



Program Management and Implementation Unit

Sindh Basic Education Program

Human Resources Management

Policies and procedure manual

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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	Sindh 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.

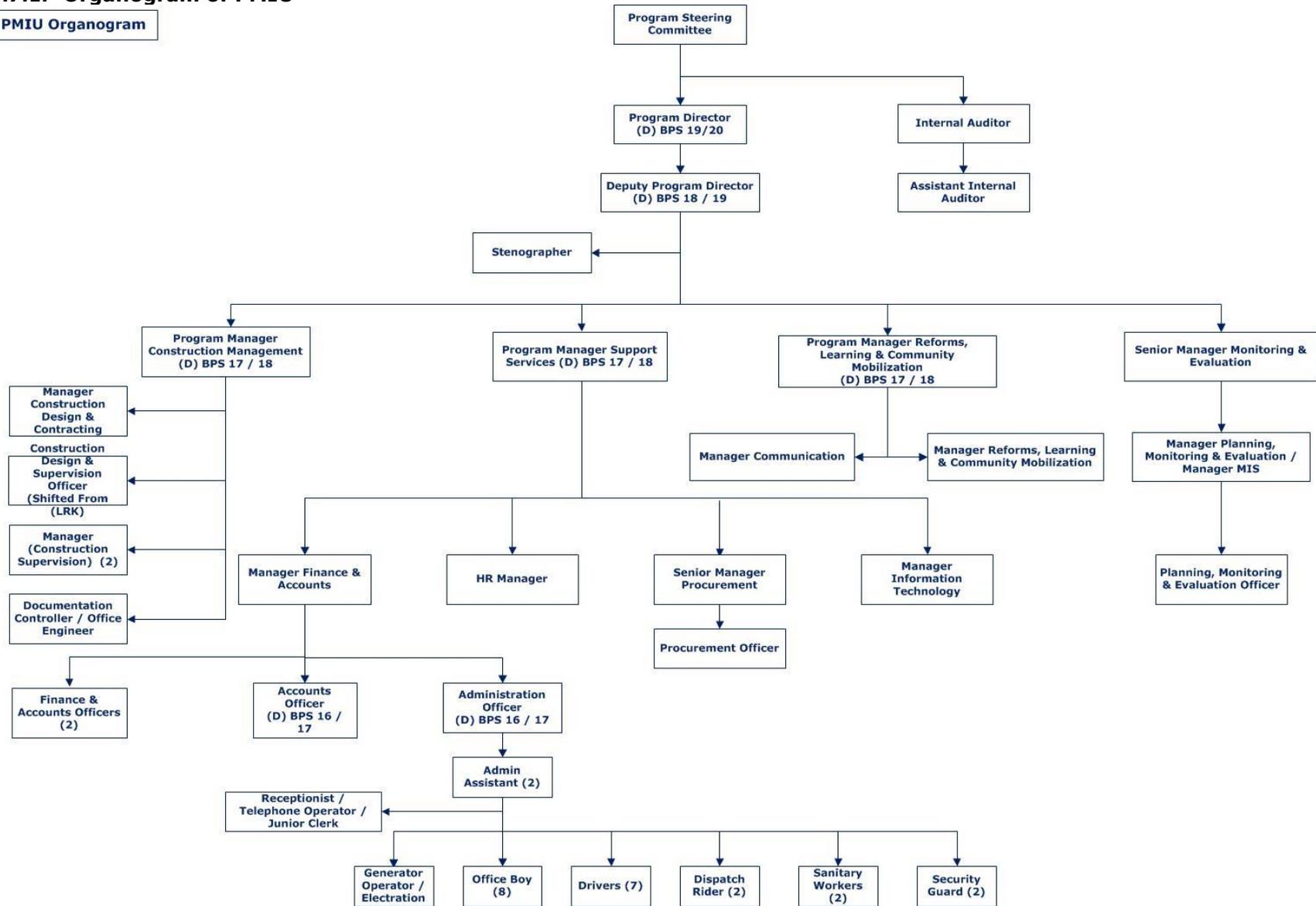
The PMIU is responsible for:

