

Annual Progress Report of Directorate General Monitoring & Evaluation

ANNUAL REPORT 2016-2017



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Department, Govt. of Punjab v

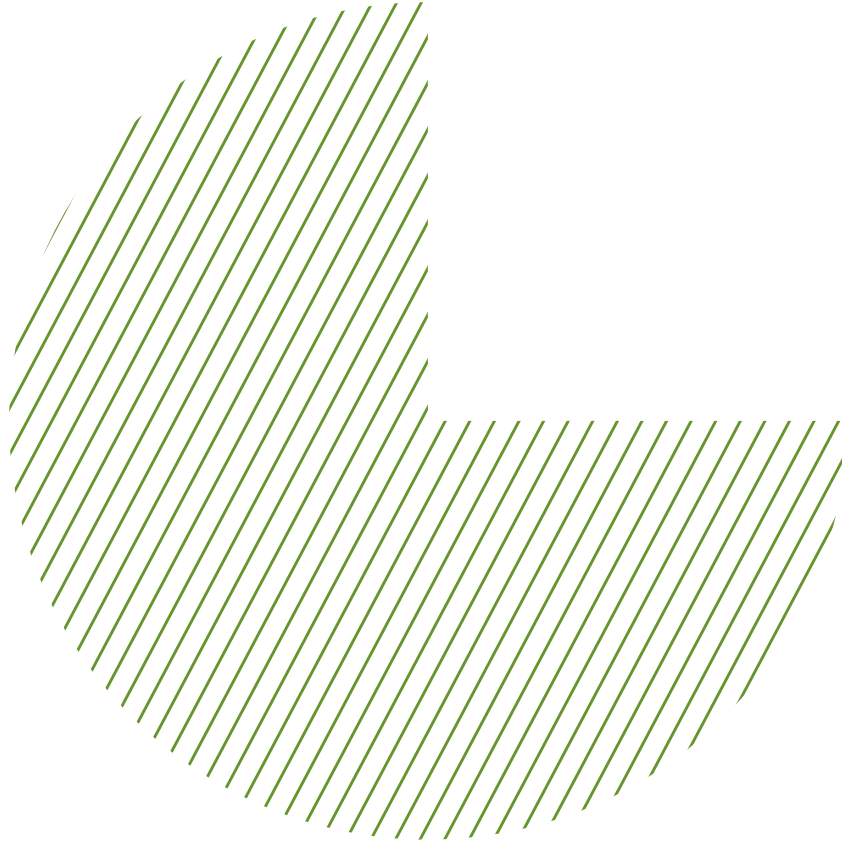
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**Directorate General Monitoring & Evaluation,
Planning & Development Department,
Government of the Punjab**

**ANNUAL PROGRESS REPORT OF
DIRECTORATE GENERAL
MONITORING & EVALUATION**



2017

**PLANNING & DEVELOPMENT DEPARTMENT
GOVERNMENT OF THE PUNJAB**



ABOUT DIRECTORATE GENERAL MONITORING & EVALUATION

Directorate General Monitoring & Evaluation (DGM&E) is an attached department of Planning & Development Department, Government of the Punjab. Its core responsibility is to monitor and evaluate the ongoing and completed public sector development projects. Considering worldwide trend towards M&E, its benefits and essentiality, PMU was converted into Directorate General Monitoring and Evaluation (DGM&E) as an attached department of Planning & Development in 2008. It includes 19 gazetted and 20 non-gazetted posts. The main role of this department is to provide policy guidelines and standards for project management, project management services, project management capacity building, third party inspection and performance monitoring and project / programme evaluation.

VISION:

Sustainable economic development of the Province by maximizing social and economic benefits of development projects through effective Monitoring and Evaluation (M&E).

MISSION STATEMENT:

Planning, monitoring and evaluation of Public Sector Development Projects (PSDP) for better performance, transparency and governance along with improved service delivery and public benefits. This will ensure timely, within specification and within budget completion of development projects undertaken by the Province. Moreover, this will also measure the direct and indirect impact of development projects on society, for rational decision making and future policy research.

FUNCTIONS OF DGM&E:

- Policy guidelines and standards for project management
- Project management services
- Project management capacity building
- Third Party inspection and performance monitoring
- Project / programme evaluation.

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ACRONYMS

ADB	Asian Development Bank
ADP	Annual Development Programme
ADPs	Annual Development Plans
AKDN	Agha Khan Development Network
ASCE	Asian Consulting Engineers
C&W	Communication & Works
CAA	Civil Aviation Authority
CMS	Complaint Management System
DGM&E	Directorate General Monitoring & Evaluation
DLIs	Disbursement linked Indicators
ECMs	Evaluation Committee Meetings
EOI	Expression of Interest
Etc.	Etcetera
GB	Gilgit Baltistan
GIS	Geographical Information System
GoPb	Government of the Punjab
HR	Human Resource
HRMIS	Human Resource Management Information System
IDAMP	The Integrated Development & Assets Management Plan
ILO	International Labor Organization
IPs	Implementing Partners
JMS	Job Mix Formula
KPRRP	Khadim-e-Punjab Rural Roads Programme
LUMS	Lahore University of Management Sciences
M&E	Monitoring & Evaluation
PM&EP	Punjab Monitoring & Evaluation Policy
MCs	Municipal Corporations
MIS	Management Information System
MOU	Memorandum of Understanding
MPDD	Management Professional Development Department
MTDF	Medium Term Development Framework

NAB	National Accountability Bureau
NECD	National Evaluation Capacity Development
NGO's	Non-Government Organization
OHS	Occupational Health & Safety
P&D	Planning and Development
PACP	Punjab AIDS Control Programme
PCC	Public Contact Center
PCGIP	Punjab Cities Governance Improvement Program
PEC	Pakistan Engineering Council
PM&EA	Punjab Monitoring and Evaluation Authority
PMES	Project Management Evaluation System
PMF	Performance Monitoring Framework
PPG	Public Policy and Governance
PPRA	Public Procurement Regulatory Authority
PRMP	Punjab Resource Management Program
PSDP	Public Sector Development Projects
RBM	Result Based Management
REDC	Raising Executive Development Center
RHC	Rehman Habib Consultant
SDGs	Sustainable Development Goals
SDPI	Sustainable Development Policy Institute
SNE	Schedule for New Expenditures
SPSS	Statistical Package for the Social Sciences
SSR&D	Senior Specialist Research & Development
TOT	Training of Trainers
TPV	Third Party validation
UET	University of Engineering & Technology
UN	United Nations
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFCH	Worst Form of Child Labor

KEY ACHIEVEMENTS OF DGM&E FOR THE YEAR 2016-2017

Evaluations of ADP Schemes FY 2016 – 17: During the FY 2016-17, a total of 64 ADP projects; 36 % from production sector, 38% from social sector, 19% from services sector and 8% from others sector were evaluated by the DGM&E.

Monitoring of Projects:

Monitoring of development project is also a major activity that has been carried out during FY 2016 -2017. During the year a total of 20 projects were monitored by the DGM&E team.

Third Party Validation:

Third Party Validation (TPV) is also a major component of DGME, and two mega projects; Punjab Cities Governance Improvement Project (PCGIP), Khadim e Punjab Rural Roads Programme (KPRRP) are validated regularly.

Meta Assessment Report Phase-II:

In continuation to Meta Assessment Report Phase-I, DGME has conducted a Meta Assessment Phase-II comprised of 126 evaluated projects. The study explored that out of 126 projects evaluated 49% projects were referred to Finance Department for Schedule for New Expenditures (SNE), overall expenditures were 89% of PC-I approved cost and on average the completed projects took an extra time of 24% to reach their mile stones.

