



Asian Development Bank

Aide Memoire

South Asia Department
Social Sectors Division

02 February 2006

**Loans 2047/48/49-PAK: Sindh Devolved Social Services Program
Review Mission
(January 23 – 2 February, 2006)**

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. ADB released the first tranche of \$100 million in May 2005, and the second tranche of \$70 million in July 2006.

2. A Mission visited Sindh from 23 January to 1 February, 2006 to (i) review overall implementation of the Program and update, in consultation with the Executing Agency, the project implementation schedule; (ii) discuss and agree on implementation arrangements for the Technical Assistance Loan; (iii) review progress with second tranche conditions and, where there is any noncompliance or delay, discuss proposed remedial measures with the EA. The Mission comprised L. Arthur, Education Specialist as Mission Leader, and F. Moriani, ADB Team Leader, SDSSP Coordination. The Mission held discussions with the Senior Minister, Finance; the Departments of Finance, Education, Health, Local Government, and Planning and Development; the Program Support Unit (PSU); and PD DSP. This Aide Memoire was discussed during a provincial wrap-up meeting in Karachi, on 1 February, 2006, chaired by the Advisor Finance.

3. The Mission also visited Hyderabad and Badin Districts on 26 and 27 January respectively. In each District the Mission met with elected officials, and concerned government officers to discuss the process of ASP development and the utilization of conditional grants for district and TMA schemes. The Mission was encouraged by the improvement in the overall planning process at the local government level, and efficient utilization of funds.

4. In Hyderabad District the Mission visited two health centers, one of which has received SDSSP funding through a CBO. The Mission also visited one rehabilitated sewerage system with active involvement of the VDA, and an expanded drainage

system in urban Hyderabad. The Mission was pleased to note that these schemes had been prioritized through a consultative process, and according to the provisions of the MOU.

5. In Badin District the Mission visited a scheme for providing classrooms, latrines, and a boundary wall to a shelterless school with high enrolment. Construction of the facility was impressive and due for completion this year. The Mission also visited two schemes for expanding existing water storage sites, and construction of a boundary wall. The first scheme will increase the water supply for five thousand people from ten to twenty days. Water chlorination is provided by UNICEF under this scheme. The second scheme will increase the water supply for ten to fifteen thousand people from 15 to 30 days, and will protect the water storage areas from animals. The Mission noted that these schemes were also carried out according to the criteria pertaining to shelterless schools and rehabilitation of existing schemes, as laid out in the MOU, and will be completed within the year.

II. Loans 2047/48 – Review of Third Tranche Actions

6. Third Tranche Action 1.1: SPG monitors the implementation of delegation of administrative and financial powers and published a report. A monitoring framework for reviewing the delegated administrative and financial powers to DGs and TMAs and identifying areas where further devolution is required was developed as a second tranche action. The PSC has directed the PSU to share the Monitoring Framework with the new Nazims. In this regard, the PSU will schedule a workshop with the Nazims and incorporate their views by 20th February, 2006. Under the leadership of the Local Government Commission, and with support from the provincial line departments, Phase 1 activities identified in the monitoring framework will be completed by 15 April 2006, and a report on implementation will be submitted and published on the SDSSP website by 1 May 2006.

7. Third Tranche Action 1.2: Majority of DGs implement the delegation plan. The Delegation Plan, developed as a second tranche action, has been approved by SPG. The PSC has also directed the PSU to obtain the views of the new Nazims for the Delegation Plan. The PSU will, therefore, present the Plan in the same workshop scheduled for the Monitoring Framework, and views will be similarly incorporated by 20th February 2006.

8. PHED Revival. While the Mission welcomes the initiative of the SPG to rationalize the relationship between the Directorate General (Technical) office and the TMAs, it notes with great concern the recent announcement and notification of the revival of the PHED. The decision to place the TO (I&S) under the administrative control of the PHED as well as limiting the financial and administrative powers of TMAs to schemes of up to Rs.10.0 million appears not only to be contrary to the provisions of the SLGO, but also limits the planning and implementation autonomy of the TMAs. In addition, by choosing not to address the issue of revisiting the levels and limits of Technical Sanction, this recent move to rationalize the relationship between Province and TMAs does not take a holistic view. This decision is also at odds with the overarching objectives and some specific policy conditions of the SDSSP and is most certainly likely to create considerable difficulties for the release of the third tranche.

