Government of Sindh f) United States Agency for International Development - Pakistan	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager Support Services, PD and Additional PD, in absence of PD	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> To assist Program Manager Support Services in implementation of financial rules and provision of funds in accordance with the Financial Management Manual To ensure the implementation of Financial Management and HR manuals in PMIU and Regional Offices 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Ensure the processing of accurate and timely financial functions Preparation of management accounts and their impact on the business Administration Support Ensures compliance with PMIU values, policies and standards, and ensures compliance will all local statutory requirements 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Assist Program Manager Support Services in implementation of financial and procurement policies for functioning of PMIU in accordance with the approved financial management manual Assist Program Manager Support Services in provision of funds and facilitate in procurement process for implementation of approved PC-I Implement guidelines/ policies provided in Financial Management Manual approved by PSC Develop and manage pay role for PMIU and Regional office staff Maintain record of financial transaction in accordance with the approved financial manual Update record of financial transaction in computer Maintain bank(s) record and reconcile receipts & payments on monthly basis Prepare record/ books for internal and external audits 	

Experience	Eight years' experience in Accounts and Administration
Others	

Annexure XVIII - J: Senior Manager Procurement

I. JOB IDENTIFICATION:	
Job Title: Senior Manager Procurement	Job Grade: Equivalent to BPS - 18
Department: Procurement	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager for Support Services	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
To ensure timely procurement and delivery of high quality equipment, materials, supplies, capital goods and services essential for PMIU's operations in foreign currency (USAID Projects) and local currency (PMIU)	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Determine implementation of procurement polices and procedures in accordance with the Procurement Management Manual Manage and Administer quality of goods and services through well elaborated procurement contracts. Mainage record related to procurement of goods and services Implementation of procurement contracts and timely completion of programs Ensure transparent procurement of goods and services for Sindh Basic Education Program 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Finalization of procurement contracts for implementation of approved PC-1 under SBEP. Ensure risk management measures in procurement contracts for risk mitigation. Coordination with Program Manager Construction Management for timely procurement of goods and services to ensure quality. Close coordination with PMIU Regional officers for implementation of procurement procedures. Coordinate with suppliers and negotiate favorable contractual terms and conditions for PMIU Conduct market survey for goods and services. Manage documentation as per SPPRA rules. Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> Procurement Team Construction Management team Program Manager – RL & CM MIS Manager Finance & Accounts Administration Assistant Program Director / DPD Heads of other units of PMIU 	<ul style="list-style-type: none"> Procurement Needs

Annexure XVIII - K: Internal Auditor

I. JOB IDENTIFICATION:	
Job Title: Internal Auditor	Job Grade:
Department: Internal Audit	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Steering Committee	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
The Internal Auditor will assist the Director (Finance & Compliance) in Examining financial records, internal controls and information. Internal Auditor It also includes liaison with the external auditors in order to prevent duplication of effort and to keep them briefed on areas of concern. In addition the post holder will prepare audit plans programs based on the analysis of risks and operational priorities. He will also assess and timely report on legal/ compliance/ organizational and operational issues.	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Perform audit work in compliance with internal audit policies. <ul style="list-style-type: none"> ○ In consultation with the Program Steering Committee, determine the audit scope and areas to be reviewed and modify as necessary to focus resources on the most significant areas. • Maintain an advanced knowledge of PMIU's policies and procedures and the functional 'business disciplines' being reviewed to ensure that audit procedures are appropriate, timely, and effective. Have "expert" knowledge of and be able to articulate audit department policies. • Establish an expert working knowledge of auditing procedures and control techniques to meet audit objectives. <ul style="list-style-type: none"> ○ Identify all significant control weaknesses and appropriately communicate these weaknesses to the Program Steering Committee as soon as possible. ○ Assess and recommend improvements to audit processes and systems to help maintain a state-of-the-art audit function. • Produce and communicate status of audit work and open issues with Program Steering Committee. • Prepare an audit report which effectively communicates the audit results, making needed revisions in a timely manner. • Contribute to an environment in which all team members are respected regardless of their individual differences, and are motivated to improve both their individual and team contributions to achieve desired results. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • To work with management to ensure a system is in place which ensures that all major risks of the organization are identified and analyzed, on annual basis • To plan, organize and carry out the internal audit function including the preparation of an audit plan • Prepare reports containing observations, comments and recommendations based on carried out work • Ensure that the agreements executed with donor agencies are strictly implemented. • To plan, organize and carry out the internal audit function including the preparation of an audit plan which fulfills the responsibility of the department, scheduling and assigning work and estimating resource needs • Ensure the confidentiality of financial and technical information including audit findings and observations from the irrelevant entities. • Facilitates external audit and discusses with external auditors major observations arising from interim and final audits and any matter that the auditors may wish to highlight. • Ensure that funds allocations for each program are appropriately utilized and any budget variations are communicated to the relevant authorities • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A

Decisions taken in consultation with others	- N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> • Program Steering Committee • Program Director • Deputy Program Director • Heads of other units of PMIU • PMIU Regional offices • School Education & Literacy Department Sindh • Districts 	Operations and information collection
Outside the organization Purpose	
<ul style="list-style-type: none"> • School Management Committees • Venders and contractors • Relevant sections / units of RSU. 	Operations and information collection
VIII. KEY DIMENSIONS OF THE POSITION:	
Financial and Operations Risk Management	
<p style="text-align: center;">Name:</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">_____</p> <p>Job Holder</p> <p style="text-align: center;">Date : __/__/__</p>	<p style="text-align: center;">_____</p> <p style="text-align: center;">_____</p> <p>Supervisor</p> <p style="text-align: center;">Date : __/__/__</p>
	<p style="text-align: center;">_____</p> <p style="text-align: center;">_____</p> <p>Approved By</p> <p style="text-align: center;">Date : __/__/__</p>
IX. JOB SPECIFICATIONS	
Educational Qualification	ICMA-Inter / CA-Inter / MBA
Experience	<ul style="list-style-type: none"> • Minimum of eight years of experience in the related field. • Ability to work with donor funded Programs.
Others	<ul style="list-style-type: none"> • Strong analytical and problem-solving skills Effective written and verbal communication and interpersonal skills • Ability to adapt to change quickly. organizational and multi- tasking skills • Sound judgment and proficiency in technology tools and systems • Excellent computer skills • Detail-oriented, observant and has the ability to deal with sensitive issues and information