Training and Capacity Development

The training & capacity building initiatives that were carried out in FY 2016 -2017

- Training on "Ethics in the Work Place", DGM&E, Lahore.
- Workshop on "Consultative Session on Advanced Tools & Techniques of M&E", Avari Hotel, Lahore.
- Training on "Project Management & Public Sector Project Management", LUMS, Lahore.
- Workshop on "Punjab Boost Workshop", World Bank, Pakistan.
- Workshop on "Evidence Based Program Design", LUMS, Lahore.
- Training on "International Workshop on High Performance Energy Efficient Building Design & Construction", UET Lahore.
- Workshop on "Punjab Employees Efficiency, Discipline & Accountability" (PEEDA) Act, 2006, PIMPD, Lahore.

Capacity Building Services Rendered to Other Departments /Province Of Pakistan:

Following services were rendered to the provinces and government of the Pakistan,

- i. Performance Monitoring Framework for National Accountability Bureau (NAB), Islamabad.
- ii. Performance Monitoring Framework for online legislation of Law and Parliamentary Affair Department, Government of the Punjab;
- iii. Performance Monitoring Framework for Auqaf Department, Government of the Punjab
- iv. Development of Performance Monitoring Framework for Civil Aviation Authority (CAA), Karachi.
- v. M&E Framework for Chief Minister E-Rozgar Programme, Government of the Punjab
- vi. Development of Performance Monitoring Framework for Prison Wing, Government of the Punjab

- vii. Director General (M&E), Director Coordination and Director Project Management and other officers of DGM&E delivered variety of lectures to the Govt. / PMS Officers and other Civil Servants at MPDD.

Management Information System (MIS):

DGM&E has developed indigenous MIS for effective database which includes; Evaluation MIS, Document Control MIS, HRMIS, Vehicle MIS, Consultant MIS and a customized Food MIS for the Government of Gilgit Baltistan.

Consultative Sessions:

The following consultative sessions were being conducted

- Consultative Session with Key Stakeholders for Strengthening of M&E System of Punjab.
- Consultative Session of DG (M&E) with International Stakeholders for Strengthening of M&E System of Punjab at Dubai
- Consultative Session with Key Stakeholders for Restructuring of DGM&E System of Punjab.

Formulation of Monitoring and Evaluation Policy Punjab:

In accordance with the vision of Government of Punjab, the DGM&E in collaboration with UNICEF and LUMS is in process of formulation of Monitoring and Evaluation Policy (Punjab) which may be finalized shortly.



PREFACE

1. MESSAGES



MESSAGE OF THE CHAIRMAN

Provincial planning has gone through transition phase in Punjab. It is now based on a medium-term perspective, and increased inflow of resources in the light of 7th NFC award and 18th constitutional amendment. New planning imperatives such as public-private partnerships and results-based management (RBM) have been introduced in different types of development projects. The Directorate General Monitoring & Evaluation (DGM&E) has taken up the task of Monitoring & Evaluation (M&E) of ongoing and completed development projects in the Punjab Province in consonance with Annual Development Programme (ADP) and Medium Term Development Framework (MTDF).

Effective M&E of a project depends on how efficiently it has been planned and how clearly the desired outcomes have been stipulated. In many

ongoing government projects, the outputs have clearly been defined but either the intended outcomes are not clear or gaps exist in the results chain. M&E processes have geared up towards ensuring Result Based Management (RBM) impact in the best prospects of projects. I congratulate the Directorate General (M&E) for taking the initiative to publish the Annual Report of the activities performed during the FY 2016 – 2017 pertaining to M&E and appreciate their joint efforts achieving their milestones successfully. I hope the report would be useful for development practitioners for better project designing and implementation.

*Mohammad Jehanzeb Khan, PAS
Chairman, P&D Board, Punjab*



MESSAGE OF THE SECRETARY

I congratulate Directorate General Monitoring & Evaluation, Planning & Development Department on publishing their Annual Progress Report 2016-17. The joint efforts of DGM&E team in developing this report are highly appreciated by incorporating all the major milestones achieved and events of DGM&E for 2016-17. The government of the Punjab wants to ensure good governance, transparency and accountability in utilization of development funds, and the maximum benefits to the Public. Robust Monitoring and Evaluation is mandatory to ensure timely achievements of the objectives through transparent and cost effective manners, a leading way to build trust of citizens in the Government.

The Planning and Development Department has taken important initiatives to improve the social and economic condition of people of Punjab through meticulous planning in sectors ranging from social, infrastructure, services and production. The focus is to improve the service delivery at a rapid pace in the ever changing environment through efficiency and

innovation.

This report would give the stakeholders an insight into key features pertaining to M&E activities in Punjab. The stakeholders, development partners, general public and professionals across all streams would get benefit from this report. This will also provide the readers an idea about the overarching aim and focus of Directorate General Monitoring & Evaluation, P&D Department besides its role in sustainable development and efficient utilization of the resources.

Iftikhar Ali Sahoo, PAS
Secretary
Planning & Development Department, Punjab



MESSAGE OF THE DIRECTOR GENERAL

Monitoring & Evaluation is one of the essential components in program / project management. The purpose of the monitoring and evaluation is to assist the Planning and Development effort and make it more focused to achieve the optimum delivery of the desired services. It provides more value to the development investment and keeps check on the overall progress of the project, which subsequently leads to improving its efficiency and effectiveness. This annual progress report of DGM&E reviews our key activities in 2017.

The Directorate General Monitoring & Evaluation (M&E) is presently focusing on itself by reviewing its core functions and re-structuring of the directorate. We have started the process of transforming ourselves to perform the M&E functions more effectively for optimum utilization of resources in the Province.

At the DGM&E, our core values are professionalism and integrity, where we work in pursuit of excellence in M&E. We are working towards reforming ourselves and

become a highly organized and inspired outfit to lead the development portfolio, keeping in view the evidence based Planning & Development landscape.

We extend our gratitude to the Chairman P&D Board and Secretary P&D Department for their all-out support for our transformation and building the capacity of the DGM&E.

We at the DGM&E are a highly motivated team, which is eager to develop and perform better. I am thankful to the whole M&E team for main contributions. We hope to set a good example of performance at the Provincial level.

We have started streamlining the M&E cycle in the development planning process. This involves planning the development portfolio keeping in the view the priority and achieving maximum socio economic impact, monitoring during the implementation phase of project/program, evaluation after completion by assessing the impact and feedback to the planning process to continue or discontinue such development

interventions. Human resources development and management for effective M&E is our thrust area of the next three years and we hope to achieve our goals successfully.

Dr. Zahir Shah, Maj. Gen. (R)
Director General (M&E),
Planning and Development
Department, Punjab



EVALUATION OF DEVELOPMENT PROJECTS



2- EVALUATION OF DEVELOPMENT PROJECTS

Evaluation is the systematic and objective assessment of an ongoing (Mid Term) or completed project (End Term), program or policy, its design, implementation, and results. The aim is to determine the relevance, fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability of the projects. Evaluation also refers to the process of determining the worth or significance of an intervention. The evaluation studies conducted by DGM&E provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process and planning of both beneficiaries, implementing departments and Planning and Development Department.

2.1 STATUS OF THE YEAR

The DGM&E department conducted various evaluations of Annual Development Programme (ADP) projects during the period July 1, 2016 to June 30, 2017 comprising of sectors Production, Social, Infrastructure Development, Services and Others. The evaluation team utilized primary and secondary data for conducting the evaluation studies gathered from project implementation staff, governing bodies and target beneficiaries through field notes, structure questionnaires and interview guides. The reports are published utilizing DGM&E evaluation guidelines which are available on the DGM&E website for all stakeholders i.e. www.dgmepunjab.gov.pk.

