



**USAID | PAKISTAN**  
FROM THE AMERICAN PEOPLE

**PMU**  
**SINDH MUNICIPAL SERVICES**  
**DELIVERY PROGRAM**

**P & D DEPARTMENT**  
**GOVERNMENT OF SINDH**

**THURSDAY, 13<sup>TH</sup> MARCH, 2014**

# Sequence of Presentation

**Introduction**

**Overview of MSDP**

**Internal Controls: PMU-MSDP**

**Q & A**



**USAID | PAKISTAN**  
FROM THE AMERICAN PEOPLE

# Introduction

- Activity Agreement signed between Government of Sindh and USAID-Pakistan in January, 2011 (Revised in June 2012)
- Execution of a four years **Sindh Municipal Services Delivery Program (MSDP)**
- USAID/Pakistan committed USD **66.0 million Grant** to the Government of Sindh
- Govt. of Sindh to contribute Rs.926.55 million as counterpart funding
- Up gradation of Municipal services / infrastructure in secondary cities / towns / towns affected by 2010 floods in a sustainable manner.
- Six towns identified as candidates for USAID up-gradation plans *viz* Jacobabad, Qambar, Shahdad Kot, Mehar, Khairpur Nathan Shah & Johi
- Program completion in September 2016

# Overview: Goal & Objectives

<b>Program Goal</b>	Sustained improvement in municipal service delivery to effectively address the basic needs of citizens located in small and medium towns.
<b>Program Objectives</b>	<ol style="list-style-type: none"><li>1. Improve basic service delivery and provide it in a more transparent and accountable manner</li><li>2. Upgrade information systems for planning, operations and monitoring and evaluation (M&amp;E)</li><li>3. Establish a collaborative partner relationship between USAID and Provincial Government program design and implementation</li></ol>

# Program Steering Committee (PSC)

Program Director

Internal Auditor

Director General (Works)

Director Finance & Compliance

Director Reforms

Director Monitoring & Evaluation

Dep. Dir. Execution

Dep. Dir. Design

Procurement Specialist

Dep. Dir. Reforms

Dep. Dir. Media

Deputy Director M&E

Asst. Dir. Execution

Asst. Dir. Design

Astt. Dire. Procurement

Astt. Dire. HRD

Astt. Dire. Reforms

Astt. Dire. M&E/  
Database

Astt. Dire. MIS/GIS

Astt. Dire. Finance

Astt. Dire. Compliance

Astt. Dire. HR & Admn.

Astt. Dire. Monitoring

Astt. Dire. Monitoring

Astt. Dire. Monitoring

Program Support Units (PSU)

Project Manager

Astt. Ex. Eng.

F & A Officer

Reforms Officer



**USAID** | **PAKISTAN**  
FROM THE AMERICAN PEOPLE

# Overview: Scope / Major Components



## Infrastructure Development

- Water Supply
- Sanitation
- Solid Waste Management



## Soft Components

- Community Engagement / Capacity Building
- Management Reform / Information System
- 3<sup>rd</sup> Party Monitoring / Impact Assessment

# Internal Controls : Organizational

## PROGRAM STEERING COMMITTEE (PSC)

- Representation from Government, Civil Society and Public Representatives with a view to
  - provide oversight and guidance to Program
  - develop monitoring & evaluation and reporting plan
  - review implementation progress of Program
  - provide necessary approvals within the scope of its authority.

## SUPERVISORY CONTROL: PMU

- A **Program Management Unit (PMU)** headed by a Program Director
- Various units i.e. Technical headed by a Director General (work) and Finance, Procurement, Reforms and Monitoring & Evaluation: each headed by a Director
- Unit heads reporting to P.D are responsible for their respective unit's functions, processes and activities. Monitoring and reporting of matters of concern if any.
- Segregation of the duties in important processes / activities



# Internal Controls

## **POLICIES, GUIDELINES : MANUALS**

- Guidelines, policies and procedures for MSDP's major functions have been outlined in manuals:
  - i. Financial Management
  - ii. Procurement Management
  - iii. Monitoring and Evaluation
  - iv. Human Resource Management
- Special care was given while preparing the Manuals so that these guidelines are easily understood and implemented by the staff concerned.
- Clear delineation of line of reporting, roles and responsibilities of each level of staff or specific posts---No conflict of interest
- Specified delegated authorities for decision-making in respect of various procurement and financial activities.
- No conflict with existing rules *etc* of the Government.



# Internal Controls

## **PROCEDURES / PROCESSES: KEEPING OF RECORDS**

- Proper documentation and record of all the processes i.e. financial transactions, procurement and H.R etc. in order to have proper audit trail with regard to:
  - Procedures / processes followed
  - assets maintained
  - activities carried out
  - Approvals given / decisions made

## **SAFETY / SECURITY OF INFORMATION**

- Safe keeping of all the record
- Restricted access to confidential or sensitive information to authorized staff only and required them to protect the information from leakage.

# Internal Controls

## FINANCIAL

- Two separate accounts one Assignment Account and other Revolving Fund Account
- Maintenance of sound financial management system to ensure financial propriety
- Documentation and maintenance of adequate and accurate record and its timely reporting to the stakeholders.
- Adoption of Chart of Accounts under NAM
- Maintenance of all relevant Books / registers of accounts
- Internal Auditor: Conduct internal audits on major operations if resources permit.

## HUMAN RESOURCES (HRM)

- Constitution of Selection Committees for hiring from markets
- Screening test / Interviews for selection on merit
- Retention of staff on competitive pay package

# Internal Controls

## PROCUREMENT

- Sindh Public Procurement Rules 2010 are followed in letter and spirit for all the procurement of goods, services and works.
- Formation of Committee
  - Procurement Committee
  - Grievance Redressal Committee
  - Inspection by concerned department
- Preparation of Pre-qualification / Bidding Documents, qualification / eligibility / evaluation criteria etc.
- Advertisement of Notices, hoisting on SPPRA website
- Convening of meetings i.e. Pre-bid meetings, bid opening meetings: hoisting of evaluation reports
- In all the procurement meetings representatives of USAID are invited to be present as observers

**Q & A**

**THANK YOU**