Annexure XVIII - L: Assistant Internal Auditor

I. JOB IDENTIFICATION:	
Job Title: Assistant Internal Auditor	Job Grade:
Department: Internal Audit	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Internal Auditor	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
The Assistant Internal Auditor will assist the Internal Auditor in Examining financial records, internal controls and information. In addition, the post holder will assist to prepare audit plans programs based on the analysis of risks and operational priorities. He will also assess and timely report on legal/ compliance/ organizational and operational issues.	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • To Assist the Internal Auditor to: <ul style="list-style-type: none"> ○ Perform audit work in compliance with internal audit policies. <ul style="list-style-type: none"> ▪ In consultation with the Program Steering Committee, determine the audit scope and areas to be reviewed and modify as necessary to focus resources on the most significant areas. ○ Maintain an advanced knowledge of PMIU’s policies and procedures and the functional ‘business disciplines’ being reviewed to ensure that audit procedures are appropriate, timely, and effective. Have “expert” knowledge of and be able to articulate audit department policies. ○ Establish an expert working knowledge of auditing procedures and control techniques to meet audit objectives. <ul style="list-style-type: none"> ▪ Identify all significant control weaknesses and appropriately communicate these weaknesses to the Program Steering Committee as soon as possible. ▪ Assess and recommend improvements to audit processes and systems to help maintain a state-of-the-art audit function. ○ Produce and communicate status of audit work and open issues with Program Steering Committee. ○ Prepare an audit report which effectively communicates the audit results, making needed revisions in a timely manner. ○ Contribute to an environment in which all team members are respected regardless of their individual differences, and are motivated to improve both their individual and team contributions to achieve desired results. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • To work with the Internal Auditor in order to develop and implement a system which ensures that all major risks of the organization are identified and analyzed, on annual basis. • To help the Internal Auditor in order to plan, organize and carry out the internal audit function including the preparation of an audit plan. • To help prepare reports containing observations, comments and recommendations based on work carried out • To assist the Internal Auditor in ensuring that the agreements with USAID are strictly implemented. • Ensure the confidentiality of financial and technical information including audit findings and observations from the irrelevant entities. • Assist external auditors, under the supervision of Internal Auditor • Undertake any other assignments delegated by the Program Director/ Deputy Program Director / Internal Auditor 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	

<ul style="list-style-type: none"> • Program Director • Deputy Program Director • Heads of other units of PMIU • PMIU Regional offices • School Education & Literacy Department Sindh • Districts 	Data gathering and Processing	
Outside the organization Purpose		
<ul style="list-style-type: none"> • School Management Committees • Venders and contractors • Relevant sections / units of RSU. 	Field data gathering	
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> • Provide Administrative support to Internal Auditor PMIU 		
<p style="text-align: center;">Name:</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">_____</p> <p>Job Holder</p> <p>Date : ___/___/___</p>	<p style="text-align: center;">_____</p> <p>Supervisor</p> <p>Date : ___/___/___</p>	<p style="text-align: center;">_____</p> <p>Approved By</p> <p>Date : ___/___/___</p>
IX. JOB SPECIFICATIONS		
Educational Qualification	Graduation (B.Com/ B.B.A)	
Experience	Eight years post qualification experience in Internal Audit preferably in the development sector.	
Others	<ul style="list-style-type: none"> • Strong analytical and problem-solving skills • Effective written and verbal communication and interpersonal skills • Ability to adapt to change quickly, organizational and multi- tasking skills • Sound judgment and proficiency in technology tools and systems • Excellent computer skills • Detail-oriented, observant and has the ability to deal with sensitive issues and information 	

Annexure XVIII - M: Planning, Monitoring and Evaluation Officer (1xPMIU) (1xRegional Offices)

I. JOB IDENTIFICATION:	
Job Title: Planning, Monitoring and Evaluation Officer	Job Grade: 18
Department: a) School Education & Literacy Department Government of Sindh & any regional offices b) United States Agency for International Development - Pakistan	Job Location: Larkana
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Manager Planning, Monitoring and Evaluation	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> Assist Director Regional Office in monitoring and evaluation of all program activities, including but not limited to construction activities in accordance with the approved standards Assist Director Regional Office in finalizing success indicators for students, monitor and evaluate PMIU activities related to enrolment Assist / undertake periodical reports and reviews. Coordinate administrative activities and provide logistic support to PMIU team members as per the instructions of competent authority (as and when needed). Prepare and disseminate monthly, quarterly and annual progress reports 	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Monitoring & Evaluation Support 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Assist Director Regional Office in finalizing guidelines for monitoring & evaluation activities under this program Data collection from field and analysis Analyze the outputs from the previous year's annual school census in order to propose performance indicators and their targets for the next year. Assist the team at PMIU head office in coordination with Reforms Support Unit for preparation of indicators to assess the learning of students and link it with SEMIS Assist the team at PMIU head office in preparation of indicators to assess progress on construction of damaged schools in accordance with the approved guidelines from PSC Monitor and evaluate the implementation of approved guidelines provided in manuals prepared for financial management, procurement, and human resource management at regional level Assist/ undertake formative and summative evaluation of the Strategic Plan and its annual review Assist in preparation of quarterly and annual progress reports of regional office for submission to PSC and dissemination Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	

Decisions taken without consultation with others	– N/A	
Decisions taken in consultation with others	– N/A	
VII. CONTACTS/WORK RELATIONSHIPS:		
Within department or organization Purpose		
<ul style="list-style-type: none"> Regional Director Program Director Deputy Program Director Heads of other units of PMIU PMIU Regional Offices Head office & other Districts 	Internal M &E data collection and support	
Outside the organization Purpose		
<ul style="list-style-type: none"> School Education & Literacy Department and any regional offices Civil Society Organizations Architectural Designing and Engineering Firm School Management' Committees Relevant sections/ units of RSU 	Coordination	
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> Administrative Support to M & E Management 		
Name: _____ _____ Job Holder Date : __/__/__	_____ Supervisor Date : __/__/__	_____ Approved By Date : __/__/__
IX. JOB SPECIFICATIONS		
Educational Qualification	Master's Degree in Social Sciences	
Experience	Eight years' experience in monitoring and evaluation of donor funded programs.	
Others		

Annexure XVIII - N: Manager Human Resources (One Post of Finance and Accounts Officer since re-designated)