- 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

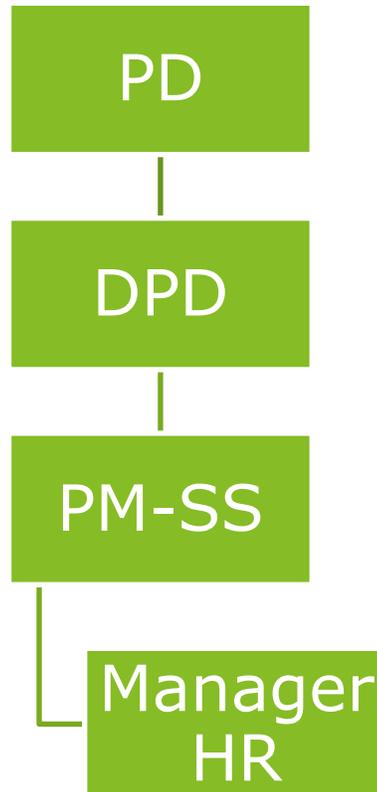
PMIU Organogram



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)f 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 – XIVA for BPS 17 – 18 Officers and Annexure –XIVB 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.sbec.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 – XXIIA** and **Annexure – XXIIB** 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:

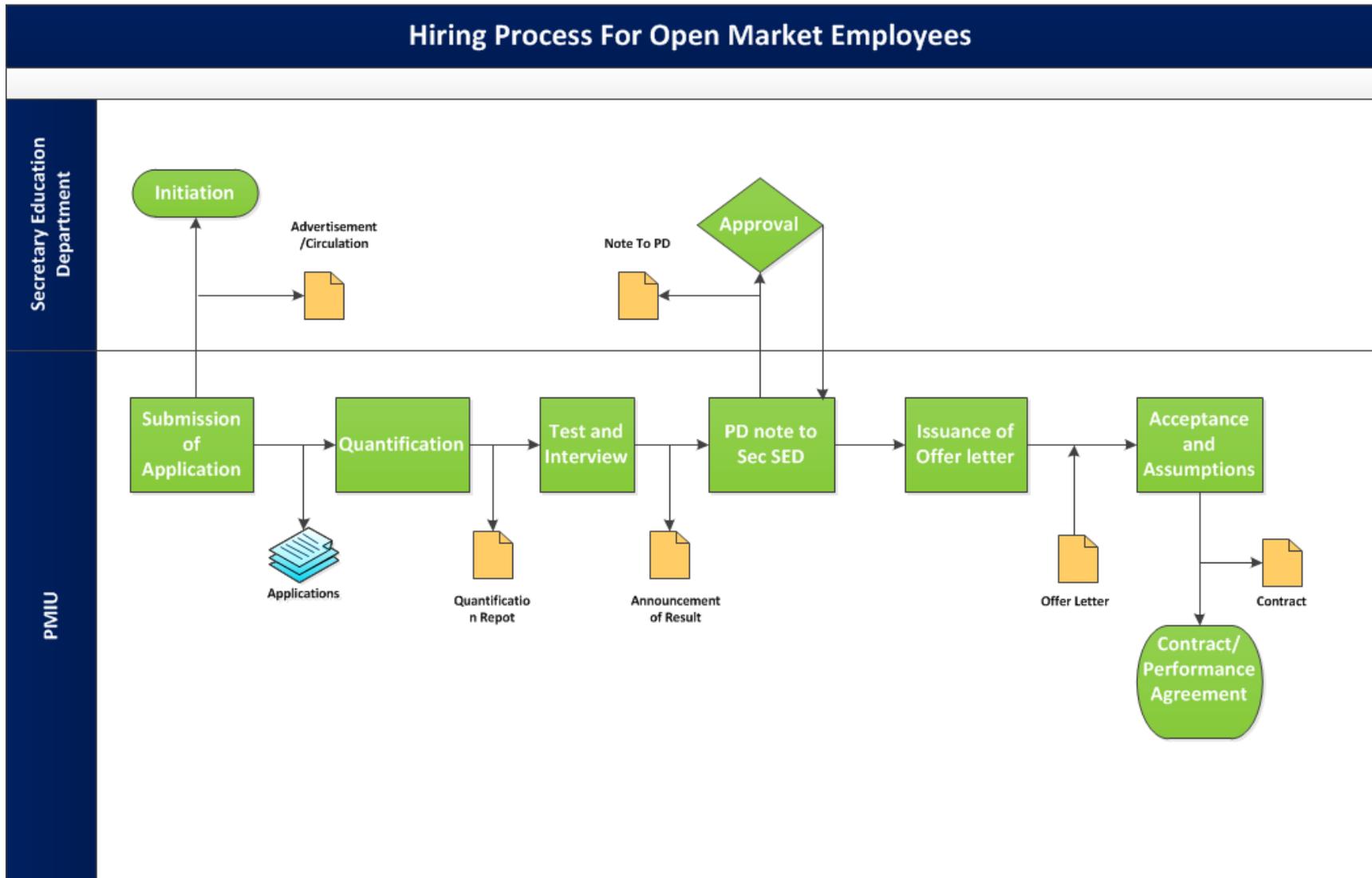
- i. An employee can resign by submitting a written resignation to his supervisor addressed to the PD one month in advance of his end of service date. After approval by concerned competent authority, Finance Wing will take action for final settlement etc.
- ii. The term "month" used herein in respect 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 incharge 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 be 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:

- Casual leave up to 3 days shall be sanctioned in favor of an employee by his immediate supervisor;
- There shall be 25 days casual leave during a calendar year;
- 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 form 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 allottee 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.

10. Annexures

Annexure – I: Notification of Program Steering Committee



**GOVERNMENT OF SINDH
SERVICES, GENERAL ADMINISTRATION
AND CO-ORDINATION DEPARTMENT**

NOTIFICATION

NO:SO(C-IV)SGA&CD/4-26/2011: The Government of Sindh is pleased to constitute a Program Steering Committee (PSC), for Sindh Basic Education Program under USAID grant, with the following composition & TORs:-

1.	Secretary, Education Department, Govt. of Sindh.	Chairman
2.	Secretary, P&D Department, Govt. of Sindh.	Member
3.	Additional Secretary, Finance Department, Govt. of Sindh.	Member
4.	Chief Program Manager, Reform Support Unit, Education Department.	Member
5.	Project Director, Sindh Basic Education Project.	Member/Secretary
6.	District Coordination Officers of concerned Districts	Members
7.	Representative of USAID	Observer

Primary function of the Program Steering Committee is to achieve outcomes of the program, overall coordination, and guidance on and approval of major business decisions.

i) The Program Steering Committee is responsible for:

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

ii) The Program Steering Committee is responsible for approval of the following major elements:

- Prioritization of project objectives and outcomes as identified in the Program Results Framework.
- Deliverables and schedules as identified in the Program work plans and budgets (quarterly, annual, overall).
- Program budget to ensure that effort, expenditures and changes are compatible with stakeholder expectations.
- Strategic risk management framework to ensure that strategies to address potential threats to the project's success have been identified, estimated and approved, and that the threats are regularly re-assessed.
- Quality assurance plan to ensure that project deliverables meet the expectations of all the stakeholders. PSC will meet within a month of the end of a quarter or as required.
- Minutes of the Meetings will be shared with the Chief Minister Secretariat, members of the Committee, all Program Staff, and general public through program website.

CHIEF SECRETARY SINDH
Karachi, dated the 18th November, 2011.

NO:SO(C-IV)SGA&CD/4-26/2011: Copy is forwarded for information & necessary action to:-

- Senior Minister, Education & Literacy Department, Govt. of Sindh, Karachi.
- Additional Chief Secretary (Dev.), P&D Department, Govt. of Sindh, Karachi.
- Additional Chief Secretary Home, Home Department, Govt. of Sindh, Karachi.
- Secretary to Governor Sindh.
- Secretary to Chief Minister Sindh.
- Administrative Secretaries (all), Government of Sindh.
- Chairman / Members /Observer of the Committee.
- Deputy Secretary (Staff) to Chief Secretary.
- P.S. to Chief Secretary Sindh.
- Master file.

[Signature]
18/11/11
SECTION OFFICER (C-IV)

Education & Literacy Department
Government of Sindh
Off. No. 1197 Dated 03.12.11

18/11/11

1197

1197



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.