The evaluation of each project contains introduction giving details about the project domain and structure of the project, evaluation methodology, followed by documents review, selection of performance indicators, project site visit plan, DGM&E's assessment pertaining to the actual status of the project performance against its planned objectives and data analysis based on project cost. The observations regarding the project activities and way forward for the effective usage of the project outcomes and resources and the suggestions for improvement in project planning and execution as well as, identifying matters requiring follow up actions. The rationale for the recommendations is clearly explained and linked with the information collected during the evaluation. During the FY 2016-17, a total of 64 ADP projects were being evaluated by DGM&E; 36 % projects of production sector, 37% projects of social sector, 19% projects of services sector and 8% projects of other sector as shown in table below. Detail of the projects is attached at Annex A.

TABLE # 1 PROJECTS EVALUATED IN THE CURRENT YEAR 2016-2017

Sr. No.	Sector	No. of Projects
1.	Production	23
2.	Social	24
3.	Services	12
4.	Other	05
	Total	64

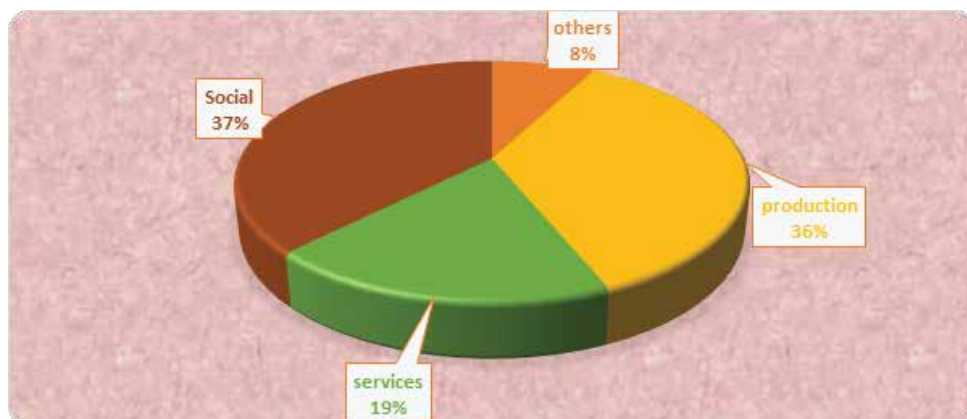


FIGURE # 1: PROJECTS EVALUATED BY DGM&E DURING FY 2016-2017

2.2 EVALUATION COMMITTEE MEETINGS

A total of 35 Evaluation Committee Meetings (ECMs) chaired by DG (M&E) were being conducted to deliberate facts and findings reported in the evaluation reports in the presence of all stakeholders. The total number of evaluated projects presented between July 1, 2016 to June 30, 2017 were 93 including 50 (Schedule for New Expenditure) SNE projects and 43 Non SNE projects. During the period, out of 50 SNE projects, 39 (78%) projects were transferred to SNE (Figure 2). Under the chair person, DG (M&E), the following are permanent notified members of ECM to finalize the post completion evaluation reports of development projects and their fate for the transfer of projects from development to non- development mode;

- I. Director General, M&E, P&DD Chairperson
- II. Concerned Sector Chief in P&DD (Member)
- III. Representative of Finance Department (Member not below the rank of Additional Secretary)
- IV. Representative of Concerned Admin Department, Member (not below the rank of Additional Secretary)
- V. Chief (Monitoring), P&DD Member
- VI. Project Director / Executing Agency Member

Moreover, the details of the project status for the year 2016-2017 is detailed in Annex B & shown in the figure # 2.

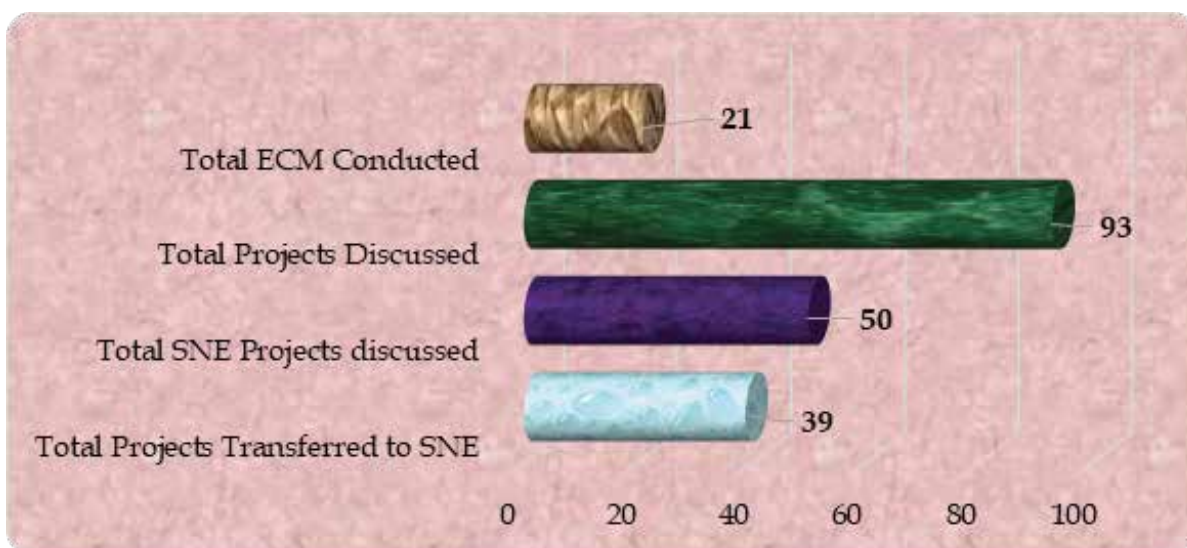


FIGURE # 2: ECM CONDUCTED AND PROJECTS TRANSFERRED TO SNE DURING FY 2016 TO 2017

MONITORING OF DEVELOPMENT PROJECTS



3. MONITORING OF DEVELOPMENT PROJECTS

DGM&E conducted systematic and routine collection of information during execution of ADP projects and track of project activities, which analyze results, processes and experiences and used as a basis to steer decision-making and learning processes for all stakeholders. Thus monitoring is used to track progress against planned targets. The data acquired through monitoring is also used for evaluation of ADP projects. Monitoring of development projects were undertaken by DGM&E after regular intervals to check whether the actual physical and financial progress matches the planned scope of the projects. Monitoring of development projects is usually carried out for three main purposes.

- Performance assessment of a programme or project;
- Analysis of organizational performance;
- Process review of an organization or programme / project.

3.1 PHYSICAL MONITORING SYSTEM OF ADP PROJECTS

Monitoring of ADP projects was conducted after regular intervals but due to limited HR, DGM&E currently is monitoring selected projects from the Annual Development Program (ADP) as per directions of Chairman, P&D Board DGM&E. Capable and trained professionals and skilled individual consultants travelled to project sites and conducted meetings with the project stakeholders to collect field data to validate the progress, observe and gauge the progress in light of the project deliverables and scope. During the current year the officers of DG M&E had visited 20 projects for monitoring purposes of different sectors; Water Supply, Agriculture, Health, Energy, Infrastructure, Health, IT and other sectors and issued the monitoring reports which are available on the DGM&E website i.e. www.dgmepunjab.gov.pk. The list of 20 projects monitored by DGM&E are attached at Annex C.

3.2 OTHER DEVELOPEMENT PROJECTS (ODP) MONITORED

Apart from the projects included in the ADP, DGM&E also monitors a few special type of Mega projects. DGM&E has been monitoring the Programme Khadam-e-Punjab Bahria Model School & College located in Gwadar. Government of the Punjab has collaborated with Pakistan Navy for this project. In this regard, Teams of DGM&E Officers have visited Gwadar four times to assess the progress of this special project on the directions of Minister for Education as well as Chairman P&D Board. DGM&E team examined all matters pertaining to the school / college construction including land availability, designing, construction, supervision & funds utilization to ensure transparency and quality assurance of the project and tracking progress of the project on regular basis.