I. JOB IDENTIFICATION:	
Job Title: Manager Human Resources	Job Grade: Equivalent to BPS -18
Department: Human Resources Department	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Director PMIU SBEP USAID GoS	Directly Supervises: N/A
	Indirectly Supervises: Admin & Support Staff
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
Responsible for defining the management and operating framework for human resource management systems and general administration of PMIU in line with the vision of SBEP set by the PSC and GOS.	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<p>Human Resource Management</p> <ul style="list-style-type: none"> Plan, direct, and co-ordinate human resource dept. activities to maximize the strategic use of human resources and maintain functions include but not limited to; enforcement of HR policies, manage and lead performance management system, T&D/ Capacity Building, R&S, C&B/ Payroll, new employee's orientation and regulatory compliance and general HR support. Institute disciplinary measures in order to regulate behavior, efficiency, compliance and performance vis-à-vis individual targets for output, and containment of inefficiencies and wastage, Manage leave monitoring system/ records, daily attendance sheet and monthly muster roll, Oversee the process of employee performance appraisals to ensure consistency in application of defined standards. Conduct exit interviews of staff to identify reasons thereof, and initiate adjustments in HR policies considered to be overly restrictive by outgoing employees Manage and control departmental expenditure within agreed budgets, Provide recommendations and support to Program Director on all HR issues. Undertake any special tasks assigned by the PD, Develop staff T&D calendar and supervise its implementation, <p>Training & Development/ Capacity Building</p> <ul style="list-style-type: none"> Develop staff T&D calendar and supervise its implementation, Conduct staff TNA Identify and impart trainings to improve their performance, Develop standards of training programs, Monitor and evaluate performance of service providers to review quality of training, and ensure trainings meet acceptable standards for improved organizational training capacity, Determine levels of trainings and certifications, Interface with external vendors and suppliers for the implementation of staff training or training programs to meet the PMIU needs where appropriate, 	

- Identify key skills, specialty skills and propose training needs accordingly,

C&B/ Payroll

- Administer all employee benefits and answer queries from staff regarding benefits,
- Monitor any variance between the budgeted and actual salaries and headcount,
- Make all necessary co-ordination to make a smooth and efficient payroll operations,
- Gather all necessary data to benchmark salaries and benefits,
- Compile all data needed for the annual salary review, and the annual performance appraisal analysis,

Budget, financial management

- Monthly review HR Budget costs and Headcount to Finance Department,
- Review monthly payroll and headcount sheet

New Hire Orientation and ER

- Manage orientation program for new employees,
- Ensure all new staff are trained on compliance procedures and processes,
- Conduct follow-up with new staff to ensure adaptation and identify problem areas,
- Work closely with HODs to address issues affecting new staff,
- Develop and maintain a healthy ER environment providing staff a venue to discuss their work related problems and concerns,
- Advise and assist staff with disciplinary and grievance issues,
- Mediate in staff conflict situations,
- Detect and handle complaints, disputes and grievances of all staffs and to report them to the Program Director,
- Foster a conducive working environment through employee ER activities and communications,
- Conduct exit and grievance interviews with all concerns,

Employee Data/ Personnel Data

- Ensure that employee files are intact and all required documentation is maintained in a confidential and secure manner,
- Maintain recruitment and attrition statistics for staff,
- Ensure that all mandatory checks are completed in a timely manner

V. MAIN DUTIES AND RESPONSIBILITIES:

Human Resource Management

- Drafting of statutory document if needed that includes but not limited to; offer letter, appointment letters, confirmation letter, show cause letter, enquiries letters, office notifications/ orders etc.
- Develop and maintain effective relationships with all departments in PMIU,
- Facilitate PSC meetings, other meetings in PMIU,
- Contribute knowledge in the field of HR, OD and Capacity Building with PMIU team,
- Ensure activities meet and integrate with PMIU requirement for QMS HSE and legal requirement,
- Conduct exit interviews of staff to identify reasons thereof, and initiate adjustments in HR policies considered to be overly restrictive by outgoing employees.
- Develop and maintain effective relationships with all departments in PMIU,
- Facilitate PSC meetings, other meetings in PMIU, Talent Acquisition/ R&S
- Organize, lead and document post-interview debrief/feedback with interview teams and candidates
- Ensure recruiting and hiring practices are in compliance with GOS and PMIU SOPs,
- Maintain up-to-date recruitment progress report, talent database and all related staffing communication.
- Process all recruitment requests in an effective and efficient manner
- Undertake any other assignments delegated by the Program Director/ Deputy Program Director

VI. DECISION-MAKING AUTHORITY:

Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A

VII. CONTACTS/WORK RELATIONSHIPS:

Within department or organization Purpose

<ul style="list-style-type: none"> • Program Director • Deputy PD • Program Manager, 	Internal Client Service
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<ul style="list-style-type: none"> HODs & line staff 		
Outside the organization Purpose		
<ul style="list-style-type: none"> Trainings Institutions/ Individuals, ELD, FD, GoS (Need basis) SBEP Partners (SCDP, RSU, USAID, SPR, SCMP) 		Training & Development of staff Meetings & PMIU matters
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> Management of Human Resource – PMIU 		
Name: _____ _____ Job Holder Date : ___/___/___	_____ Supervisor Date : ___/___/___	_____ Approved By Date : ___/___/___
IX. JOB SPECIFICATIONS		
Educational Qualification	MBA HR	
Experience	Over 15 years post qualification experience	
Others	Knowledge of: Human Resource Development, OD, Performance Management, C&B, T&D, TNA, HRIS, R&S, IR, ER, Human Behavior & Psychology	

Annexure XVIII-O: Procurement Officer

I. JOB IDENTIFICATION:	
Job Title: Procurement Officer	Job Grade: Equivalent to BPS - 17
Department: Procurement	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Senior Procurement Officer	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
To ensure timely procurement and delivery of high quality equipment, materials, supplies, capital goods and services essential for PMIU's operations in foreign currency (USAID Projects) and local currency (PMIU)	
IV. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Support Senior Procurement officer to: <ul style="list-style-type: none"> ○ Administer quality of goods and services through well elaborated procurement contracts. ○ Determine implementation of procurement procedures within PMIU ○ Maintain record related to procurement of goods and services ○ Determine appropriate implementation of procurement contracts and timely completion of programs ○ Ensure transparent procurement of goods and services for Sindh Basic Education Program 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Coordinate with suppliers and negotiate favorable contractual terms and conditions for PMIU • Conduct market survey for goods and services. • Maintain documentation as per SPPRA rules. • Undertake any other assignments delegated by the Program Director/ Deputy Program Director 	
VI. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
VII. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> • Procurement Team • Construction Management team • Program Manager – RL&CM • MIS Manager • Finance & Accounts • Administration Assistant • Program Director / DPD • Heads of other units of PMIU • Internal Audit 	<ul style="list-style-type: none"> • Procurement Needs
Outside the organization Purpose	
<ul style="list-style-type: none"> • Vendor 	<ul style="list-style-type: none"> • Procurement
VIII. KEY DIMENSIONS OF THE POSITION:	