The Chair viewed that the concerns of the Mission were not realistic as the revival of the PHE was well within the ambit of the law and was required to address the issues that the government was facing while dealing with various vertical initiatives and to provide technical support to the TMAs. It was further clarified that the actual spirit of the notification neither limits financial or administrative authority of the TMAs nor takes out the TO (I&S) under the administrative authority of the PHE. The Notification only focuses on the provincial or federal funded schemes where the schemes upto 10 million will be executed by the TMAs and beyond 10 million by the PHE and there will be no limits as to the schemes funded from the TMAs own resources. The Chair, however, agreed to review and reassess the language of the notification.

9. The Mission therefore encourages the SPG to reassess this decision and address issues relating to granting greater financial and managerial autonomy to the TMAs, while at the same time evolving an institutional mechanism for providing technical advice and guidance to the TMAs through the PHED/DG (Technical) office. The TA Loan funds available under the SDSSP could be utilized for strengthening the capacity of the PHED/DG (Technical) office to enable better and more focused technical assistance to build capacity of the TMAs.

10. Third Tranche Action 1.3: SPG continues implementation of the new role and responsibilities of the PLDs and reviews progress made in this regard. The Chief Secretary has requested the Education Department finalize the Sindh Education Plan. The Secretary Education indicated that this will be finalized by 15 April 2006. Similarly, the Health Department has been requested by the Chief Secretary to provide an implementation plan for the Health Policy. The Secretary Health has informed the Mission that a Committee will be notified within the next week to deliver an implementation plan for the Health Policy by 15 April 2006.

11. Third Tranche Action 2.1: SPG, DGs and TMAs agree to maintain the level of social sector expenditures as a proportion of total revenues in FY03-04 and allocate \$34 million as an additionality. As agreed with the Finance Secretary, the Finance Department would submit a final report by 15 May, 2006 containing clean data for the baseline year 03-04, actual expenditure figures for 04-05, and expenditure figures for 05-06 up to 31 March, 2006.

12. Third Tranche Action 2.2: Confirmation of smooth implementation of the PFC grant distribution mechanism; and Third Tranche Action 3.3: SPG reviews the conditional grants system and publishes a report with suggestions for improvement and institutionalization. The PFC has approved the formulae for the needs and performance based distribution of both the SDSSP conditional grant and the overall PFC grant, however, the PFC is finalizing the specific indicators which will be used for the performance element of the designs. The Finance Secretary indicated that the initially input indicators of utilization and investments would be used until such time as appropriate data on outcome indicators becomes available. The performance indicators will be finalized by 10 February and approved by 1 March 2006.

13. In order to confirm the implementation of the SDSSP conditional grant mechanism, standardized reports will be submitted by DGs and TMAs, and compiled by the PSU. The finalized report will be submitted by 1 May 2006.

14. For the overall PFC award there is an existing report which will be expanded jointly by DSP and SDSSP with recommendations for improvement and institutionalization of the mechanism. The finalized report will also be submitted by 1 May 2006.

15. Third Tranche Action 2.3: SPG transfers 25% of non-salary allocations for DGs and TMAs through Account IV within one month of the start of FY05-06 and agrees to transfer remaining on monthly basis. SPG has already transferred 25% of non-salary allocations for DGs and TMAs in the first month of FY05-06. Finance Department has agreed to submit a final report by 1 May 2006 showing monthly releases up to 1 April 2006.

16. Third Tranche Action 3.1: DGs have increased female representation in budget and social sector committees to at least 20%. Each of the DGs will submit a report, through the PSU, showing representation of its budget and social sector committee by 28 February, 2006.

17. Third Tranche Action 3.2: At least 50% of DGs and 25% of TMAs implement a transparent and participatory planning procedure. The SLGO2001 provides broad principles on participatory processes and identifies several mechanisms for implementation. As well, the MOU signed between the SPG and the LGs contains several participatory procedures and the P&D Department has issued several instructions and guidelines on such procedures. In order to demonstrate implementation of transparent and participatory planning procedures, third party validation reports will be undertaken. In this respect, the PSU will complete mobilization of TPV specialists by 10 March 2006 and they will submit their reports by 15 May 2006. In addition, the PSU will hold a stakeholder workshop in February on participatory planning for DGs and CBOs.