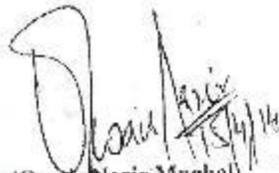
SAJJAD SALEEM HOTIANA
CHIEF SECRETARY SINDH

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 (I&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 duly 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

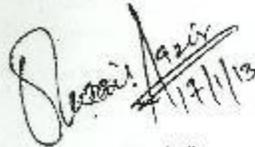
No. SO(C-IV)SGA&CD/4-26/11 On recommendation of the Program Steering Committee, Sindh Basic Education Program (PSC-SBEP), the Government of Sindh are pleased to constitute the following "Selection Committees" for recruitment/selection of specified staff for the Program Monitoring and Implementation Unit (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 filling)
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: P&E, IT, Learning, Reforms & Comm. Mob, Communication, Finance Accounts and Admn. Senior Procurement Specialist, Construction Design & Contracting, Construction Supervisor, PM&B 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)

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.sbec.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.	Upto 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	Upto 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	Upto 45 years
4	Program Manager Learning Reforms, and Community Mobilization	17/18	PAS / PSS	5 to 7 years of experience	Upto 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	Upto 45 years

Annexure VIA: 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
Outside the organization Purpose	
<ul style="list-style-type: none"> ● Civil Society Organizations ● Service providers 	<ul style="list-style-type: none"> ● Achieving PMIU goals

<ul style="list-style-type: none"> • School Management Committees • Development partners • Reforms Support Unit 	
VIII. KEY DIMENSIONS OF THE POSITION:	
Leadership of Project Management & Implementation Unit, SBEP	
Name: _____ Job Holder Date : __/__/__	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> _____ Supervisor Date : __/__/__ </div> <div style="width: 45%;"> _____ Approved By Date : __/__/__ </div> </div>
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 VIB: 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		
Name: <hr/> Job Holder Date : ___/___/___	 Supervisor Date : ___/___/___	 Approved By Date : ___/___/___
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	Working together - Expert Creates approaches that improve team work across and beyond PMIU Communicating and influencing - Expert <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 Managing knowledge - Expert <ul style="list-style-type: none"> Creates approaches that improve knowledge management across and beyond PMIU. Developing people - Strength	

	<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 VIC: 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	<ul style="list-style-type: none"> – 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 VID: 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) • Manager Communications (Direct Reportee) • M&E Function (Indirect Reportee) 	Reform and Learning Reporting and Management	
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: 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"> 1. 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. 2. 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 	

<ul style="list-style-type: none"> • 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 • 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
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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
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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:

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 servants on 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

۲۰

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 بھی بیان کریں

PART III - حصہ سوم

(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 کنڈ ذہین، سست فہم
		A	B	C	D	
		الف	ب	ج	د	
2.	Confidence and will power خود اعتمادی اور قوت ارادی					Uncertain; hesitant

	Exceptionally confident and resolute انتہائی یقین اور اعتماد اور مستقل مزاج					عدم اعتماد اور پچھتاہٹ کا شکار
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 رفقائے کار کے ساتھ					

	Works well in a team مل جل کر اچھا کام کرتا/کرتی ہے					Difficult colleague 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 لاتعلقی
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. الاعلم 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 یوں 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 قس 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۔

دیانت (اخلاق، راست بازی، ایمانداری)

2. Integrity (Morality, uprightness and honesty) -

		A	B	C	D	
		الف	ب	ج	د	
1.	Integrity a. General Irreproachable خوش کردار					Unscrupulous غیر منطاط
	b. Intellectual Honest & straightforward ایماندار اور راست باز					Devious; گھرو: پاپوں، خونامدی

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 سائننگ 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 سائینگ 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

۲۰

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)

8. **Academic qualifications** _____
تعلیم

9. **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

عرضہ 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 - 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 س۔ کارکردگی کے معیار و مقدار کے حوالے سے بھی رائے دیں۔ ہدف 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	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 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 متناظ
	d. Intellectual Honest & straightforward ایماندار اور راست باز					Devious; Sycophant کج رو، چالپوس، 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).

قلمی خاکہ: افسر کی خوبیوں اور کمزوریوں کا جائزہ لیں، خصوصاً جذباتی ٹھہراؤ، دباؤ کی حالت میں کام کرنے کی صلاحیت، رابطہ اور یا ذمی افہام و تفہیم پیدا کرنے کی صلاحیت بیان کریں (کو تا ہی کو اس وقت تک منفی تصور نہ کیا جائے جب تک رپورٹ تک 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
بہت اچھا

Good
اچھا

Average
اوسط

Below Average
اوسط سے کم

7. **Fitness for promotion** Comment on the officer's potential for holding a higher position and additional responsibilities.