• Providing Operational Support to Procurement Management – PMIU

Name: _____ _____ Job Holder Date : __/__/__	_____ Supervisor Date : __/__/__	_____ Approved By Date : __/__/__
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IX. JOB SPECIFICATIONS

Educational Qualification	Bachelor's degree.
Experience	6 years +
Others	Market and procurement process as per SPPRA rules

Annexure XVIII-P: Administrative Officer

I. JOB IDENTIFICATION:	
Job Title: Administrative officer	Job Grade: Equivalent to BPS-16/17
Department: Administration	Job Location: Karachi
II. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program Manager Support Services	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
III. GENERAL JOB OBJECTIVE:	
To provide administrative support and ensure efficient operation of PMIU in smooth running of activities	
IV. KEY RESULT AREAS / PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Assist in the general administration: <ul style="list-style-type: none"> ○ Office inventory, ○ Office supplies, ○ Office equipment. • Assistance in communication: <ul style="list-style-type: none"> ○ Distribution: incoming correspondence, minutes of meeting along with agenda ○ Typing correspondence, reports and other documents. ○ Preparation of written responses to routine enquiries • Maintain Books: <ul style="list-style-type: none"> ○ Petty cash ○ Stock register, including stationery items ○ Repair & maintenance of vehicles ○ Payment for <i>Trainings, events & activities</i> (Travel and lodging of participants and staff) • Prepare <ul style="list-style-type: none"> ○ Event requisition forms ○ Budget for activities (for costing and approvals) • Housekeeping: <ul style="list-style-type: none"> ○ Cleanliness of office for staff and meetings ○ Coordination with vendors for repairing / maintenance of office equipment ○ Assistance in the maintenance of IT assets and other communication equipment such as telephone, videoconferencing etc. 	
V. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Ensure the maintenance of office premises and identify the needs of stationery, supplies and services for office operations • Coordinate field travel and lodging arrangement for the project staff, as well as managers and supervisor as per the schedule of meetings / appointments • Manage the motor pool, including availability and maintenance of vehicles, logbooks, technical checkups, and tracking the cost of maintenance and fuel. • Assist in procuring routine supplies and goods/services as and when required. • Maintain electronic and hard copy filing system • Liaise with finance and HR departments and provide support activities and maintain filing system to ensure proper record keeping. • Process bill/invoices by arranging supporting documents for payments of Hotels, guest houses and Airline tickets. <p>Additional Activities.</p>	

<ul style="list-style-type: none"> Schedule meeting of Program Director and Deputy Program Director Assist in drafting of letters and memoranda for Program Director, Deputy Program Director and Program Manager(s) Maintain daily visit calendar of Program Director Look after telephone switch board of PMIU include incoming and outgoing calls Perform any other task / activity assigned by PD, DPD and PM(s) Undertake any other assignments delegated by the Program Director/ Deputy Program Director 		
VI. DECISION-MAKING AUTHORITY:		
Decisions taken without consultation with others	- N/A	
Decisions taken in consultation with others	- N/A	
VII. CONTACTS/WORK RELATIONSHIPS:		
Within department or organization Purpose		
<ul style="list-style-type: none"> Program Director Deputy Program Director Heads of other units of PMIU PMIU Regional teams (if any) Finance Accounts & administration Human Resource Procurement Internal Audit Information Technology 	Internal Client Service	
Outside the organization Purpose		
<ul style="list-style-type: none"> Vendors 	Program related work activity Repair of office equipment	
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> Administrative support to Finance, Accounts and Administration Management 		
Name: _____ Job Holder Date : ___/___/___	 Supervisor Date : ___/___/___	 Approved By Date : ___/___/___
IX. JOB SPECIFICATIONS		
Educational Qualification	Master degree in commerce	
Experience	05 years of experience of general administration in any public or private organization.	
Others	Knowledge of: Formal administrative functions exercised at government departments.	

Annexure XVIII-Q: Admin Assistant

X. JOB IDENTIFICATION:	
Job Title: Administrative Assistant	Job Grade: Equivalent to BPS-14
Department: Administration	Job Location: Karachi
XI. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Manager Finance, Accounts & Admin	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
XII. GENERAL JOB OBJECTIVE:	
To provide administrative support and ensure efficient operation of PMIU in smooth running of activities	
XIII. KEY RESULT AREAS / PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> • Assist in the general administration: <ul style="list-style-type: none"> ○ Office inventory, ○ Office supplies, ○ Office equipment. • Assistance in communication: <ul style="list-style-type: none"> ○ Distribution: incoming correspondence, minutes of meeting along with agenda ○ Typing correspondence, reports and other documents. ○ Preparation of written responses to routine enquiries • Maintain Books: <ul style="list-style-type: none"> ○ Petty cash ○ Stock register, including stationery items ○ Repair & maintenance of vehicles ○ Payment for <i>Trainings, events & activities</i> (Travel and lodging of participants and staff) • Prepare <ul style="list-style-type: none"> ○ Event requisition forms ○ Budget for activities (for costing and approvals) • Housekeeping: <ul style="list-style-type: none"> ○ Cleanliness of office for staff and meetings ○ Coordination with vendors for repairing / maintenance of office equipment ○ Assistance in the maintenance of IT assets and other communication equipment such as telephone, videoconferencing etc. 	
XIV. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> • Ensure the maintenance of office premises and identify the needs of stationery, supplies and services for office operations • Coordinate field travel and lodging arrangement for the project staff, as we as managers and supervisor as per the schedule of meetings / appointments • Manage the motor pool, including availability and maintenance of vehicles, logbooks, technical checkups, and tracking the cost of maintenance and fuel. • Assist in procuring routine supplies and goods/services as and when required. • Maintain electronic and hard copy filing system • Liaise with finance and HR departments and provide support activities and maintain filing system to ensure proper record keeping. • Process bill/invoices by arranging supporting documents for payments of Hotels, guest houses and Airline tickets. 	