18. Third Tranche Action 4.1: DGs and TMAs utilize conditional grants in accordance with the agreed eligibility criteria. Utilization reports prepared by the LSUs and submitted to the PSU will determine, inter alia, whether each DG and TMA has utilized its conditional grant according to the eligibility criteria as laid out in the MOU. The TPV exercise, noted above, will also address this requirement.

19. Third Tranche Action 4.2: Majority of TMAs carry out surveys and prepare master plans for drinking water supply and sanitation according to their administrative and technical capacity. ADB has indicated that the master plan may be viewed as an integrated development plan for meeting current and future needs, together with a strategic investment plan so that development work in the sector is undertaken to achieve greater efficiencies, meet prioritized needs, and follow a systematic approach. ADB has also provided parameters for specific features of the master plans. The PD has advised that he will have follow-up discussions on these parameters with concerned officials in SPG and will incorporate their views accordingly by 15 February 2006. Also, as part of the ASP development process, TMAs have conducted basic situation analyses and the Technical Directorate, PHED, of the LGD has carried out a province-wide survey of the functional and non-functional schemes, which could be used as a base document. The TMAs will submit master plans by 1 May 2006.

20. Third Tranche Action 4.3: SPG prepares interim drinking water and sanitation policy in consultation with TMAs. ADB has provided SPG with a technical

assistance grant for assisting with this tranche action. In this respect, a firm has been fielded with terms of reference for delivering a first draft by 1 March 2006, and interim policy by 1 April 2006.

21. Third Tranche Action 5.1.i: Authorize health boards to collect, retain and use fees and user charges. A Gazette notification to authorize health boards to collect, retain and use fees and user charges will be published, along with requisite amendments in the Sindh Financial Rules.

22. Third Tranche Action 5.1.ii: Majority of DGs provide financial assistance to health boards on a pilot basis. The Department of Health will be developing a framework for establishment and operationalization of health boards. This will include a scope of the definition of health boards, composition, terms of reference, and nature and range of contractual agreements. Based on this framework, DGs will establish or mobilize existing health boards and provide financial assistance.

23. Third Tranche Action 5.1.iii: Majority of TMAs provide support to VDAs to manage water supply schemes on self-sustaining basis. A report from Finance Department showing TMA support to VDAs up to March 31 2006 is required by 1 May 2006 to substantiate this condition.

24. Third Tranche Action 5.2.i: DGs allocate at least 25% of conditional grants to CBOs. In addition, DGs are required to allocate 15% of conditional grants to CBOs, as this second tranche action was deferred to the third tranche. As per combined tranche actions, DGs will allocate at least \$9.5 million to CBOs. LSUs will submit reports through the PSU confirming district government allocations to CBOs by 1 May 2006.

25. Third Tranche Action 5.2.ii: TMAs allocate at least 10% of conditional grants to CBOs. The above LSUs report will also confirm TMA allocations of at least \$1.1 million to CBOs

III. TA Loan 2049:

26. A TA loan of \$10 million was made available to the Government of Sindh as part of the financing arrangements for SDSSP, to enable the establishment of the Provincial Program Support Unit and the Local Support Units at District level, and to support Provincial Line Departments with initiatives in line with the policy reform agenda of the Program. Appendix 2 provides information on the overall funds from the TA Loan as of January 2006. Details are also provided for positions already staffed or advertised and expected to be filled in the PSU and LSUs.

27. Issues.

- i. **PC-I Revision and PDWP Approval.** Due to the increase in the number of Districts and TMAs in Sindh as a result of the recent bifurcation of existing Districts and also because of revision in allocations for various heads of expenditure following the decisions of the PSC, the PC-I needs to be revised to reflect the changed situation. Although the revision in costs and re-appropriation of expenditures amongst different heads would still be within the overall ECNEC approved costs, there is a requirement for the revised PC-I to be approved by the PSC and then submitted to PDWP for approval.