FIG#3 SAMPLING OF ASPHALT CORE (KPRRP)



FIG#4 MEASUREMENT OF STEEL OVERLAP (MULTAN)



FIG#5 SITE VISIT OF SCHOOL CONSTRUCTION (KHUSHAB)



FIG#6 CHECKING OF VERTICAL COLUMN (JUDICIAL COMPLEX KAMONKI)

3.3 PHYSICAL MONITORING INITIATIVE

DGM&E initiated the Physical Monitoring Initiative to provide quick and efficient monitoring through an online dashboard and an android application. Work Breakdown Structure(s) / Framework has been developed for various types of Infrastructure Development Projects depicting physical progress of work in terms of percentages. This WBS/Framework will serve as basis for the development of monitoring application. For the development of the online dashboard and the android application, the department has hired the services of Individual Consultants. A meeting with all sector specialists, consultants and officers of DGM&E



was held on September 29, 2017 at the office of DGM&E where the consultants presented their work progress and incorporated further inputs to facilitate in developing an efficient system that fits the scope of the schemes. Further meetings are planned to further review the progress of work in this regard. The pictorial view of Physical Monitoring is attached below:

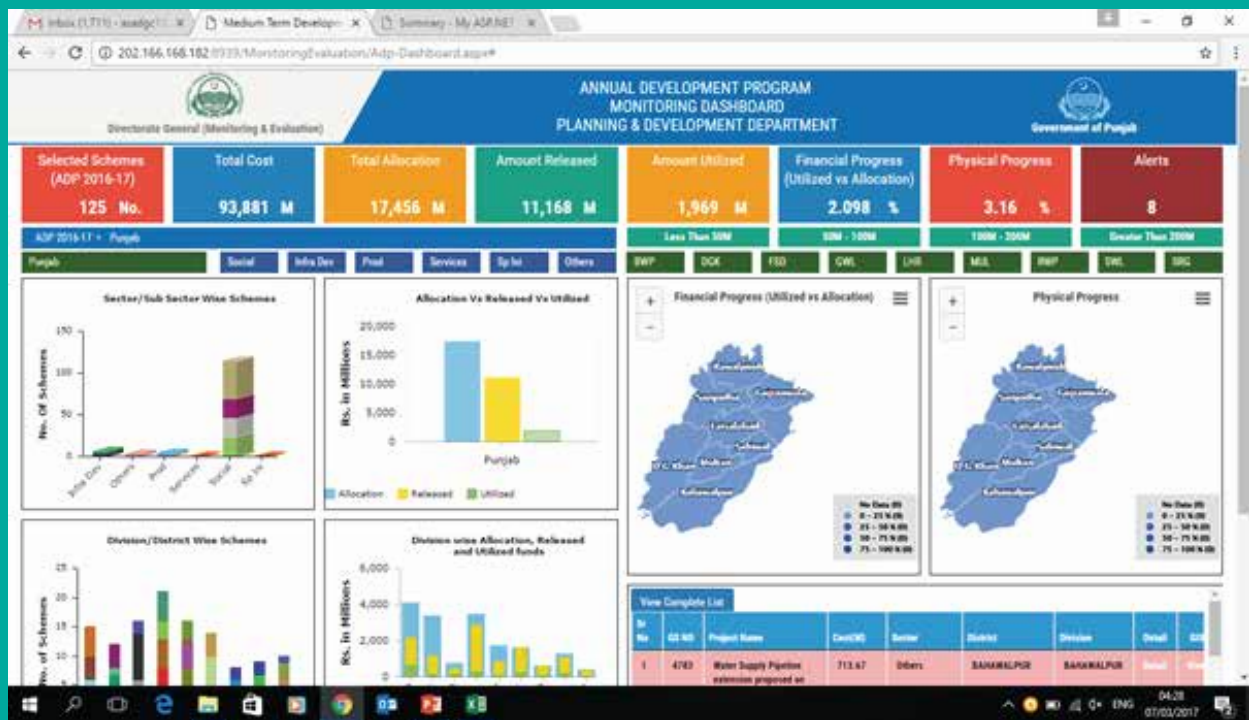


FIGURE # 7: DASH BOARD OF PHYSICAL MONITORING OF DGM&E.

IMPACT ASSESSMENT OF DEVELOPMENT PROJECTS



4. IMPACT ASSESSMENT OF DEVELOPMENT PROJECTS

Impact Assessment is the analysis of positive and negative spill over by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination is concerned with both intended and unintended results and also includes the positive and negative impact of external factors, such as changes in terms of political situation and financial conditions. During evaluating the impact of a programme or a project, DGM&E considers the following questions:

1. What has happened as a result of the programme or project?
2. What real difference has the activity made to the beneficiaries?
3. How many people have been affected?

The impact assessment of major development projects was conducted by the DGM&E to evaluate the major achievements & results of interventions, identification of bottlenecks and way forward for future planning. In this regard, the following main achievements were being done.

4.1 META-ASSESSMENT REPORT PHASE-II

The Meta Assessment identifies the need for moving from interventions to outputs, outcomes and impacts to extract lessons on the most effective design of interventions and to recommend key solutions to meet Sustainable Development Goals (SDGs) targets in line with ADP projects. This Meta-Assessment Report was formulated by Ms. Rubina Bano (M&E Specialist) and Engr. Simab Ashraf (UP&TS) under direct supervision of Mr. Mohammad Asad Khan, Director Co-ordination. This report is a series of in-depth analysis of sector wise evaluations for strengthening, learning and use of evaluations for performance improvement through key findings and lessons that will help the relevant departments to make decisions and develop strategies, as well as design projects that are based on evidence based planning and identifies the need for moving from interventions to outputs, outcomes and impacts to extract lessons on the most effective design of interventions and to recommend key solutions to meet Sustainable Development Goals (SDGs) targets in line with ADP projects.

This Meta Assessment Phase II study was conducted in continuation to Meta Assessment Phase-I which analyzed 126 projects evaluated by DGM&E during the year 2015 to 2017. The analysis explored that out of 126 projects evaluated by DGM&E, 62(49%) were referred to Finance Department for Schedule for New Expenditure (SNE). The assessment further depicts that the overall expenditures were 89% of PC-I approved cost, while on average the completed projects took an extra time of 24% to reach their mile stones.



FIGURE # 8: BY TAKING 100% BASELINE ALL THE SECTORS/PROJECTS TRANSFERRED TO SNE/THEIR ACTUAL COST INCURRED AND ACTUAL TIME SPENT

The assessment identified that the delayed financial releases, substandard civil works, faulty repair & maintenance, unfeasible work plans, inappropriate behavior of project staff, under-estimated / incorrect project costing leading to recurring project revisions, exaggerated project scope, non-quantifiable project objectives, inadequate human and material resources, lack of inter and intra departmental coordination, lack of strict monitoring & control mechanism and neglecting risk assessments are major problems associated with project design and implementation. Thus, the study recommends that resolving delays in releases of funds in coordination with the Finance Department, careful procurement of equipment & recruitment of Human Resource (HR), introduction of separate M&E wings in projects, regular training sessions regarding strategic planning, implementation, operation and completion as part of departmental road map, initiation of infrastructure related initiatives with approved plan and design/ drawings to attain maximum value for money invested through public exchequer.

4.2 IMPACT ASSESSMENT OF THE 12TH PUBLIC POLICY AND GOVERNANCE (PPG) TRAINING COURSE BY MPDD

DGM&E conducted this impact assessment to examine the outcomes and impact of the 12th Public Policy and Governance (PPG) training course conducted by Management Professional Development Department (MPDD) that prepares Government officers to strengthen their capacity for undertaking their duties efficiently and effectively. This report was prepared by Ms. Rubina Bano (M&E Specialist) and Mr. Syed Aman Ali (M&E Specialist) utilizing a Logic Model approach to analyze the anticipated short-term, intermediate and long term outcomes. The findings of the report concluded that the training of PPG has positively contributed in the Province. The study findings indicated that the PPG training course was well received by the participants and the positive findings regarding short-term and intermediate outcomes also indicate that the PPG program of training is having its desired impact. The report also revealed that 85 percent participants perceived the PPG training course as moderately relevant to their work while the remaining 15 percent participants perceived the PPG course as highly relevant to their work. Therefore, the report recommends revision of the training modules in terms of relevancy with the participants work. Though, this training course was helpful to all participants for raising awareness on implementing the parameters of good governance and improved their perception and understanding of key features of public service employee, however, the training was not successful in conducting additional trainings or learnings and replication of knowledge by the participants in their respective departments.