Additional Activities.		
<ul style="list-style-type: none"> Schedule meeting of Program Director and Deputy Program Director Assist in drafting of letters and memoranda for Program Director, Deputy Program Director and Program Manager(s) Maintain daily visit calendar of Program Director Look after telephone switch board of PMIU include incoming and outgoing calls Perform any other task / activity assigned by PD, DPD and PM(s) Undertake any other assignments delegated by the Program Director/ Deputy Program Director 		
XV. DECISION-MAKING AUTHORITY:		
Decisions taken without consultation with others	- N/A	
Decisions taken in consultation with others	- N/A	
XVI. CONTACTS/WORK RELATIONSHIPS:		
Within department or organization Purpose		
<ul style="list-style-type: none"> Program Director Deputy Program Director Heads of other units of PMIU PMIU Regional teams (if any) Finance Accounts & administration Human Resource Procurement Internal Audit Information Technology 	Internal Client Service	
Outside the organization Purpose		
<ul style="list-style-type: none"> Vendors 	Program related work activity Repair of office equipment	
XVII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> Administrative support to Finance, Accounts and Administration Management 		
Name: _____ _____ Job Holder Date : ___/___/___	_____ Supervisor Date : ___/___/___	_____ Approved By Date : ___/___/___
XVIII. JOB SPECIFICATIONS		
Educational Qualification	Master degree in commerce	
Experience	Experience of general administration in any public or private organization.	
Others	Knowledge of: Formal administrative functions exercised at government departments.	

Annexure XVIII-R: Receptionist cum Telephone Operator

XIX. JOB IDENTIFICATION:	
Job Title: Receptionist	Job Grade: Equivalent to BPS – 14
Department: SBEP, PMIU, E&LD, Govt. of Sindh	Job Location: Karachi
XX. ORGANISATIONAL RELATIONSHIPS:	
Reports to: Program manager Support Services	Directly Supervises: N/A
	Indirectly Supervises: N/A
<i>This Job description reflects the general details considered necessary to describe the principal functions of the job identified and shall not be construed as an exhaustive description of all the work requirements inherent in the job.</i>	
XXI. GENERAL JOB OBJECTIVE:	
<ul style="list-style-type: none"> The Receptionist is responsible for providing secretarial, clerical and administrative support in order to ensure that services are provided in an effective and efficient manner. 	
XXII. KEY RESULT AREAS/PRINCIPAL ACCOUNTABILITIES:	
<ul style="list-style-type: none"> Reception Management 	
XXIII. MAIN DUTIES AND RESPONSIBILITIES:	
<ul style="list-style-type: none"> Greeting, assisting and directing guests, workers, visitors and the general public Answering, screening and forwarding any incoming phone calls while providing basic information when needed. Directing employees, guests and general public to the right staff member Receive and dispatch daily mail/deliveries/couriers and maintain proper record as per policy. Keep the reception area clean and tidy Maintain security by following procedures and controlling access (monitor logbook, issue visitor badges) Monitor who is coming and going through the door of the office and report any suspicious behavior and activity to the Security Officer. Assist PD and DPD in updating appointment calendars and schedule meetings/appointments. Assist PD and PDP in filing, photocopying, collating, faxing etc. Any other task assigned by the Project Team 	
XXIV. DECISION-MAKING AUTHORITY:	
Decisions taken without consultation with others	– N/A
Decisions taken in consultation with others	– N/A
XXV. CONTACTS/WORK RELATIONSHIPS:	
Within department or organization Purpose	
<ul style="list-style-type: none"> All Staff of PMIU 	
Outside the organization Purpose	
<ul style="list-style-type: none"> Vendors Visitors 	
XXVI. KEY DIMENSIONS OF THE POSITION:	

• Reception in PMIU.

Name: _____ _____ Job Holder Date : __/__/__	_____ Supervisor Date : __/__/__	_____ Approved By Date : __/__/__
---	--	---

XVII. JOB SPECIFICATIONS	
Educational Qualification	Bachelor's degree in any field.
Experience	Minimum three years of relevant experience of receptionist.
Others	Strong communication skills, both interpersonal and written.

Annexure XIX: Sample application form

Application Form

For the post of _____

(For Employee's Selection from Open Market)

14. Personal Information

1. Name
15. Father's Name
16. Date of Birth
17. Gender
18. Marital Status
19. CNIC Number
20. Postal Address
21. Postal Address
22. Permanent Address
23. Phone Number
24. Fax Number
25. Cell Number
26. Email ID

11. Academic Qualification (Start with last degree)

Sr. No.	Degree Title	Subject	Name of Institution	Grade/ Division	Year of Passing

12. Professional Education

Sr. No.	Title	Level (Diploma/ Certificate)	Name of Institution	Year of passing	Year of Passing

13. Training Programs Attended

#	Title	Organization	Duration	
4.1				
4.2				
4.3				
4.4				
4.5				
4.6				
4.7				

14. Professional Skills

#	Name of Skill	Excellent	Good	Fair
5.1				
5.2				
5.3				
5.4				
5.5				

15. Language Proficiency

#	Name of language	Read	Write	Speak	Understand
6.1					
6.2					
6.3					
6.4					
6.5					
6.6					

16. Computer Proficiency

#	Computer Program	Excellent	Good	Fair
7.1				
7.2				
7.3				
7.4				
7.5				
7.6				

17. Experience (start from last employment)

8.1	Name of Organization			
	Type of Organization			
	Location			
	Designation			
	Duration	From		To
	Description			

8.2	Name of Organization			
	Type of Organization			
	Employer contact			
	Designation			
	Location			
	Tenure	From		To

18. Programs Completed

9.1	Name of Organization		
	Title of Program		
	Role		
	Location		
	Tenure	From	To
	Description		

19. References

	Name	
	Designation	
	Organization	
	Contact Number	
	Fax Number	
	Cell Number	
	Email	

Annexure XX: Sample of Shortlisting of Candidate for Tests



Sindh Basic Education Program

Program Management and Implementation Unit

Shortlisting of candidates for Interview

Sr. No.	Name of the Employee	Education	Experience	Age	Short listed (Yes/No)

