



**SOUTH ASIA DEPARTMENT  
Social Sectors Division**

**AIDE MEMOIRE**

**Loans 2047/48/49-PAK: Sindh Devolved Social Services Program  
Consultation Mission (September 13-18, 2004)**

**I. INTRODUCTION**

1. The Sindh Provincial Government (SPG) is undertaking wide-ranging reforms in the social sectors. ADB is supporting these reforms through the Sindh Devolved Social Services Program Loan (SDSSP) approved on 12 December 2003 for \$220 million. SDSSP will assist local governments in focusing on improving social services for the poor, especially women and children. SDSSP covers the social services that have been devolved to the district governments (education and health) and Taluka Municipal Administrations (water supply and sanitation). SDSSP supports formula-based conditional grants to local governments based on annual plans prepared for the entire sector and showing all sources and (proposed) uses of funds. A policy reform program has been agreed covering the following areas: (i) further devolution of administrative and financial powers, (ii) improving social sector financing, (iii) improving participation and public accountability, (iv) rationalization and standard setting of services, and (v) support for community-based organizations. In April 2004, the above captioned loans became effective and ADB released the first tranche of \$100 million.

2. A Mission visited Pakistan from 13-18<sup>th</sup> September, 2004 to (i) review loans 2047/48/49-PAK; (ii) discuss arrangements for the DSSP Coordination TA with ADB Pakistan Resident Mission and Economic Affairs Division; (iii) discuss needs of the Sindh Education Department in developing the Sindh Education Program. The Mission was comprised of L. Arthur, Education Specialist/Mission Leader and F. Moriani, ADB Team Leader, DSSP Coordination. In Karachi, the Mission held discussions with the Departments of Finance, Planning & Development (P&D), Women's Development, Education, Health, and Local Government. In Islamabad, the Mission met with Economic Affairs Division, Planning Commission and ADB Resident Mission. A list of persons met is attached as Annexe A. The Mission appreciates the ongoing efforts and cooperation of all departments.

**II. Loans 2047/48 – Review of First and Second Tranche Actions**

3. **Policy Matrix.** The Mission reviewed the SDSSP Policy Matrix with the Program Director in order to determine the implementation status of first tranche actions, and to monitor progress toward second tranche actions. A matrix for both first tranche follow-up activities and second tranche progress has been developed and is attached as Annexe B.

**4. First Tranche Follow-up Actions.** In reviewing the status of first tranche actions, the Mission observed that considerable follow-up work is required on the part of both the PSU and the PLDs for achieving substantive compliance in three important areas: the Delegation Plan, Concept Papers, and the CBO Plan as outlined below.

- i. **Delegation Plan.** The existing Delegation Plan, specifying responsibilities and authority in terms of APT as well as in relation to financial rules, of EDOs, District Officers, and Deputy District Officers will be reviewed, in consultation with the LGs and PLDs in order to address inconsistencies within the devolved local government set-up. The Plan would in particular identify clear strategies for implementing the devolution and restructuring of administrative and financial powers and would remove hurdles in the exercise of these devolved powers.
- ii. **Concept Papers.** The existing Concept Papers articulating the new role and responsibilities of Provincial Line Departments in the social sectors require substantive review by the input from the PLDs in order to clarify the vision for the PLDs as well as provide a roadmap for strengthening their role as regulators, policy developers, and support agencies for the LGs. The Chairman of the PSC has directed the concerned PLDs to prepare comprehensive Concept Papers in consultation with the PSU. The drafts are due for submission before PSC by 15 November.
- iii. **CBO Plan.** The existing Plan to promote the role of CBOs both as service providers as well as public accountability institutions requires further input from PLDs and LGs to facilitate SPG's development of a comprehensive policy for public-private partnerships in Sindh. The Mission noted that peripheral interaction has been made by the PSU with CBOs/NGOs but indicated that much more broadbased interaction would be required to enable adequate feedback on the scope and implementation mechanisms to be included in the CBO Plan. The PSU assured the Mission that a draft of the revised Plan will be prepared and submitted to PSC by mid November before its approval by the DGs and then the Chief Secretary.

**5.. Second Tranche Actions.** In some policy areas the SPG has gone beyond the first tranche actions and also achieved compliance with several second tranche actions. While this is a positive step, the Mission would urge SPG to pursue substantive implementation of first tranche actions as a priority, as indicated in para 4 of this Aide Memoir. In order to achieve greater clarity on the expectations of ADB on second tranche conditions and to develop a mutually agreed framework for moving toward compliance with such conditions, the Mission Leader and Program Director discussed second tranche actions at length. A draft version of the follow-up matrix was reviewed and is attached but both parties agreed there is need for further revision, hence, a finalized follow-up matrix will be issued by November 1<sup>st</sup>.