The study suggests that the PPG training course design should offer an intelligent approach for delivering modules of the PPG course using an established printed curriculum and strongly suggested modifications and improvements in the design of the curriculum and course contents inclusive of validity and reliability of the learning material, relevancy of module to the participant's job role and official work, SMART learning objectives, use of interactive approach in its delivery to ensure its overall effectiveness to the diverse learning groups. The findings of the report also recommended that the MPDD should also emphasize an updated pool of screened resource persons and Training of Trainers (TOT) to ensure their capability and experience for organizing, facilitating, and delivering training on different modules of PPG. Furthermore, in order to support the PPG course broader goals and the anticipated outcomes such as influence on policy regarding PPG, sharing, promoting new ideas and learning in PPG should be highly focused. The MPDD should update the pool of trained participants on their website and integrated coordination should be done to link them with Government Departments, PPGIs, and National and International Organizations to promote further learnings. Internships or initial work opportunities should be sponsored by the departments to encourage capacity building of young youth in the Province with the certified participants. Participants should be screened to ensure strong intentions to promote further learnings in their departments including reciprocating the course and localization of the course by the certified participants. The modules in which knowledge and skills of the participants was not increased up to reasonable level such as Impact of 18th constitutional amendment on the Punjab Government and Strategic Planning & Management should be given more preference. Case studies and success stories may be developed for public access.

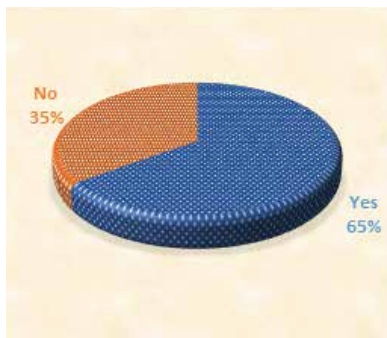


FIGURE # 9: TRAINEES PERCEPTION ABOUT TASKS WITH HIGHER LEVELS OF RESPONSIBILITY.

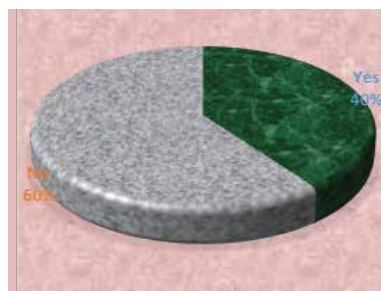


FIGURE # 10: TRAINEES PERCEPTION ABOUT CONDUCTING MORE TRAINING ACTIVITIES RELATED TO PPG.

4.3 MID-TERM EVALUATION OF COMBATING WORST FORMS OF CHILD LABOUR (WFCL) PROJECT IN 4 DISTRICTS OF PUNJAB

The purpose of this mid-term evaluation was to assess the extent to which anticipated outcome and provide recommendations for performance improvement. The final PC-I cost was Rs. 159.544 million. This report aimed to evaluate the project's objectives/targets as per verifiable indicators, and to prepare recommendations for further improvements in the project implementation in order to achieve desired outcomes and have sustainable impacts. The Government of Punjab in the Labour and Human Resource Department based on its interactions with stakeholders a comprehensive review of the existing literature on child labour and its worst forms in Pakistan and globally as well as in light of the experience of ILO and other organizations in four districts of Punjab, namely Chakwaal, Jhelum, Jhang and Layyah...

The evaluation methodology adopted was desk literature review, field visit of project districts, statistical analysis of quantitative data and review of qualitative data by the evaluation team. It was observed that project could not successfully implement M&E framework, develop database/management information system and promotion of project interventions & achievements through print, electronic and effective social media tools. Occupational, Health and Safety (OHS) component was emerging issue but it was partially ignored in planning phase. WFCL should engage Implementing Partners (IPs) to develop and implement effective M&E framework, effective Management Information System (MIS)/ database for tracking project interventions and excessive promotion of project interventions and achievements through print, electronic and official social media tools. Overall performance of the project was partially satisfactory in comparison with the planned targets.



FIGURE # 11: MID-TERM PROJECT EVALUATION COMBATING WORST FORMS OF CHILD LABOUR (WFCL)



FIGURE # 12: BENEFICIARY OF TRIBAL AREAS DEVELOPMENT PROJECT.



FIGURE # 13: BENEFICIARY OF TRIBAL AREAS DEVELOPMENT PROJECT.

4.4 MID-TERM EVALUATION OF TRIBAL AREAS DEVELOPMENT PROJECT (TADP)

DGM&E conducted Midterm Evaluation of Tribal Areas Development Project through primary data collection. The project was initially approved at cost of Rs.3, 381 million in 2009, The project cost was revised to Rs. 5,790 million in accordance with increased scope and comprised of three principal components i.e.; Physical infrastructure, Community Development and Social Infrastructure development and Institutional Support & Consultancies. The study identified that the intervention was delivered very well especially the access to Tribal area through road network and other components like social infrastructure and community development. However, it was also revealed that underprivileged project areas remained deprived of funds allocation and there was absence of any mechanism for supervision/monitoring in the project design. The study suggested that the beneficiary's participation in identification, design, and implementation of project activities must be guaranteed. The report recommended that the development schemes and their components should be demand driven, having focus on particular needs of the beneficiaries and comprehensive design for operation & maintenance in the project design. Moreover, the project should develop a comprehensive result based monitoring and evaluation plan for the intervened area.



FIG# 14 SUBSISTANCE FARMING IN TRIBAL AREAS



FIG#15 LACK OF ACCESS TO CLEAN DRINKING WATER IN TRIBAL AREAS

THIRD PARTY VALIDATION OF DEVELOPMENT PROJECTS



5. THIRD PARTY VALIDATION OF DEVELOPMENT PROJECTS

Third Party Validation (TPV) is carried out to gauge the progress of a project with regard to its objectives and intended impact from an independent perspective. It helps to foresee the future of the project. TPV brings to light whether the value of money is being achieved or not. In short, TPV can aims on agency to find operational or execution flaws that are hampering the progress of a project, and avoid repetition of such failures. TPV is usually carried out during the gestation period of a project.

5.1 THIRD PARTY VALIDATION (TPV) OF PUNJAB CITIES GOVERNANCE IMPROVEMENT PROGRAM (PCGIP)

Government of the Punjab with the financial assistance of the World Bank launched Punjab Cities Governance Improvement Project (PCGIP) with the focus on strengthening of system and governance improvement for enhanced services delivery. The project being implemented in five large cities of the Punjab. i.e., Faisalabad, Multan, Lahore, Gujranwala and Rawalpindi with a total financial outlay of US\$ 154 million. The project utilizes a Results Based Approach (RBA) referred to as Disbursement linked Indicators (DLIs). The project has been segregated into three components. The first component focused on two areas of urban governance and is aligned with the seven DLIs. The second component focuses on project implementation and capacity building while the third component will support preparedness and rapid response to disaster, emergency and catastrophic events, as needed.

The Director General (M&E) has been engaged in conducting the TPV of the project on yearly basis through M&E Specialists and individual consultants. The disbursement decisions are made by the World Bank, based on achievement of results against annual targets validated by the DG (M&E). So far, the DG (M&E) has completed four TPV's along with a Mid Term Review of the project.