(Signature)

Program Manager - Support Services

Annexure XXI: Sample for Score Sheet in Interview



Sindh Basic Education Program
Program Management and Implementation Unit

Score Sheet for Selection of Candidates

INTERVIEW OF CANDIDATES									
S#	Name of Candidate	Qualification	Work Experience	Computer Literacy	Knowledge of Subject	General Appropriateness for Position	Inter-personal & Communication Skills	Willingness to Work in Field	Total
Score			15	10	25	25	15	10	100
1									
2									
3									

Name of the selected candidates

Signatures of the Members of the Selection Committee

S No	Name of the Member	Signature
-------------	---------------------------	------------------

Annexure XXII-A: Sample Offer letter

Sindh Basic Education Program
Program Management and Implementation Unit



[Name & address of the applicant]

Offer Letter

Dear [Name of the Person]

Following your test and interview with the Selection Committee of the Sindh Basic Education Program (SBEP) and with the approval of Chief Minister Sindh, we are pleased to offer you the position of **[Name of position]** on contract basis in Program Management and Implementation Unit (PMIU) under the School Education & Literacy Department for one year as specified in Terms & Conditions.

The objective of the Sindh Basic Education Program 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.

Job Title:

[Description of Job title]

Job Responsibilities:

Your job responsibilities will be, but not restricted to as are given below:

- **[Job Description in bullet form]**

Undertake any other assignments delegated by the PD.

Terms & Conditions

Duration of Contract:

This contract is for a period of twelve months, starting with effect from your date of joining and will stand terminated automatically on the date of ending, unless extended.

Duty Station:

You will be stationed at Karachi, but may be transferred to Sukkur or Larkana, if so required in program's interest. However, extensive travelling outside the duty station may be required.

Working Hours:

Your working hours are from 0900 Hrs. to 1700 Hrs. Monday to Friday with one hour break for lunch. One and a half hours break will be observed on Friday for lunch and Friday prayers. However, you may be required to work longer on working days or to attend to your work on holidays.

Probation Period:

Your appointment/contract is subject to successful completion of three month probation period. At the end of probation period, your performance will be reviewed by your supervisor based on which decision will be taken for your confirmation or otherwise.

Salary & Benefits:

You will be paid a gross salary of **[Provided in PC-1 / salary decided]**. This salary is inclusive of all benefits and allowances. However, you will be entitled to an annual increment as per PMIU policy based on performance. For official travel outside the place of duty you will be reimbursed TA/DA as per Govt. of Sindh rules.

Your salary shall be paid through normal banking channel by transferring into your account.

Leave:

You will be entitled to 2 days' paid leave per month. You will also be entitled to casual and sick leave as per the rules of Sindh Govt.

Resignation:

Either party may terminate this agreement by giving one month's prior notice in writing of its/his/her intention to do so or on the expiration of such notice this agreement shall stand terminated. Moreover, the contract shall stand terminated in case of winding up of the project or completion of contract period, whichever is earlier. Provided that where no notice is served or served for a shorter period, the defaulting party shall pay to the other party an amount equal to one month's pay or such amount which is equal to the pay of the period by which the notice falls short, as the case may be.

Termination:

In case of breach of any terms of this Contract and GoS regulations which may constitute misconduct on your part the contract is liable to immediate termination. It is mandatory on you to acquaint yourself with the GoS rules and regulations.

After completion of the period of this Contract, if your services are further required by PMIU, the contract shall be extended by mutual consent.

In case you accept this offer, please submit your letter of acceptance within one week of receipt of this offer.

Our goal is to be a good employer. We will be striving towards providing you with safe and friendly yet stimulating and dynamic working environment.

Once again we welcome you aboard and wish you success.

With Best Regards,

[Competent Authority]

Annexure XXII-B: Joining Letter

[Date]

[Mr./Ms. Full name]

[Employer name]

[Employer street address]

[City, state zip code]

Dear [Mr./Ms. Name]:

It is with great pleasure that I accept your offer to join as a [position title]. The goals you outlined for the position are well-matched to my abilities, and I consider it a privilege to join your organization.

[Mr./Ms. last name], thank you for making the interview process enjoyable and putting trust in me for the said position. I look forward to working with you as member of the team. I will join the SBEP on [date].

Sincerely,

[Your name]

Annexure XXIII: Sample of Office Order for assumption of duty

Sindh Basic Education Program
Program Management and Implementation Unit



Office Order

No: _____ Dated: _____

Pursuant to the approval of the competent authority (Designation of the Authority) vide notification no. XXXX dated: XXXX. Mr. / Ms. (_____) has joined the position (_____, Sindh Basic Education Program, School Education & Literacy Department, Government of Sindh) with effect from (_____). All correspondence related to the above position may please be address to him / her.

The Manager HR and Finance are requested to initiate the process for pay fixation and other privileges of the officer according to the position.

Manager Support Services

Copy to all concerned (Distribution List).

Annexure XXIV: Draft Contract

Sindh Basic Education Program
Program Management and Implementation Unit



EMPLOYMENT CONTRACT

NAME: Name of Employee

ADDRESS: Address

DATE: Date of Contract

POSITION: Title

Dear

Following your interview and discussion with the Selection Committee of Sindh Basic Education Program (SBEP), we are pleased to appoint you as _____ in Program Management and Implementation Unit (PMIU) with effect from _____.

The objective of the Sindh Basic Education Program 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.

As _____, you will report to _____ and work under administrative control and guidance of Program Director, Sindh Basic Education Program, PMIU, Karachi.

Your responsibilities will be, given below: (please insert from Job Description)

- 1
- 2
- 3
- 4
- 5

Duration of Contract

Your appointment with SBEP will be for program Period ending on _____

(please mention period with month and year) commencing on the date of your joining. Your appointment is subject to clearance of six months' probation period. At the end of six month your performance will be reviewed and upon satisfactory performance your services for the above mentioned period will be extended.

Upon unsatisfactory performance, your services will be either terminated or the probation period will be further enhanced for another six months. Your performance will be reviewed at the end of each calendar year by your immediate supervisor/ Manager and performance evaluation will be made part of your personal file.

Duty Station

You will be stationed at _____. Your service is non-transferable to other stations. However, you are required extensive traveling and night stays outside your station for discourse of your duties.