- ii. **Government Counterpart Officers in PSU.** The Government counterpart officers for Health, Education, WSS, MIS, and Administration are on-board and have been duly notified. The Mission has been informed, however that the program officer for solid waste management has left the PSU and a replacement is required. The PSU is encouraged to fill this position at the earliest.
- iii. **Consulting Positions in the PSU.** The Mission observes that several positions are as yet not filled, which is a particular concern at this stage of the Program. The PSU is urged to complete recruitment of consultants at the earliest (details found at appendix 2) for assisting with third tranche actions.

28. TA Management Strategy The PSU has devised a plan for bifurcating the TA funds among the following: Education Department, Health Department, Local Government Department, Local Government Commission, Finance Department, PFC, Planning and Development, Women Development, and the PSU. In order to access their respective allocations under the TA Loan, each of the departments will submit work plans articulating their needs, prioritizing and costing specific actions/initiatives and providing timelines, phasing and monitoring mechanisms. The departments are required to cost their overall allocations under the following heads: Training and Capacity Building, Workshops and Seminars, Reports and Communication, Surveys and Studies, and Consultants.

29. Focal persons from the Technical Working Group informed the Mission that draft working plans had been prepared but required adjustment in order to bring them in line with their respective allocations. Several of the focal persons inquired as to whether there was room for reappropriation within specific heads as outlined above. The Mission advised that while there is room for some reappropriation within reasonable limits, and that this should be managed without drastically changing the overall breakdown in major heads in the PC-I. Notification of TA Management Committees within the Departments has been completed. Membership and TORs will be made available to the PSU at the time of submission of work plans.

30. Several focal persons also inquired as to whether vehicles could be procured from their respective allocations, as there is an acute need in carrying out monitoring activities. The Mission suggested that there was no provision as such under the departmental allocations; however, the mission agreed to inquire with its Procurement Division about the request. The Mission also suggested that since the need for monitoring extends beyond SDSSP, SPG has a major role to play and as such may provide vehicles from its own budget.

31. The focal person from LGD inquired as to whether the cost of establishing a water quality testing lab could be accommodated under its allocation from the TA. The Mission advised that any purchase of goods should be justified under one of the existing heads, as mentioned above, and that ADB's rules on procurement should be followed.

32. In a meeting with PHED in Hyderabad, the Director Technical advised that TMA schemes required community ownership for full sustainability. In this respect he recommended that SDSSP TA funds for LGD should be used to mobilize an existing model of community participation, which has proven successful in other projects. The

Mission and PSU agreed with this suggestion and indicated that this should be placed in the work plan for LGD.

IV. Monitoring and Evaluation under Loans 2047/48.

33. There is a special focus on Monitoring and Evaluation (M&E) in the SDSSP, necessitated by the challenging reforms agenda and the diverse policy actions. The need for developing and implementing an M&E framework is thus also multi-dimensional, encompassing Program performance; a holistic system for devolved social sectors; tracking of Conditional Grants; and institution of a Performance Management System for PSU and LSUs.

34. The Mission is pleased to note that steps have been taken by the PSU towards developing a broad based M&E framework: recruitment of an M&E Specialist and a Performance Appraisal specialist; and initiation of the process of Third Party Validation (TPV) studies for use of conditional grants and following of participatory processes. It is expected that these steps will help develop the requisite momentum on this front. However, the Mission would like to stress that special attention needs to be accorded to the timely implementation of the M&E framework for administrative and financial powers, to be led by the Local Government Commission. In addition, the TPV exercise must be completed on an urgent basis, so as to enable the PFC to track the use of the conditional grants and to distinguish between the performance of the LGs and reward them accordingly.

V. Review Development of Annual Sector Plans

35. The final approval of ASPs is, of course, from the respective local government council. Before this stage, however, the PSU reviews the ASP to determine compliance with provisions in the MOU, undertaken between each local government and SPG. As well, the PLDs should be involved in the process by improving quality of the ASPs and in guiding the LGs in developing Plans that are in line with the Provincial targets and strategic framework, without impinging on local choices for investments. The Mission has emphasized that support from PLDs is crucial because the ASP represents a single planning instrument for the entire sector at the local government level. In order to ensure In this respect, the PSU has requested that the PLDs form ASP committees. PLDs have informed the Mission that these committees by will be notified by 15 February 2006.