During the current year, the TPV of PCGIP was conducted to validate the status of achievements of year wise targets of the project and to provide the key recommendation and lesson learnt for improvement of the project to all stakeholders. On the basis of the finding and recommendations on TPV Inputs on achievement of DLIs of the year 4, the project was extended for one more year for completion of remaining activities and operationalization of all DLIs in the newly established Municipal Cooperation in each project city. The study recommended that at District level Multi-Sectoral Coordination Body for the effective implementation on The Integrated Development & Assets Management Plan (IDAMP), dedicated staff at IDAMP cells, revision of SOPs and Action Plans for Municipal Corporations (MCs), integration of specific reference number of IDAMP in the projects of Annual Development Plans (ADPs) to track the progress, technical support for capacity building activity of each Municipal Corporation, trainings to the concerned officials in managing the Complaint Management System (CMS) at MCs, validation of the quality of consumer surveys, hiring of vacant positions at City Programme Units of the project and in-depth impact assessment to evaluate the overall achievement of project development goals.



FIGURE # 16: VALIDATION MEETINGS WITH MUNICIPAL COOPERATION LAHORE.

5.2 THIRD PARTY VALIDATION (TPV) OF KHADIM E PUNJAB RURAL ROADS PROGRAMME (KPRRP)

As desired by the Chief Minister, the office of DGM&E has conducted successfully Third Party Valida-

tion/Assessment/Audit of the roads constructed under Khadm-e-Punjab Rural Roads Programme (KPRRP) Phase III. Well reputed consulting firms; Rehman Habib Consultant (RHC) (Pvt.) Ltd, Asian Consulting Engineers (ASCE) and G3 Engineering Consultants were hired as per PPRA Rules to validate the quality and quantity of actual rehabilitation of rural roads undertaken / executed by multiple contractors by C&W Department. Moreover, on the direction of Chief Minister Punjab, Korean consultants were also engaged to affirm the validity process. In all phases requisite testing was performed and standard specifications on substantial completion of layers of the road was checked. The quality of roads constructed under KPRRP Phase III & IV has significantly been improved due to quality control testing performed at site and laboratory. The defects/problems/deficiencies observed during the testing and regular field visits by the TPV Consultant are being communicated through letters to SE and XEN Office. On the basis of these observations, serious actions are being taken by C&W Department and instruction were issued to the field staff and contractors for improvement of work in terms of quality.

The Consultants observed that the compaction of subgrade on widening portion while rehabilitations and improvement of existing 10' metaled road to 12' metaled width has tremendously improved by constant and regular on spot Testing / Checking by RHC TPV Team. The gradation of Sub base & Base Course material has improved to a great extent on account of regular field gradation tests performed by TPV team and as such the sources of materials (Quarries) were got changed to bring the gradation of Base Course material with in category A and B of approved specifications. The quality of roads with the appointment of TPV team has improved a lot. Being an independent consultant TPV is free from all the internal and external pressures ensuring the quality and safety of roads.

Overall Performance was found satisfactory and followings were the conclusion based on road inspection for KPRRP (Phase-III&IV);

- Overall assessment has shown that the quality of work in all roads was satisfactory. Width of main carriage way and earthen shoulders found as per drawings and shoulders slopes are as per cross section.
- Thickness of all roads layers i.e. Sub-grade, sub-base and Base-course tested randomly & it was



FIGURE # 17: TPV OF KHADAM-E-PUNJAB RURAL ROADS PROGRAMME (BASE, SUB BASE TESTING)

found as per design.

As per approved specification, minimum road compaction for Sub Grade, Sub Base and Base Course was 95%, 100% and 100% respectively.

For ensuring the gradation of road material sieve analysis were also performed for Sub Grade, Sub Base. Samples of sub grade, sub base and base course were found satisfactory.

On the basis of the analysis, the following recommendations were made:

- It is recommended that old material if used in rehabilitation works of road, be properly sieved and compacted as per specification.
- Before laying new road layer, Department should kept this thing in mind that final result of previous layer validated by TPV consultants. So that corrective measures should be taken earlier.
- Shoulders should be treated or soling should be constructed to increase the stability and life time of the road. Railing should be provided where the embankment height is very high for safety of the people.
- In water logged areas, stone pitching should be done to avoid the settlement of the road. Retaining wall should be provided where a canal or a water course is passing near the road.
- Proper draining system should be provided in the populated area to remove the rainy water if it is accumulated on the road.

CONSULTATIVE SESSIONS



6. CONSULTATIVE SESSIONS

During the year two consultative sessions were being conducted; the Planning and Development Department, Lahore and other consultative session at Dubai through coordination with embassies of selected countries. Interested international firms for consultancy services of major development projects and other development partners were encouraged for dialogues between stakeholders. For this purpose, eminent scholars, technical experts, think tanks, consulting firms, donor agencies and other major development organizations were invited to discuss gaps in the existing structure of DGM&E and recommend innovative strategies to strengthen the department for efficient execution of M&E activities across the Province.

6.1 CONSULTATIVE SESSION WITH KEY STAKEHOLDERS FOR STRENGTHENING OF M&E SYSTEM OF PUNJAB.

On the direction of honorable Chairman, P&DD, the consultative session with key stakeholders for strengthening of Monitoring and Evaluation System of Punjab, held on April 20, 2017, in Lahore, was convened with an overarching vision to review the existing models for Monitoring and Evaluation of development projects, key challenges, past achievements, bottle necks and to agree upon sound solutions towards establishment of Punjab Monitoring & Evaluation Authority (PM&EA).



FIGURE # 18: CONSULTATIVE SESSION WITH KEY STAKEHOLDERS FOR STRENGTHENING TO M&E SYSTEM OF THE PUNJAB.

Across the country, the session was successful to elaborate on role of DGM&E and the current scenario of M&E in public sector projects in Punjab. The session promoted the spirit of mutual coordination with the key organization (USAID, UN Women, UNICEF, SDPI, AKDN and others) from development sector for taking mutual responsibility for making M&E systems and strategies and an agreed consensus made through greater understanding, transparency and constructive dialogue with key stakeholders. It was concluded that successful implementation of the M&E model for Punjab will require strengthening of the overall Directorate General M&E Department.

6.2 CONSULTATIVE SESSION OF DG (M&E) WITH TOP INTERNATIONAL FIRMS AT DUBAI

DG (M&E) was assigned the task to conduct the consultative meetings / sessions at Dubai during

10-11TH March 2017 and invite the interested firms and companies to work with Punjab Government. The objective of this consultative meeting was to engage maximum international companies and firms to apply and prequalify for development projects with Punjab Government. To accomplish the vision provided by Secretary P & D Dept. initially the consulting firms were investigated through embassies of selected countries and after detailed research, emails were sent to all the firms/ interested bodies. The interested firms / companies were invited for meeting and the meeting agenda, objectives and schedules were sent. The meeting was held in the heart of Dubai and the following firms participated.

1. TAHPI
2. A T Kearney
3. PWC
4. GOPA INTEC
5. Avasant
6. Advance Construction Center
7. Deloitte
8. DOLSAR Engineering
9. Lufthansa



FIGURE # 19: MEETING AT DUBAI FOR DEVELOPMENT PROJECT

6.3 CONSULTATIVE SESSION WITH KEY STAKEHOLDERS FOR RESRUCTIRING OF DGM&E SYSTEM OF PUNJAB.

With the subsequent years of implementing M&E activities across the Province, an increased need emerged for the establishment of an independent and autonomous organization, which will be transparent, independent and free from the influence of line departments to take-up the Monitoring, Evaluation and TPV of public sector development projects. It led to the idea of restructuring the Directorate General M&E and the Consultative Session was part of planning for the restructuring.

This session was in continuation of the Consultative Session held on April 20th, 2017 and a series of consultations held subsequently with the line departments and UNICEF to come up with the draft restructured plan.