Salary and Benefits

This is a lump sump contract and you will be paid Rs. _____ per month. This salary is inclusive of all benefits/ allowances other than travel allowance for field visits. However, you will be entitled for an annual increment as per policy based on your performance.

Taxes

You will be liable to pay taxes according to Pakistan Income Tax Law on your salary and benefits as per the rules laid down by the Government. PMIU's Accounts Section will provide necessary assistance in preparation of your tax returns, if required.

Other Benefits

You will be allowed traveling and daily allowances during field visits in accordance with entitlement. The regulation for all the staff working with PMIU and Regional Offices has been prepared in HR and Admin manual in accordance with the normal practice of Government of Sindh.

In addition to Gazetted and other local holidays in accordance with the normal rules of the country your entitlement of leaves is mentioned in HR and Admin manual which is in accordance with the normal practice of Government of Sindh.

General

1. You shall keep the secrets of SBEP and any company, organization, or persons with which you may come in contact, during the tenure of your employment, and at all times after the termination thereof, and shall not divulge any matter or information to any unauthorized person or company.
2. Except during authorized holidays, you will devote yourself to your duties with all of your professional capabilities and effective working.
3. You will not become interested or engaged directly or indirectly in any trade, business or employment whatsoever, except with the prior approval of the Program Director.
4. The terms of this contract are strictly confidential, and are the basis of a truly private contract between you and SBEP. You should, therefore, refrain from discussing these terms with any person whatsoever.

5. All conduct rules and disciplinary actions elaborated in HR and Admin manual will also be applicable on your terms of employment.

Two copies of this contract are enclosed. If you accept employment contract on the conditions listed above please return one copy of the same duly signed in.

Sincerely,

Name:

Designation:

I have read the foregoing contract, and I accept the offer on the terms and conditions listed above.

Date _____ Name _____ Signature _____

Annexure XXV: Exit Interview Form

Sindh Basic Education Program
Program Management and Implementation Unit



EXIT INTERVIEW FORM

Name	Dept.	Designation
_____	_____	_____
Date of joining	Date of leaving	Total Tenure
_____	_____	_____
Salary (on joining)	Salary (on leaving)	Reporting to
_____	_____	_____

1. What are the important factors contributing to your leaving the PMIU?

2. What could have been done earlier to prevent you from making the decision to leave PMIU?

3. Suggestions to improve PMIU policies?

4. Please state, from your perspective, strengths & shortcomings that you have had been observed while working at PMIU.

Strengths

Shortcomings

5. Why didn't you speak out about your grievances, when you were working in PMIU?

Employee Name

Date

Designation

Signature

Annexure XXVI: Employee Clearance Form

Sindh Basic Education Program
Program Management and Implementation Unit



Employee Clearance Form

Employee ID: _____ Name: _____ Designation: _____

Section: _____ Date of Joining: _____

Date of Release / Last Working Day: _____ Employee Signature: _____

Nature of Relinquishment (Please tick any one): Resignation Termination Transfer

Instructions: Please get the HOD/ED signature first to initiate release checklist.

Post Checklist–Period Completion/Resignation/Termination letter issued	Concerned Department / Persons	Initial & Date
1.	All employees are informed about his/her separation and about the last working date along with replacement contact person from PMIU. It is also confirmed that he/she has completed all pending assignments/tasks and there is nothing outstanding.	
2.	PMIU's ID Card returned and destroyed. Business cards returned	
3.	Inspection of car (a week before last working day) and Handing over physical possession of car (if appropriate).	
4.	Return of PMIU's other assets by the employee.	
5.	Handing over physical possession of computer / laptop / Flash drives / Software / Keys, passwords etc.	
6.	Suspension of PMIU's e-mail ID, server network access etc. and changing of all shared or administrator passwords	
7.	Removal of information and software from personal property of employee being separated.	
8.	Leave Details, (transferred last year's leave record in personal file).	

9.	Sign of Annual Compliance Signoff of Ethics/Independence/Annual Anti-Corruption Signoff.		
10.	Settlement of outstanding loans/advances.		
11.	Full and final settlement.		
12.	Handing over of files and other records (general correspondence file).		
13.	Handing over of files and other records (audit working file/financials).		
14.	De-activate employee record from time management system / Physically remove employee record from Attendance Machine.		
15.	Copy of accepted resignation duly approved by reporting authority or termination letter issued.		
16.	Stop pay instructions to Accounts.		
17.	Experience Certificate.		
18.	Close : Increment List, Monthly Activity Report, Payroll, Exit Interview and Personal File, and email.		
19.	Exit Interview conducted.		

Annexure XXVII: Training Need Assessment Form

Sindh Basic Education Program
Program Management and Implementation Unit



Training Need Assessment Form

Name of employee:

Designation:

Section:

Date:

S. No.	Skills & competencies required for the job	Needs improvement (Yes/No)	Training Required (Yes/No)	Remarks

Signature of Manager HR:

Signature of Head of Section:

Signature of the employee:

Sindh Basic Education Program
Program Management and Implementation Unit



Annual Confidentiality Form

Please check Agree or Disagree; explain any Disagree responses.

Agree Disagree

- I have read, understand and am in compliance with [applicable policies]
- I have read and understand the PMIU policies related to confidential.
- Further, I did not pass along confidential information to others.
- Further I did not disclose confidential information to anyone without the legal or Professional right or duty to disclose nor misuse confidential information for personal advantage or for the benefit of third parties

Explain a Disagree response. Include sufficient information to fully describe the situation. Attach additional pages if necessary.

Signature: _____
Name: _____
Designation: _____
Office: _____
Date: _____

Sindh Basic Education Program
Program Management and Implementation Unit



Code of Conduct

BASIC PRINCIPLES

Orientation

The Code of Conduct is based on our common corporate values as set out in the company's Corporate Principles. We, the PMIU staff members, practice these principles ourselves and expect our subcontractors to do so too. It is our wish that our project partners and target groups respect our principles.

PMIU employees are guided by the following principles:

Equal rights

We work with other people without any distinction in terms of gender, marital status, skin color, religion or world view, culture, education, social origin, disability, age, sexual identity or nationality.

Prohibition of sexual harassment

We do not tolerate any form of sexual harassment in the company.

Compliance with contract and statute

We fulfil our contractual agreements. We respect the law in Germany and in our partner countries.

Transparency

We make sure that our actions and motives are clear and comprehensible.