ترقی کے لیے مناسبت

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 _____

Date _____

عہدہ

تاریخ

PART IV

حصہ چہارم

(REMARKS OF THE COUNTERSIGNING OFFICER)

(کاؤنٹر سائننگ 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	کبھی 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 اچھا	Good اچھا	Average اوسط	Below Average اوسط سے کم
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4. **Recommendation for promotion** (Comment on the officer's potential for holding a

ترقی کے لیے سفارش

higher position and additional responsibilities).

(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 کاؤنٹرسائٹنگ افسر کی رائے

Exaggerated
(مبالغہ آمیز)

Fair
(مناسب)

Biased
(جانب دار)

Name of the countersigning officer _____ Signature _____

(Capital letters)

کاؤنٹرسائٹنگ افسر کا نام (واضح حروف میں)

(دستخط)

Designation _____

Date _____

عہدہ

تاریخ

PART V

حصہ پنجم

REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY)

دوسرے کاؤنٹر سائینگ 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 Incharge 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 carryout 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 gradings. 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 ore irremediable 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 the 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/3089/2017
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 (Adm.), 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 Khawaja
PAS
Program Director

Annexure – XVI: Advertisement



**Office of the Program Director, Sindh Basic Education Program,
Education & Literacy Department, Govt. of Sindh,
D-29, Quaker's, Clifton, Karachi. Phone: 021-3529621-3**

CAREER OPPORTUNITIES

The USAID Sindh Basic Education Program (SBEP) is currently looking for qualified professionals to fill important positions. Applications should be submitted to Program Implementation and Management Unit (PIM) USAID SBEP at Karachi, Sindh, and Liaison and Public Relations Working Group, Sindh.

The Sindh Basic Education Program is funded by the U.S. Agency for International Development (USAID). The program is implemented under the leadership of the USAID and the Department of Education and Literacy, Government of Sindh. The program is designed to improve the quality of education by strengthening the government and accountability in the delivery of education services.

The USAID Sindh Basic Education Program seeks to develop a school environment conducive to teaching and learning in several areas of Sindh in order to increase the quality of basic education. The program focuses on primary, middle, and secondary schools. All positions are based in the Program Implementation and Management Unit (PIM) USAID SBEP at Karachi, Sindh, and in a small opportunity area.