### **III. TA Loan 2049**

**6. PC-I.** The PC-I was approved at CDWP in Islamabad on September 18<sup>th</sup> and is scheduled for presentation before ECNEC in its next meeting. The Mission and SPG agreed to pursue anticipatory approval from ECNEC in order to move forward with the establishment of the PSU in particular and the capacity building issues under the TA in general.

**7. Establishment of the Program Support Unit.** Now that the PC-I has been cleared by CDWP, the Mission has requested the EA to consider advance mobilization of Government counterpart staff at the administrative and clerical level from within the SPG.

**8. Consultants.** A revised list of consultants was agreed during the Inception Mission and was approved by CDWP as part of the PC-I on September 18th. A total of 1917 person-months of consulting services is required for the Program Support Unit and Local Support Units. While the process of engaging the entire compliment of consulting services will take some time, it will be essential to have certain key positions filled at the earliest so that they can facilitate in establishing the PSU. The PD has submitted the TOR of the Procurement Specialist for advance ADB concurrence. The Mission has suggested that the search for Program Coordinator and the Head Hunting Firm should also be expedited in this manner.

**9. Memorandum of Understanding.** It is the Mission's understanding that the MOU has been finalized, distributed and signed by 8 out of 16 District Governments and 78 out of 102 TMAs. Program Director informed that the PSU has held interactive sessions with 11 districts and their TMAs in an effort to explain the scope and objectives of the program. In the absence of the sector experts the PD has also prepared some guidelines and formats to facilitate the LGs in preparation of draft sector plans. The Mission urged the PSU to intensify dialogue with the LGs concerning the overall framework of DSS and, in particular, to ensure that LGs understand the grant mechanism and its roles and responsibilities in complying with the MOU provisions. PD informed that the dialogue with the remaining LGs would be completed towards the end of November.

**10. Provincial Steering Committee.** SPG has established the Provincial Steering Committee (PSC), which is chaired by the Additional Chief Secretary, P&D. Since loan effectiveness the PSC has met twice and it is the Mission's understanding that the PSC now intends to meet every four to six weeks.

**11.** The Mission thanked the PSC for its leadership and further suggested to examine opportunities for better coordination and communication amongst stakeholders, especially the interaction between the PSU and Focal Persons in the PLDs/LGs, and between PSU and other relevant programs in Sindh, to achieve greater synergy of effort. The Mission also requested the PSC to monitor progress concerning substantive implementation of first tranche actions

**12.** Regarding the nomination of Focal Persons at the district level, the Mission was concerned about the nomination of the EDO Community Welfare Department because it would have difficulty in coordinating with other departments at the DG level, including the F&P office. In response, the Chairman PSC assured the Mission that the decision had been taken after due thought and consultation with other stakeholders. The Chairman further emphasized that implementation would be the responsibility of the DGs and the EDOs F&P, CDD, Health and Education would have to play their specific role in the process. However, in response to the Mission's concern, the Chairman assured that the performance of the Focal Persons would be examined and the decision reviewed, if so required.

**13. Other Issues** The Mission reviewed the means employed by the PSU for interaction with PLDs, LGs and other programs and noted that although severely hampered by absence of staff, the PSU had made efforts to establish and engage with stakeholders. However, the Mission was of the opinion that these efforts needed to be substantially scaled up, including in developing more formal structures for coordination and feedback with ongoing programs in the social sectors and in the area of finance and governance.

#### **IV. SSTA for Coordination of DSSPs**

**14. Meeting with EAD.** The Mission met with the Senior Joint Secretary, EAD concerning the Coordination TA. On 25<sup>th</sup> August, EAD sent a fax to PRM intimating that the Secretary EAD had decided to select the consultant for the TA. A reply was sent from the Director, SASS informing EAD that ADB procedures had been followed by sending the names and CVs of short-listed candidates to EAD for their concurrence ahead of engaging the consultant. Since ADB did not receive any indication of concern from EAD by the extended 'no objections' date, a contract was finalized with the first ranked consultant. The Mission also explained to the Senior Joint Secretary that TA consultants are engaged by ADB for TA projects, therefore, it is ADB's responsibility to select consultants.