VI. Meetings with Provincial Line Departments

36. **Education.** The Education Department confirmed that the Chief Secretary has requested that refinement of the Sindh Education Plan be completed within one week. However, because of the many stakeholders involved, approval may be accorded after two months. A Steering Committee for the Plan has been notified, and will be headed by the Minister Education. This Committee will lead implementation of the Plan and will consist of a core group with various thematic subgroups.

37. Another Steering Committee will be formed for the Reform Support Unit, which will be headed by the Chief Secretary with representation from P&D and Finance Departments. The Education Secretary outlined the concept of incentive packages for

district governments to be issued through the RSU for supporting stipends for girls, and textbooks.

38. The Education Department has completed a draft work plan for accessing TA funds and is presently making revisions to bring it in line with its respective allocation. The Department will retain the allocation for hiring an education reform specialist, and will use it should the need arise.

39. Health. The Mission met with the Additional Secretary (Development), Additional Director (Development) and Deputy Director (Development) and was most impressed with the sector issues, plans and progress achieved by the Department of Health (DoH) on issues articulated in the Sindh Health Policy. These ranged from the steps taken by the Department to develop an effective regulatory and policy framework; promoting Public Private Partnerships through institutional measures; setting of service delivery standards; improving the Health sector human resource management; and quality of the HMIS. In relation to the establishment of Health Boards, the Department is in the process of developing appropriate guidelines for various models for community engagement, including Boards of Governors for all teaching hospitals in Sindh, management contracts and service contracts with civil society organizations and establishment of Health Management Committees under District Nazims in every District. The Mission was extremely pleased to learn that the DoH had inspected a SDSSP sponsored scheme in District Dadu and found the quality of the work to be impressive. The DoH welcomed the offer from the SDSSP for technical support in taking these initiatives forward and it was agreed that the Participatory Planning Specialist in the SDSSP PSU will work closely with the relevant DoH officials in finalizing these frameworks and guidelines.

40. During the meeting, the DoH shared that a Technical Committee had been notified for quality assurance of the Health ASPs, which is seen by the Mission as a positive and welcome step for improving the quality of the ASPs. Furthermore, it was also discussed that the six districts where the SPG was entering into a service contract with the Sindh Rural Support Organization (SRSO), would prepare the ASP for the entire district, including the BHUs and other health facilities to be handed over to the SRSO; this is important because the ASP process is for the entire sector at the district level and includes catering for alternative service delivery mechanism. It was agreed that as soon as the legal procedures with SRSO are completed, the PSU will organize a workshop with SRSO and DoH, to brief SRSO teams about the SDSSP framework and modalities. The DoH also seconded the proposal from the Mission that there was a need to organize orientation sessions with both the members of the Council Health Monitoring committees, as well as for the Health Program Officers in LSUs, so that there is greater understanding of the Provincial sector vision and the Health Policy issues.

41. While commending the DoH on its efforts to develop a mechanism for setting and enforcing service standards in the private sector, the Mission floated the idea of setting up an independent Accreditation, Licensing and Quality Assurance agency, to be registered as a not-for-profit company under the Companies Ordinance, so as to lend the process of grading service providers greater credibility. In this respect, it was agreed that ADB would share a draft paper with the DoH outlining options for consideration by the Department.

42. The DoH also outlined its proposals included in the TA Work Plan, which they agreed to finalize by 8 February. The Mission welcomed the proposals and encouraged the DoH to prioritize expenditures so that the funds could be aligned with the implementation of the Sindh Health Policy. In discussing some of the details of these proposals, the issue of improving HMIS arose and the Mission was surprised to learn that there is no provision for O&M costs for the Sindh HMIS. The Mission strongly supports the request of the DoH placed with the Finance Department, for a regular budget allocation for O&M expenses, because in the absence of a regular, adequate funding line, aspirations towards improving HMIS and monitoring of health care provision, would be severely dented and dependent on sporadic support from irregular sources.