Loyalty

We are loyal to our company, the PMIU. This also means providing constructive criticism, which we express in an appropriate manner, first of all within PMIU.

Confidentiality

We maintain secrecy towards unauthorized parties about matters concerning the company, its business partners, cooperation partners and other third parties that have come to our attention through our work for the company. The obligation to maintain secrecy also applies after the termination of a contract of employment. It does not apply to information that is in the public domain or which in terms of significance does not require secrecy.

Cooperation in partnership

We work together with our business partners, project partners and target groups in a fair and reliable manner based on mutual trust. This also applies to our behavior towards our colleagues, which is founded on mutual respect and the rejection of bullying. Constructive conflict management is an important part of our work.

Bribery

Rule:

Active and passive bribery

It is not permissible – either directly or indirectly – to request, accept, offer, give bribes or arrange for bribes to be given.

Help: Bribery

PMIU's agents, suppliers and other subcontractors receive appropriate remuneration for their services. PMIU staff do not pay bribes intended for third parties.

Standard: 'Dispatch money'

PMIU staff do not pay 'dispatch money'.

Gifts and other advantages

Rule:

Acceptance of gifts and other advantages

Staff do not accept gifts and other personal advantages from PMIU business partners, project partners and target groups, unless these are gifts of minor value and are within normal limits.

Help: Definition of gifts and other advantages

In many cases, accepting or offering gifts and other advantages constitutes criminal advantage-taking or bribery. Even if this is not a criminal act in the individual case, it is essential to avoid any impression that an improper relationship may exist.

Advantages not only include gifts, but all services to which staff members have no claim and which improve their economic, legal or personal circumstances. These include free or reduced-price (private) travel, the use of vehicles, admission tickets and other discounts (to the extent that these are not expressly granted to the entire staff under contractual agreements), payment of travel expenses, dinner invitations of significant value, entry into consultancy agreements, etc. Advantage-taking can also be said to exist where advantages are given to a 'third party' (spouse, children etc.), to the extent that the staff member is aware of this.

In exceptional cases, the line manager can give permission to accept gifts and other advantages when acceptance constitutes an act of politeness or is standard business practice.

Annexure XXX: Form for Leave Sanction.

Sindh Basic Education Program
Program Management and Implementation Unit



Leave Request Application Form								
First name *				Designation *				
Employee Code *				Department *				
Alternate Arrangement *				Address While on Leave *				
Reason For Post-Leave / Remarks								
Last Post-Leave Availed								
From :				To:				
Post-Leave Period								
Leave Applied For *				No of Days				
From :				To :				
Leaves/Trainings/Holiday/Rest/Field Visit Detail *	Absent	Annual	Sick	Casual	Rest	Holiday	Visit	Training
Total (1)leaves Availed in Dec-2018								
Total (12) Leaves Availed in 2018								
Balance Leaves								
Employee Name & Signature *								
Process & Review by								
Recommended by HR Manager *								
Review by Deputy Program Director / Program manager SS *								
Approved by, Program Director*								

Annexure XXXI: Employee Attendance Roll

Sindh Basic Education Program
Program Management and Implementation Unit



Employee Attendance Roll

Sr. No.	Employee Name	No. of working Days	No. of days absent	No. of days leave	No. of days for salary

Manager HR

Signature

Annexure XXXIII: Travel Request Form

Sindh Basic Education Program
Program Management and Implementation Unit



Travel Request Form

Date Requested: _____

Estimated Date(s) of Travel from: _____ to _____ (No of Days) _____

Destination: From _____ to _____

Purpose of Visit: _____

Applicants' Name: _____

Designation: _____

Signature: _____ Date: _____

Mode of Travelling Air Public Transport
 Private Transport Official Transport

Do you require any travel advance? Yes No

If yes, please mention Travel Rs: _____ DA Rs: _____

Signature _____ Date _____

Name

Signature

Date

Checker

Project Director

Annexure XXXIV: Performance Evaluation Form – Market Staff

Employees Information (To be filled in by the HR. Dept)			
Office/ Region:		Rating period:	
		From:	To:
Section		Name:	
Evaluation:		Position	
Previous Year Rating:		Date of joining	

Major Job Description	Excellent	Good	Satisfactory	Need Improvement	Unsatisfactory
	(1)	(2)	(3)	(4)	(5)
(To be filled by the supervisor and the employee with the joint consent on the annual job required to be done during the evaluation period)	(One who is totally different others and perform exceptionally/ extraordinary)	Good performance within the given job description)	(Meets the basic expectation)		(Performance below the basic expectation)

Job performed during the rating period : (To be filled by the Employee, this may include any work done other than routine work)

General conduct and Behavior					
Areas of Evaluation	1	2	3	4	Indicators
Initiative					Volunteer for Additional Work
Sense of Responsibility					Completing job on time
Office Discipline					Dress Code, Presentation, Overall attitude
Ability to work under pressure					Completing Work Without Complaints
Inter-Personal Skills					Dealing/ Communication with Colleagues/ Seniors/ Support staff/ clients
Punctuality/ Regularity					Office timings

Supervisor's remarks in support of overall rating: (Including suitability for the post/ Alternative posting, strong points etc.)

Overall Rating: (Please initial in the check box)	
Excellent	
Good	
Satisfactory	
Average	
Non-Satisfactory	

Future Action Points

Employee Comments

Date: _____

Employee's Signature _____

Date: _____

Program Director: _____

11. Mandatory references to Legal Framework

11.1. Laws

Title / Reference	Relevant reference in the manual
The Sindh Government Servants Benevolent Fund Ordinance, 1960	Section 6.1.6
The Sindh Civil Servants Act, 1973	Section 4.3, 6.1, Annexure XIII.
The Removal from Service (Special Powers) Sindh Ordinance, 2000	Section 6.4.

11.2. Rules

Title / Reference	Relevant reference in the manual
The Sindh Government Servants Benevolent Fund Rules, 1960	Section 6.1.6
The Sindh Civil Servants (Appointment, Promotions & Transfer) Rules, 1974	Section 6
The Sindh Delegation of Powers under the Financial Rules, & the Powers of Re-appropriation Rules, 1962	Section 6
Sindh Civil Servants Leave Rules 1986	Section 7.3.4

11.3. Regulations

11.4. Policy guidelines

11.5. Manual

11.6. Administrative instructions

11.7. Circulars

11.8. Notifications