**15. Housing of the Coordination TA Team.** The Mission requested EAD's concurrence for housing the TA team in ADB's Resident Mission. The Country Director PRM has agreed that accommodation, utilities, telephone connection and support staff can be made available to the team. The Mission supports this arrangement as it would enhance coordination with related loans under implementation at PRM, thus reducing the chances of duplication and overlap. The Senior Joint Secretary has agreed that the Coordination TA Team will be housed at ADB's Resident Mission.

#### **V. Sindh Education Programme**

**16. Technical Assistance** The Mission met with the Additional Secretary Education (PD&F) in order to discuss its request for ADB to provide consulting services for developing the SEP. The Additional Secretary (PD&F) has agreed to submit indicative terms of reference for the consulting services, including the specific aspects of the SEP requiring ADB input.

#### **VI. Conclusion and Recommendations**

**17.** The review mission is scheduled for early to mid January depending on availability of all relevant participants. An updated Plan of Action is attached as Annexe C, in which timeframes are indicative and can be amended to the mutual agreement of ADB and the PSU.

**VII. Acknowledgement**

18. The Mission would like to extend its appreciation to the Sindh Government and Federal Government for their hospitality and on-going cooperation.



L. Arthur  
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Asian Development Bank

## Annex-A

### List of Persons met by the Mission

#### Karachi (September 13<sup>th</sup>-16<sup>th</sup>)

- |                                    |   |
|------------------------------------|---|
| 1. Mr. Malik Asrar Hussain         | Secretary, Finance  |
| 2. Mr. Ghulam Sarwar Khero         | ACS (Dev), P&D Dept.  |
| 3. Mr. Salim Khan                  | ACS (Local Govt.)   |
| 4. Mr. Ghulam Ali Pasha            | Secretary, Women Development  |
| 5. Mr. Nadir Ali Markhiani         | Secretary, Education  |
| 6. Mr. Iqbal Dewan                 | Additional Secretary (Dev) Health Department  |
| 7. Mr. Abdul Ghafar Pirzada        | Chief Economist   |
| 8. Mr. Sualeh Farooqi              | Member Technical Working Group on DSSP/Additional Secretary, (P&P) Education Department |
| 9. Mr. Umar Abro                   | Additional Director Health/Member Technical Working Group-DSSP                          |
| 10. Mr. Abid Yousef Bachani, Nazim | TMA Tando Allahyar  |
| 11. Mr. Aslam Pervaiz              | T.O. Infra Structure, Tando Allahyar  |
| 12. Mr. Ghulam Shabir              | TMO, Gadap Town   |
| 13. Mr. Abdul Haleem Memon         | T.O Infrastructure  |
| 14. Mr. Mohammad Akbar Baloch      | T.O Infrastructure, TMA Bin Qasim   |
| 15. Mr. Masroor Ahmed              | TMO, Bin Qasim  |
| 16. Mr. Ghulam Mustafa Baloch      | Nazim Gadap Town  |
| 17. Mr. Farooq Naimatullah         | Nazim Gulberg Town  |
| 18. Mr. Sono Khangharani           | Chief Executive Officer, Thardeep Rural Development Programme                           |
| 19. Mr. Suleman G.Abro             | Executive Director, Sindh Agriculture and Forestry Workers Coordinating Organization    |
| 20. Mr. Wali Muhammad Roshan       | Chairman Sindh Graduates Association  |
| 21. Mr. Rizwan Ahmed,              | PD - DSP  |
| 22. Mr. Saindad Khan Solangi       | PD - DEEP   |
| 23. Mr. Rafique Mustafa Shaikh     | Program Officer - DSSP  |

#### Islamabad (September 16<sup>th</sup>-18<sup>th</sup>)

- |                      |                                      |
|----------------------|--------------------------------------|
| 24. Mr. Ashraf Khan  | Senior Joint Secretary, EAD          |
| 25. Dr. Pervez Tahir | Chief Economist, Planning Commission |