Sl. No.	Job Title	Position	Qualification	Experience	USDP	Salary
1.	Program Manager Monitoring and Evaluation	Managers	Master's Degree in Social Science or equivalent	Minimum eight years' experience in M&E. Development of work plans, monitoring, reporting, data analysis, knowledge of the government and civil society. Experience in government and non-governmental organizations. Degree in public health or related field. Experience in computerized systems data analysis, database management, Microsoft Office, SPSS, etc.	Open Mark (Professional)	Market based
2.	Manager Planning, Monitoring & Evaluation	Managers	M.A. or B.A. in Social Science, Master's Degree in Social Sciences	Minimum eight years' experience in M&E. Development of work plans, performance monitoring, data analysis, reporting, budgeting and other sector. Experience in government and non-governmental organizations. Degree in public health or related field. Experience in computerized systems data analysis, database management, Microsoft Office, SPSS, etc.	Open Mark (Professional)	Market based
3.	Manager Information Technology	Managers	M.Sc. in Information Technology or Equivalent	Minimum eight years' relevant experience in information technology. Knowledge of government working system.	Open Mark (Professional)	Market based
4.	Monitoring, Evaluation & Evaluation Officer	Managers	Master's Degree in Social Sciences	Minimum eight years' experience in monitoring and evaluation of development projects. Knowledge of the government working system is essential. Knowledge of government working system is preferred.	Open Mark (Professional)	Market based
5.	Manager Learning Initiative & Community Mobilization	Managers	Master's Degree in Social Sciences or equivalent	Minimum eight years' experience in developing and implementing community mobilization activities for education purposes. Knowledge of government working system is preferred.	Open Mark (Professional)	Market based
6.	Manager Communications	Managers	Master's Degree in Mass Communication, Public Relations or equivalent	Minimum eight years' experience in communication, including campaigns and other activities. Experience in writing and developing materials, in use with media, writing reports and proposals, and public development and management. Knowledge of government working system process and policies is essential.	Open Mark (Professional)	Market based
7.	Manager Finance, Account & Admin	Managers	Master's Degree in Commerce or MBA Finance	Minimum eight years' experience in Finance and Accounting Department. Knowledge of the government system of working and ability to provide knowledge of government working system is essential.	Open Mark (Professional)	Market based
8.	Senior Procurement Specialist	Managers	MBA in Finance/Procurement	Minimum eight years' experience in procurement management and administration. Knowledge of government working system is essential.	Open Mark (Professional)	Market based
9.	Finance & Accounts Officer	Managers	MBA Finance and Accounts or equivalent	Minimum eight years' experience in managing accounts and financial transactions and in providing financial support. Knowledge of government working system is essential.	1st class	Market based
10.	Procurement Officer	Managers	Master's Degree in Social Sciences	Minimum eight years' experience in procurement management and administration. Knowledge of public procurement policies and procedures of the government of Sindh is preferred. Ability to work with various government agencies and national and international organizations.	1st class	Market based
11.	Manager Construction Design & Contracting	Managers	M.Sc./M.A. Civil Engineering	For USAID Sindh, eight years' experience and for SBEP, Minimum five years' experience in construction contracting. Knowledge of government working system is preferred.	1st class	Market based
12.	Manager Construction Supervisors	Managers	M.Sc./M.A. Civil Engineering or B.Sc. in Civil Engineering with work experience	For USAID Sindh, eight years' experience in construction work. Minimum five years' experience in working with public sector organization.	1st class	Market based
13.	Technical Assistant	Managers	B.A. or B.Sc. in Social Science	Minimum eight years' experience in technical assistance in educational field. Knowledge of government working system is preferred.	Open Mark (Professional)	Market based
14.	Assistant Technical Officer	Managers	B.A. or B.Sc. in Social Science	Minimum eight years' experience in technical assistance in educational field. Knowledge of government working system is preferred.	Open Mark (Professional)	Market based
15.	Construction Technical & Supervision Officer	Managers	M.Sc. Civil Engineering or B.Sc. in Civil Engineering	Minimum five years' experience in construction design and supervision of educational projects. Knowledge of government working system is preferred.	Open Mark (Professional)	Market based
16.	Monitoring & Evaluation Officer	Managers	Master's Degree in Social Sciences	Minimum five years' experience in monitoring and evaluation of development projects. Knowledge of government working system is preferred.	Open Mark (Professional)	Market based
17.	Human Resources Manager	Managers	M.A. or M.Sc. in Social Sciences or equivalent	Minimum eight years' experience in human resources management in government or non-governmental organizations. Knowledge of the policies and procedures of the Government of Sindh.	Open Mark (Professional)	Market based
18.	Administrative Officer	Managers	B.A. or B.Sc. in Social Science	At least two years.	Open Mark (Professional)	Market based
19.	Admin Assistant	Managers	B.A. or B.Sc. in Social Science	One year.	1st class	Market based
20.	Officer (Data Entry)	Managers	B.A. or B.Sc. in Social Science	One year.	1st class	Market based
21.	Admin Officer	Managers	B.A. or B.Sc. in Social Science	One year.	1st class	Market based
22.	Driver	Managers	B.A. or B.Sc. in Social Science	One year.	1st class	Market based
23.	Security Guard	Managers	B.A. or B.Sc. in Social Science	One year.	1st class	Market based
24.	English Teacher	Managers	B.A. or B.Sc. in Social Science	One year.	1st class	Market based

Guidelines for Submission:

- Applications shall be submitted strictly on the basis of complete application forms.
- After selecting the successful candidates, the candidates will be invited for an interview.
- The candidates will be invited for an interview through the USAID SBEP, Karachi, Sindh, and Liaison and Public Relations Working Group before the interview panel.
- Only candidates domiciled in Sindh shall be eligible to apply.
- Application forms can be downloaded from the following link: <http://pim.usaid.gov/sbep/usa>

Use this for completion of our data application forms in Job Ads, 2015. Successful applications will not be considered, unless a valid and valid ID card is provided. Please send the request only by mail to the job ads form at the address through post or courier service.

