Optional Link #8

Governance structure

* 1. **Governance structure.** The structure to execute the program will consist of a Head of Program (HP) and a Steering Committee (SC) at the strategic level; a Project Executing Unit (PEU) in the MoF and four Component Coordinators (CCs), in the OPM, DoS, Ministry of Finance (one for PFM and one for procurement) at the administrative level; and the working groups at the operational level[[1]](#footnote-1). The SC will be chaired by the Financial Secretary (FS)[[2]](#footnote-2) or delegate, and has the following functions: (i) provide strategic direction and support to the program; (ii) review and approve the Annual Operating Plans (AOP) and its corresponding modifications; and (iii) participate in periodical meetings to review the program performance.
	2. The PEU will be headed by a project coordinator, who will report to the HP, and will include: (i) a procurement specialist; (ii) a senior financial specialist and a junior financial specialist; (iii) a monitoring and evaluation specialist; and (iv) a program assistant. The PEU will be fully staffed by the end of the first year of the program’s execution. The PEU’s specific responsibilities will include: (i) coordinating and supporting the preparation of the Annual Operating Plans (AOPs); (ii) preparation of budgets, project accounting, and preparation of requests for advances of program funds; (iii) preparation of the annual procurement plan for the program and the procurement of goods and the contracting of services for the program; (iv) coordinating the preparation of technical reports and preparing periodic and end-of-year financial reports; (v) monitoring of the program’s activities progress and analyzing variances of actual results against plans; (vi) management of the external audit requirements and ensuring-through the MoF the application of the external audit recommendations; (vii) monitoring and evaluating project activities; and (viii) serving as a liaison for the program with the Bank.
	3. The CCs report to the program coordinator in the PEU and are responsible for: (i) setting up the Working Group (WG); (ii) planning and monitoring the work of the WG; (iii) participating in the selection and hiring of consultants; and (iv) approving and requesting payment for the consultancies. The WGs will be headed by a team leader and will consist of staff that have participated in the design of the project or that will participate in its execution. The team’s responsibilities will include: (i) preparation or review of terms of reference and specifications and of technical progress reports on execution; (ii) technical evaluation of proposals; (iii) quality and time control of the consulting work; and (iv) preparation of AOPs. In addition, ad hoc committees, composed of technical staff from the MoF beneficiary units, will be called by the HP, in cases where operational or coordination problems have not been resolved at the team or PEU levels.
	4. The WG under the direction of the respective agency heads through the CCs will have technical responsibility for execution of the program activities[[3]](#footnote-3). While the PEU will render technical support, its main role will be in coordinating, monitoring, ensuring compliance with the Bank’s procurement, accounting and reporting.



1. The PEU will be comprised of public servants, as well as the CC will be government officers. The WG will also be headed by public servants from the areas to be strengthened, and composed by public servants experts and external consultants, which could be individuals or provided by consultant firms. The PEU will carry out almost all procurement steps; however, the bidding processes and the contracts will be carried out by the appropriate public procurement entities at the central level. [↑](#footnote-ref-1)
2. Members of the SC include: (i) Financial Secretary, chair; (ii) HP; (iii) OPM, DoS, TD, TB; and (iv) Project Coordinator. The HP will have the Director General rank at MoF and will report to the FS. The HP will be the highest authority, responsible for the coordination and the execution of the project. [↑](#footnote-ref-2)
3. The number of WGs will depend on the number of macro activities in a product according to CC decision. Several WGS can work in parallel to implement a product (Legal, procedures, and system WGs). A WG when delivers its work is dissolved. [↑](#footnote-ref-3)