## ANNEX-B

### POST FIRST TRANCHE FOLLOW-UP AND SECOND TRANCHE PROGRESS MATRIX

#### III. Policy Outcome 1: Further Devolve Social Services to District Governments and Taluka Municipal Administrations

| Policy Objectives  | First Tranche Actions   | Second Tranche Actions  | 1st Tranche Follow-up  | 2 <sup>nd</sup> Tranche Progress   |
|--|---|---|--|--|
| 1.1 Devolve administrative powers in the social sector to local governments as per SLGO                                | SPG achieves devolution of administrative and financial powers in the social sectors—including for approval of budgets, development programs and staff transfers—from PLDs to DGs and TMAs. | <p>a. SPG establishes a framework for monitoring the delegation of administrative and financial powers to DGs and TMAs.</p> <p>b. PHED completes devolution of administrative and technical sanctioning powers to TMAs.</p> | Condition met ahead of FTA.  | <p>a. Matter discussed and decided by PSC that further consultation with ACS- LG is required for strengthening the existing monitoring mechanism</p> <p>b. PHED stands completely devolved. Issue of Technical sanctioning would be resolved in proposed meeting of PLDs by 30 September</p> |
| 1.2 Delegate management responsibilities and authorities within the devolved education and health sectors, as per SLGO | SPG, in consultation with DGs prepares an action plan specifying responsibilities and authority of EDOs, district officers and deputy district officers.                                    | Chief Secretary and the DGs approve the delegation plan.  | <b>Action Plan earlier prepared by GoS requires updating in consultation with the DGs PLDs.</b>  | <p>Consultation in process with ACS LG D for removing various obstacles in the implementation of the devolution process.</p> <p>PSC would provide continual support for ensuring implementation of the existing orders and notifications</p>   |
| 1.3 Adjust the role of the 3 PLDs for education, health and local government to the new devolved set-up                | PLDs articulate their new role and responsibilities in the social sectors in relation to policy, sector monitoring, and provision of technical support to DGs and TMAs.                     | SPG to approve, publish and initiate implementation of the new role and responsibilities of the PLDs.   | Basic papers were prepared and sent to ADB for FTA. However, PSC has directed for preparation of comprehensive Concept Papers by the PLDs in consultation with the PSU. Draft will be submitted to PSC by 15 November 04 | <b>Conditioned would be complied with after the Concept Papers are approved by the Administrative Secretaries and implementation is initiated.</b>   |

## Policy Outcome 2: Improve Social Sector Financing

| Policy Objectives  | First Tranche Actions  | Second Tranche Actions  | First Tranche Follow-up   | Second Tranche Progress   |
|--|--|---|---|---|
| 2.1 In support of the Sindh Poverty Reduction Strategy, increase social sector spending above the normal increment         | SPG agrees to maintain the level of social sector allocations as a proportion of total revenues in FY03-04 and allocate \$33 million as additionality.   | SPG, DGs and TMAs agree to maintain the level of social sector expenditures as a proportion of total revenues in FY04 -05 and allocate \$33 million as additionality.                 | Condition met effectively. (PSU to monitor allocations in budgets and on actual release.) | Agreed by GoS, DGs and TMAs in the MOU<br><br>Sector Plans to be prepared by the LGs would also reflect the same  |
| 2.2 Use needs-based, transparent formula for the distribution of the conditional grant funds for social sector development | In consultation with DGs and TMAs, SPG proposes an interim formula for the distribution of extra funds under the loan to DGs and TMAs as conditional grants. This formula will be considered and finalized by the PFC or PSC, in case PFC has not been set up. | PFC establishes mechanism for the needs and performance-based distribution of PFC grant to DGs and TMAs.  | Condition met effectively   | PFC supports the performance based disbursement of the funds<br><br>DSP is working on the formula and performance evaluation mechanism.<br><br>Recommended formula would be placed before PFC for approval and its application to DSSP funding. |
| 2.3 Transfer of funds through Account IV in a timely manner  | SPG commits to implement the PFC Award to transfer funds to DGs through Account IV and TMAs through their PLAs in a timely manner; including for salaries within 2 years.  | SPG transfers 25% of total non-salary allocations for DGs and TMAs through Account IV within one month of the start of FY04-05 and agrees to transfer the remaining on monthly basis. | Condition met effectively (PSU to monitor monthly release of non-salary component)        | Funds being transferred through Acct IV of the DGs and PLAs of the TMAs in accordance with the PFC Award  |