(NAME) (PHONE) (ADDRESS)
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 year's 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	1-Rular 1-Urban

S. No.	Title of the Position	Qualification	Age	Experience	Quota
				development projects and working with Government	
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)

S. No.	Title of the Position	Qualification	Age	Experience	Quota
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
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-I 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) 	<ul style="list-style-type: none"> • Monitoring & Evaluation – internal reports on progress

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 construction 	
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"> • 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 • Facilitate districts, PMIU Regional Offices for implementation of construction contracts in accordance with the guidelines provided by PSC • 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

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. ○ Supervision and monitoring of school construction to ensure quality construction 	
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"> • 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 • Facilitate districts, PMIU Regional Offices for implementation of construction contracts in accordance with the guidelines provided by PSC • 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 • 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 1 year of experience for working with public sector organization	
Others	Knowledge of: Civil Engineering :- Building Construction & Earth Work with required national & international codes	

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. 	

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:	

<ul style="list-style-type: none"> 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	
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 	Official correspondence regarding program Providing support for program implementation	
VIII. KEY DIMENSIONS OF THE POSITION:		
<ul style="list-style-type: none"> Managerial & Operation support – Learning, Reforms & Community Mobilization 		
Name: _____ _____ Job Holder Date : ___/___/___	_____ Supervisor Date : ___/___/___	_____ Approved By Date : ___/___/___
IX. JOB SPECIFICATIONS		

Educational Qualification	Masters in Sociology and/or B. Ed/M. Ed
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. 	

Educational Qualification	Masters Management Information System(MIS)
Experience	08 years + experience in IT and specifically MIS
Others	<p>Information Technology support in Server,</p> <p>PCs, Laptops, Printers etc.</p> <p>Virtual Machines and Data Backups</p> <p>Wireless Network, Wide Area Network</p>

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 	

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>Job Holder</p> <p style="text-align: right;">Date : __/__/__</p>	<p style="text-align: center;">_____</p> <p style="text-align: center;">_____</p> <p>Supervisor</p> <p style="text-align: right;">Date : __/__/__</p>
	<p style="text-align: center;">_____</p> <p style="text-align: center;">_____</p> <p>Approved By</p> <p style="text-align: right;">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 • Vendors 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, 	

<ul style="list-style-type: none"> Identify key skills, specialty skills and propose training needs accordingly, <p>C&B/ Payroll</p> <ul style="list-style-type: none"> 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, <p>Budget, financial management</p> <ul style="list-style-type: none"> Monthly review HR Budget costs and Headcount to Finance Department, Review monthly payroll and headcount sheet <p>New Hire Orientation and ER</p> <ul style="list-style-type: none"> 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, <p>Employee Data/ Personnel Data</p> <ul style="list-style-type: none"> 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	
<ul style="list-style-type: none"> 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

<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 : ___/___/___
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 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. 	

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 	
XIV. 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 	
XVI. KEY DIMENSIONS OF THE POSITION:	

<ul style="list-style-type: none"> • 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 Passing	of
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12. Professional Education

Sr. No.	Title	Level (Diploma / Certificate)	Name of Institution	Year passing	Of	Year Passing	of
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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)
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(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
			15	10	25	25	15	10	100
1									
2									
3									

Name of the selected candidate

Signatures of the Members of the Selection Committee

S No	Name of the Member	Signature
-------------	---------------------------	------------------

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).

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
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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
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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
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Code of Conduct

BASIC PRINCIPLES

Orientation

The Code of Conduct is based on our common values as set out in the company 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 Islamic Republic of Pakistan and in our partner country.

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.

Sindh Basic Education Program
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LEAVE APPLICATION

NAME _____ DESIGNATION _____

EMPLOYEE CODE _____ DEPARTMENT _____

Current leave status _____

Leave requested from _____ TO _____ (_____ DAYS)

REASON _____

DATE _____

SIGNATURE

APPROVED BY (NAME) _____

SIGNATURE _____

DATE _____

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 – XXXII: The Vehicle Log Book

Sindh Basic Education Program
Program Management and Implementation Unit



Date and time	Name of visitor	Place of visit	KM at start	KM at end	Total KM	Signature of Visitor

Annexure – XXXIII: Travel Request Form

Sindh Basic Education Program
Program Management and Implementation Unit



Travel Request Form

Name of employee
Section
Purpose of Visit
Location of Visit
Number of days
Date of visit
Date of Return

Name and Sign of preparer:

Name and sign of Checker:

Name and sign of PD:

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