FIGURE # 20: CONSULTATIVE SESSION ON THE RESTRUCTURING THE DIRECTORATE GENERAL M&E

KEY EVENTS AND MAJOR ACTIVITIES



7. DGM&E Key Event & Major Activities

7.1 PERFORMANCE MONITORING FRAME WORK

Directorate General Monitoring & Evaluation has been successfully remained involved in capacity building of other departments in term of monitoring and rendered services for development of Performance Monitoring Framework of different departments of Punjab.

- i. Performance Monitoring Framework for National Accountability Bureau (NAB), Islamabad.
- ii. Performance Monitoring Framework for Law Department
- iii. Performance Monitoring Framework for Auqaf Department
- iv. Development of Performance Monitoring Framework for Civil Aviation Authority (CAA), Karachi.
- v. M&E Framework for Chief Minister E-Rozgar Programme
- vi. Development of Performance Monitoring Framework for Prison Wing, Home

7.2 PUNJAB MONITORING AND EVALUATION POLICY (PM&EP)

Government of Punjab has realized the need for a comprehensive Provincial Monitoring & Evaluation Policy (PM&EP), which will guide the development and implementation of Government-Wide Evaluation System in the Province and the main purpose of M&E policy will be to promote quality and equity based evaluations. The M&E policy will seek to ensure that credible and objective evidence from M&E is used in planning, budgeting, organizational improvement, policy review as well as on-going Annual Development Programme Management and also to improve performance. In accordance with the Vision of Government of Punjab, Directorate General Monitoring and Evaluation, Planning and Development department in collaboration with UNICEF is drafting Monitoring & Evaluation Policy-Punjab which will be finalized after consul-

tation with all the Government Departments engaged in the implementation of Annual Development Programme. The process of formulation of Monitoring & Evaluation Policy-Punjab is under process and at first stage all the key elements of Monitoring & Evaluation Policy-Punjab (Baseline Study, Pre-appraisal or ex-ante evaluation, mid-term evaluation, ex-post evaluation and impact evaluation) has been discussed with representative of UNICEF at length. LUMS was awarded the contract to formulate Punjab M&E policy. The first draft inception report was presented by the consultant on 15th June, 2017. The 2nd draft after the proposed amendment was presented on 11th December, 2017. Furthermore, a high level committee was also constituted under the chairmanship of Chairman P&D Board to review overall progress on M&E policy.

7.3 HIRING OF CONSULTANTS FOR ALL SECTORS

Directorate General (M&E) has been engaged in hiring the services of highly qualified professionals as individual consultants for all sectors. These individual consultants are not only performing special assignments but also building capacities of concerned sectors. This activity is being performed under the development project "Capacity Building of Directorate General (M&E) for improved Planning, Monitoring & Evaluation".

Following were the major assignments for which the services of individual consultants were hired;

- Short listing & Evaluation of EOIs for FY 2017-18, Assist in scrutiny of PC-I's & PC-II's, Project Appraisal and Implementation review of Development Projects,
- Reconciliation of MPR figures with P&D & Finance department and to analyses the impact of WATSAN schemes on Socio-Economic development of the society,

- Monitoring & ADP/PSDP formulation of development schemes,
- Monitoring of web based system and Android APP,
- Finalizing the terms of the Consultancy Contract on behalf of DGM&E regarding "Major Programme Management Support Project Stage-I with PWC, UK,
- Monitoring & maintaining of website and online systems of Directorate General (M&E),
- Restructuring & Revamping of Directorate General (Monitoring & Evaluation),
- Evaluation of different development projects.

7.4 PRE-QUALIFICATION OF CONSULTING FIRMS

The Directorate General (M&E) has conducted pre-qualification of consulting firms for the year 2017-18. The process transparency and quality validation was done by LUMS. Through this all concerned departments will be able to send RFP directly to these pre-qualified firms without advertising expression of interest (EOI) as per amended rules of PPRA–Punjab 2014. This exercise will facilitate government departments to avoid duplication of activities and efforts and subsequently reduce the time for procurement of consulting firms.

7.5 COLLABORATIONS WITH UNICEF, PAKISTAN

DGM&E has successfully collaborated with UNICEF Pakistan, which is supporting the department under its National Evaluation Capacity Development (NECD) initiative since 2013. The capacity development work ranged from training on various aspects of evaluations and international collaboration on learning of M&E related issues and supporting advocacy efforts by building linkages with national and international stakeholders in M&E for strengthening of DGM&E and supporting the consultative sessions with international stakeholders.

7.6 MIS DEVELOPMENT AND DATA MANAGEMENT

In today's digital world, everything has become digitalized and emphasis / priority is given to those things which are cost effective and efficient. All organizations whether private or public sector try to make maximum use of available technology. Directorate General Monitoring & Evaluation has developed different internal Management Information System to make office environment paper free and also reduce administrative cost of the department. Following are some MIS developed by DGM&E along with their Dashboard Snapshot.

The department successfully prepared and implemented Evaluation MIS, Document Control MIS, HRMIS, Vehicle MIS, Consultant MIS and Food MIS GB for P&D Gilgit Baltistan.

i. Evaluation MIS

ii. Document Control MIS

iii. HRMIS

7.7 CAPACITY BUILDING SERVICES RENDERED TO THE OTHER DEPARTMENTS / PROVINCES OF PAKISTAN

DGM&E also provided support to other Public Sector departments of Punjab and other Provinces of Pakistan in their capacity development pertaining to Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively and efficiently. Top management of DGM&E including Director Coordination Mr. Mohammad Asad Khan and Director Project Management, Hafiz Waheed-ul-Hassan M&E specialist, Rubina Bano and UPT&S, Simab Ashraf provided technical support to MPDD by training different Government officers of different departments on project management & M&E best practices. Moreover, DGM&E is involved in the procurement and hiring of firm for retainer ship of top level consultancy firm for Govt. of Punjab.

7.8 CAPACITY DEVELOPMENT & TRAINING

Training and capacity development enhance the efficiency and capability of staff to work efficiently and effectively. In this regard, DGM&E always encourage its staff to attend various in-house and outdoor trainings. During the year 2016-17, the staff of DGM&E has attended number of trainings discussed below;

7.8.1 IN-HOUSE TRAINING TRAINING ON ETHICS AT WORK PLACE

DGM&E conducted this training to ensure that services are delivered in an ethical manner to generate respect, trustworthiness, and loyalty from both employees and business partners. Ethics within the workplace includes the application of moral principles, standards of behavior, codes of conduct, and ethical principles in everyday business transactions. In this regard DGM&E conducted a Daras of Mufti Molana Abdul Khaliq & Professor Muhammad Yahya on Work place Ethics for a Perfect Workplace with the inauguration ceremony of DGM&E new office at Garden Town. Along with Daras on ethical values at work place in the training, different issues and questions of employees were also addressed.

7.8.2 OUTDOOR TRAININGS CONSULTATIVE SESSION ON ADVANCED TOOLS & TECHNIQUES OF M&E" AVARI HOTEL, LAHORE

The Workshop on the "Consultative Session on Advanced Tools & Techniques of M&E", was held on 31st December, 2016, at Avari Hotel, Lahore. The training was effectively conducted for capacity building of all Officers of DGM&E and they learnt about effective project planning, sampling techniques, tools & techniques to carryout M&E activities, M&E frameworks, Project cycle and web based monitoring system for development projects.