*Policy Outcome 3: Improve Participation, Linkages, and Public Accountability*

| <b>Policy Objectives</b>   | <b>First Tranche Actions</b>  | <b>Second Tranche Actions</b>   | <b>First Tranche Follow-up</b>   | <b>Second Tranche Progress</b>  |
|--|---|---|--|---|
| 3.1 Ensure implementation of the Sindh Gender Reform Action Plan   | SPG finalizes draft of the Sindh Gender Reform Action Plan for presentation to the provincial Cabinet.  | SPG has approved the Sindh Gender Reform Action Plan  | Condition met  | GRAP approved by the Cabinet.<br><br>Tranche Action completed   |
| 3.2 Strengthen participatory planning and monitoring of DGs and TMAs, based on the bottom-up annual planning cycle   | SPG commits to prepare an action plan to promote transparent and participatory planning and monitoring in DGs and TMAs in accordance with provisions of the SLGO. | SPG implements the provincial action plan to promote transparent and participatory planning in DGs and TMAs | Condition met<br><br>(Mission and PSU to continue dialogue regarding review, revision, and approval of Action) | Participatory planning being a relatively new area would require specialist support, which would be made available through PSU.<br><br>Plan developed by PSU in consultation with the P&DD would be submitted for review and approval of PSC. |
| 3.3 Adopt the mechanism of management agreements between the SPG, DGs and TMAs that would make them eligible for conditional grants to stimulate social sector development | SPG develops the system for DGs and TMAs to access the conditional grants through individual MOU between DGs/TMAs and SPG.  | Majority of the DGs and TMAs have signed MOUs with GOS  | <b>Condition met</b>   | <b>Condition complied with as majority; 82 out of 116 LGs have signed MOU</b>   |

*Policy Outcome 4: Rationalize Services and Set Minimum Standards*

| <b>Policy Objectives</b>  | <b>First Tranche Actions</b>   | <b>Second Tranche Actions</b>  | <b>First Tranche Follow-up</b>  | <b>Second Tranche Progress</b>  |
|---|--|--|---|---|
| 4.1 Improve quality of annual sector plans of DGs and TMAs, by providing incentives of conditional grants | SPG, in consultation with DGs and TMAs, finalizes the social sector activities qualifying for support under the annual sector plans prepared by DGs and TMAs.  | DGs and TMAs utilize conditional grants in accordance with the agreed eligibility criteria of scope, process and performance   | <b>In the absence of specialists, the PSU has prepared a basic format and guidelines and is engaged with the LGs in the preparation of annual sector plans.</b> | In the absence of specialists the PSU has prepared a basic format and guidelines and is engaged with the LGs in the preparation of annual sector plans (ASP). Some of the LGs have prepared the ASPs. |
| 4.2 Rationalize the distribution of services, staff and funds   | <p>SPG ensures that MOUs require DGs and TMAs to rationalize services and staff.</p> <p>SPG follows a policy of transparent, merit-based, contractual, facility specific recruitment preferably of locals and females with the aim of operationalizing schools and health centers. SPG commits to a ban on new civil works and (re-) opening closed schools, facilities and schemes, unless a comprehensive plan to operationalize the services has been prepared and the civil works and operationalization of services is carried out by SMCs.</p> | <p>DGs develop strategies to rationalize services, staff, and funds, and incorporate strategies in their annual sector plans</p> <p>DGs recruit staff on need basis using a transparent selection procedure</p> <p>DGs and TMAs assess technical and financial feasibility before committing new civil works or (re-) opening closed schools, schemes and services</p> | <b>Condition met</b>  | Included in MOU and agreed by the DGs. DGs are working out ASPs accordingly. Reports would be initiated after the LSUs are established  |
| 4.3 Improve policy framework for drinking water supply and solid waste management                         | SPG commits to prepare interim policies on solid waste management and drinking water supply.   | SPG prepares interim Solid Waste Management Policy in consultation with TMAs   | Condition met   | ADB is fielding a TA for this purpose. TORs of this proposed TA have already been agreed and response is awaited from ADB   |

## Policy Area 5: Encourage Public-Private Partnership to Improve Service Delivery

| Policy Objectives   | First Tranche Actions   | Second Tranche Actions   | First Tranche Follow-up  | Second Tranche Progress  |
|---|---|--|--|--|
| 5.1 Strengthen the role of CBOs in social service delivery                              | <p>SPG prepares overall plan to promote the role of CBOs.</p> <p>SPG announces expansion of support to CBOs, including SMCs for katchi class up to grade 12 and shelterless school based on number of students enrolled rather than number of classrooms.</p> | <p>In consultation with DGs and TMAs, SPG approves expansion of support to (i) home schools for girl (ii) health boards; and (iii) VDAs</p> <p>Majority of DGs provide financial support to SMCs for shelterless schools</p> | <p>Basic Plan was prepared and approved by CS for compliance with FTA.</p> <p>PSC has directed for preparation of comprehensive Concept Papers by the PLDs in consultation with the PSU. Draft will be submitted to PSC by 15 November 04</p> <p>SED has prepared Act to provide legal cover to SMCs</p> | <p><b>Discussed in PSC meeting on Sep 6, 04.</b></p> <p><b>PLDs directed to prepare plans and progress will be reviewed in October meeting of PSC</b></p> <p><b>Final draft will be presented to PSC by Nov 15, 2004</b></p> <p><b>Enhanced Support for SMCs is committed and Secretary Education requested to forward summary for the Minister Education for public announcement in this regard</b></p> |
| 5.2 Increase financing of CBOs (SMCs, health boards, VDAs; and NGOs) in a timely manner | SPG commits that the MOUs require DGs and TMAs to promote increased funding of CBOs by DGs and TMAs for improved service delivery.  | DGs allocate at least 15% of conditional grants to CBOs  | <b>Condition met</b>   | Agreed in MOUs   |