43. LGD and Directorate General (Technical). A very productive dialogue was held with the Secretary LGD, the two Special Secretaries, the Additional Secretary (Development) and the Director MEC on a wide range of sector issues. The discussion allowed the Mission to gain further clarity on the SPG initiatives in the WSS and SWM sector. The Mission was informed that a TA Management Committee had been notified by the LGD, which would also serve as a quality assurance forum for the ASPs prepared by the TMAs. In addition, the LGD highlighted the areas of technical support that the SDSSP could provide for furthering the sector reforms and for improving the capacity of the LGD to monitor sector activities; in this respect, the Mission was particularly appreciative of the move towards establishing a Water Quality Testing Lab in Sindh and for establishing a WSS MIS, which would not only assist the LGD in enforcing quality standards but also equip the department to improving monitoring of ongoing activities. The issue of hiring WSS Reforms Specialist and of providing technical assistance to the Local Government Commission (LGC) was also discussed and it was agreed that the SDSSP would keep the LGD fully informed of the level and nature of technical support being provided to the LGC.

44. The Mission also had the good opportunity of interacting with the Director General and the Director of the Directorate General (Technical) in Hyderabad. Besides an overview of the activities and difficulties faced by the DG (Technical) office, the Mission had the opportunity of exploring ways in which the capacity of the Directorate could be enhanced to provide input of greater quality to TMAs during the process of ASP development. In this respect, the Mission hopes that the Directorate is able to send their proposals to the LGD for inclusion in the TA Work Plan for the overall department so that TA could be mobilized quickly for the Directorate.

VII. Conclusions and Recommendations

45. The revised Action Plan for third tranche conditions contains a challenging timeframe for completion and submission of substantiating documentation. The PSU has agreed to follow the dates in the Action Plan and submit progress reports to ADB every two weeks. Since SPG has requested release of the third tranche during FY05-06, it is necessary that the timeframe in the Action Plan be closely observed. For those actions requiring work from other departments, the PSU is advised to engage in more intensive dialogue and request regular status reports from the concerned departments.

46. Dialogue with PLDs and Opportunities for Sector Reform Support. Substantive dialogue on policy issues took place with the PLDs during the Mission. The interaction with the Secretaries, Additional Secretaries and Deputy Secretaries of the

PLDs was particularly enlightening and served to provide details of the diverse initiatives being undertaken by SPG for sector reforms. The field visits and the meetings with the Nazims, Naib Nazims, DCOs, TMOs and functionaries of the Districts and TMAs, as well as the meeting with members of the Technical Working Group, highlighted the opportunities for working closely with PLDs and LGs to achieve program objectives. The TA funds can clearly be used to assist the PLDs in furthering the policy reforms process and to help address capacity and technical gaps at the LG level. The Mission would however, like to point out that the efforts need to shift from conception to action and that support for sector reform agendas being led by the PLDs should be visible in the near future.

47. Recommendations

- i. The Mission strongly recommends that SPG reviews the the Notification #SO.II(LGD)2(45)/90, dated 25 January, 2006, wherein administrative and financial powers of TMAs and PHE need to be defined clearly. Such review should ensure conformity of the notification with the SLGO and policy conditions of SDSSP.
- ii. Procedural issues in relation to staffing of PSU and LSUs, revision and approval of the PC-I be completed as per the timelines indicated and agreed with the PSU through this Aide Memoire and the Action Plan appended to it.
- iii. TA management developments concerning work plans, and establishment of TA management committees be finalized, approved by the PSC, and communicated to the ADB with details outlined in this Aide Memoire.
- iv. Effective monitoring mechanisms be evolved that provide the PLDs and the SLGO institutions, such as the PFC and LGC, with lead roles.
- v. Sector reforms should be viewed from a holistic perspective and donor support should be harmonized with existing modalities.
- vi. Critical policy actions requiring completion should be complied with within the agreed timelines and no later than 10 May 2006 so that documentation can be provided to ADB by 15 May 2006. Submissions beyond this period will delay approval of the third tranche release.

VIII. Acknowledgements

48. The Mission requests that this Aide Memoire be confirmed by the Sindh Government by 8 February 2006.

49. The Mission would like to thank the Sindh Provincial Government for its continued efforts in implementing the Sindh Devolved Social Services Program. In addition, the Mission appreciates the hospitality of Hyderabad District and TMAs, and Badin District and TMAs in facilitating field visits, as well as the kind cooperation extended by the EA throughout the Mission.