### ABBREVIATIONS

ASP = Annual Sector Plan CBO = community-based organization, DG = district government, EDO = executive district officer, FD = Finance department, GRAP = Gender Reform Action Plan, P&D = Planning & Development, PFC = provincial financial commission, PHED = Public Health Engineering Department, PLD = provincial line department, SLGO = Sindh Local Governance Ordinance, SMC = school management committees, SPG = Sindh provincial government, TMA = Taluka / Town Municipal Administration, VDA = village development association, WSS = water and sanitation sector

**Annex-C**

**RECOMMENDED ACTION PLAN**

| <b>No.</b>                    | <b>Action</b>   | <b>Responsibility</b> | <b>Timeframe</b> | <b>Current Status &amp; Next Steps</b>  |
|-------------------------------|---|-----------------------|------------------|---|
| <b>Program Administration</b> |   |                       |                  |   |
| 1.                            | Inception Report to be sent to ADB  | EA                    | 20 August        | Report submitted  |
| 2.                            | Final Quarterly Report  | EA                    | 15 November      | <i>In progress</i>  |
| <b>Program Implementation</b> |   |                       |                  |   |
| 1.                            | PCI approval by CDWP  | P&D / EA              | 25 September     | PC-I approved by the CDWP on Sep 18   |
| 2.                            | Anticipatory approval of PC-I From ECNEC, Government of Pakistan  | P&D / EA              | 20 October       | Summary sent to Cabinet Division by P&D Department on 3 <sup>rd</sup> August 04. <i>Follow up required by PSU</i> |
| 3.                            | Approval of PC-I by ECNEC   | P&D / EA              | 20 November      | <i>Follow up required by PSU</i>  |
| 3.                            | Development of a matrix for monitoring post-FTA follow up and progress of 2 <sup>nd</sup> Tranche Actions | PSU & ADB             | 5 October        | Discussed and draft agreed during the Consultation Mission  |
| 4.                            | PFC endorsement of the proposed change in the DSS funds distribution formula                              | PSU                   | 15 September     | Approved by PFC on 14 <sup>th</sup> July 2004 and information on revised shares disseminated to all LGs           |
| 5.                            | PSU quarterly work plan and its approval by PSC   | PSU and PSC           | 20 October       | In process  |
| 6.                            | Identification of Focal Persons in LGs  | PSU                   | 20 October       | PSC approved in its 6 September meeting to have EDOs CDD in DGs and TO (I&S) in TMAs as Focal                     |

|    |   |            |             |  |
|----|---|------------|-------------|--|
|    |   |            |             | persons. Decision to be formally communicated to LGs and ToRs to be developed.   |
| 7. | Finalization of MOU and organizing its signing with LGs | PSU        | 15 October  | MoU has been finalized after the legal opinion by the Law Department. 84 LGS out of 118 have signed the MoUs.<br><i>PSU to issue addendum, after seeking clearance from Law Department, reflecting the changes agreed between the Mission and PD.</i>  |
| 8. | Activation of website                                   | PSU        | 20 October  | Domain name <a href="http://www.sdssp.gov.pk">www.sdssp.gov.pk</a> under process of registration. Content under development.<br><br><i>Site to be functionalized by having active content posted</i>   |
| 9. | Transfer of ADF Funds to LGs                            | PSU and EA | 05 November | Linked with signing of MOU and preparation of Annual Sector Plans. PSU is in process of communicating guidelines for use and booking of conditional grant funds.<br><br><i>PSU to prepare and present for approval of PSC, a set of guidelines for development of ASPs, use of funds and accounts maintenance for LGs.</i> |