TRAINING ON PROJECT MANAGEMENT & PUBLIC SECTOR PROJECT MANAGEMENT

Punjab Resource Management Program (PRMP) has arranged many trainings at Rausing Executive Development Center (REDC), Lahore University of Management Sciences (LUMS) from time to time and for relevancy of the project handling & capacity building, DGM&E staff was engaged to attend this short training. In this regard, a four days short training course was attended by Director General M&E, Director Coordination, Director Project Management from August 29th to September 1st, 2016. Later on one more training was arranged by PRMP on the same title from March 27th to 30th 2017 attended by Senior Specialist (R&D)



FIG#21 WORKSHOP ON CONSULTATIVE SESSION ON ADVANCE TOOLS & TECHNIQUES OF M&E

DGM&E, P&DD and Project Manager, DGM&E, P&DD. The purpose of training on Project Management was to enhance and build the present capacities of Government officers who are working on different posts & projects. This training boosted the capacity of Government staff in Project Management.

PUNJAB BOOST WORKSHOP

Punjab Boost workshop was held on November 18-19, 2016 arranged by Planning & Development Department along with World Bank attended by Director Project Management, DGM&E, P&DD. In the training, there was an introduction of Using BOOST for Analysis & Combining with GDP Data. It was basically an analytical tool to improve the quality of public expenditure decisions. It was also covered how to use consistent methodology for collecting, combining, analyzing and sharing public expenditure data. Government has a critical need for good policy analysis so to cater for World Bank advice and financial support which aims to help Government to improve policies regarding poverty reduction and inclusive growth. Public Expenditure Reviews are undertaken to identify the scope for improved public spending decisions. But the quality of analysis depends, in part, on the quality, access and use of the data. This training helped Government to apply classification & improve the quality of budget data, enabled access to budget data by policy analysts and enabled good analysis by using a methodology that allows easy data manipulation & visualization by analysts.

WORKSHOP ON EVIDENCE BASED PROGRAM DESIGN

It was a five days training workshop led by leading faculty from Harvard University, London School of Economics and Lahore University of Management Sciences(LUMS). This training was attended by Industry and Environmental Specialist, DGM&E, P&DD. The workshop provided with the technical tool required to apply a structured and highly practical approach for program design and implementation that incorporates economic theory and evidence at every stage to maximize program effectiveness. This approach emphasizes expanding the scope of traditional monitoring and evaluation methods.

INTERNATIONAL WORKSHOP ON HIGH PERFORMANCE ENERGY EFFICIENT BUILDING DESIGN & CONSTRUCTION

The above mentioned workshop was attended by Assistant Project Manager, DGM&E, P&D Department on 8th March to 9th March, 2017. The training was conducted by the international and local experts on the relevant fields and was about introducing the techniques for designing energy efficient buildings and how the air-conditioning load can be reduced while deciding the orientation of windows, doors etc. in building, which is a dire need of the hour during the period of energy crisis in the country. Overall, the training was very helpful in capacity building of the participants for enhancing their technical knowledge regarding designing of building in the hot region where we are living.

WORKSHOP ON PUNJAB EMPLOYEES EFFICIENCY, DISCIPLINE & ACCOUNTABILITY (PEEDA) ACT, 2006

The three days' workshop was conducted by Punjab Institute of Management and Professional Development Department, Govt. of the Punjab. Availing this opportunity, three DGM&E staff person including Account Officer, Personal Assistant and Admin Assistant were trained from this prevailing period. This training was very good and is necessary in the public interest and for good governance to provide measures for improvement of efficiency, discipline and accountability of employees in Government.

7.9 CURRENT HUMAN RESOURCE STATUS AT DGM&E

The strength of Directorate General Monitoring & Evaluation (DGM&E) is 42, out of which 35 posts are filled and Remaining 7 posts are still vacant while the process of recruitment is underway by PPSC. The strength of Capacity Building is 41 out of which 32 posts are filled and remaining 9 posts are vacant. The detail of DGM&E and Capacity Building staff is mentioned at Annexure- D&E.

7.10 OFFICERS LEFT DGM&E

During the period, three officers of DGM&E left the department. The Director General (M&E) successfully served the Government of Punjab and completed his tenure of contract with the department. The Account Officer and M&E Specialist left the department for higher career growth.

Sr.No.	Name	Designation with BPS	Date of Resign
1	Dr. Sajjad Mubin	Director General (M&E, BS-20)	15-June-17
2	Mr. Jamashed Abbas	Accounts Officer (BS-17)	27-Mar-17
3	Mr. Syed Aman Ali	M&E Specialist	31-Jan-17

DGM&E Staff



Maj. Gen (R) Dr. Zahir Shah

*Director General (M&E), DGM&E,
P&D Department, Punjab*

Maj Gen (Retd) Dr Zahir Shah is currently serving as Director General Monitoring & Evaluation at DGM&E, P&D Department, Government of the Punjab. He has diverse experience of planning and execution of mega programmes/projects at the national level. He holds MS Civil Engineering from Stanford University, USA and Ph D (Civil Engineering) from Michigan State University, USA. Besides he has MS (Defence & Strategic Studies) from NDU, Islamabad and BS (Civil Engineering) from Military College of Engineering, Risalpur.



MOHAMMAD ASAD KHAN

*Director Coordination (M&E), DGM&E,
P&D Department, Punjab*

Mr. Mohammad Asad Khan is currently serving as Director Coordination at DGM&E, P&D Department, Government of the Punjab. He has broad experience of maintaining the administrative workflows, monitoring, evaluation, technical coordination and many others. He provides the leadership to Directorate General (Monitoring & Evaluation). He has secured his MBA Finance from Punjab University Lahore and Masters in Economics from Government College University Lahore. He further done his international course on M&E from East Anglia University, Norwich, UK, along with other courses attended at national level.



MR. HAFIZ WAHEED UL HASSAN

Director Project Management, DGM&E, P&D Department

Currently he is working as Director Project Management at DGM&E, P&D Department, Punjab. He is from civil engineering background and has diversified experience in monitoring and evaluation of development initiatives of many sectors. He has wide experience in monitoring, evaluation, TPV, contract management, technical coordination, planning, research and successfully accomplished various projects in Government sector. He secured his BSc in Civil Engineering from UET and later MS Civil Engineering from the same institute.

GHAZANFAR MUBIN

Senior Specialist Research & Development

Currently he is working in the capacity of Senior Specialist Research & Development at DGM&E, Planning & Development Department, Lahore. He had obtained a diversified academic qualifications as MSc. In Computer Sciences from Punjab University and MSc in Applied Mathematics from University of Engineering & Technology, Lahore. He had served major sectors for fourteen years including, Education and Health Sector, He is enthusiastic and have learning attitude and resilience in personality besides adaptability.



IHSAN AHMED GUJJAR

Accounts officer, DGM&E, P&D Department, Punjab.

He is working as Accounts officer at DGM&E, Planning & Development Department, Lahore. He had done his Master in Business Administration from Quaid-e-Azam University Islamabad and worked as Assistant Manager Finance and Planning in Ghazi Fabrics International Limited from January 2011 to March 2016 and as Superintendent in Planning and Development Dept. from May 2016 to May 2017. He is a very committed, disciplined & cooperative person. He has been very active in arranging events, financial and accounts matters with excellent HRM skills.



MS. RUBINA BANO

Monitoring & Evaluation Specialist, DGM&E, P&D Department, Punjab

She is currently serving as Monitoring & Evaluation Specialist with Directorate General (Monitoring & Evaluation), P&D Department, under Third Party Validation of PCGIP project. She is a post graduate in Agricultural Economics from Arid Agriculture University, Rawalpindi. She has more than eight years of sound professional experience in evaluation, monitoring, TPV, Impact studies, technical coordination, planning, research and successfully accomplished various projects in Government sector. She has also vast experience with different national and international development organizations.

**AMINA ABRAR**

Evaluation Specialist, DGM&E, P&D Department, Punjab.

She is working in DGM&E since 2010 and has done MPhil in Economics. She has more than seven years of experience of evaluation & monitoring of Public Sector Development Projects, TPV and Impact Assessment studies. She has deep experience of monitoring & evaluation procedures adopted in PSD projects and has done extensive field work to carry out M&E. She has been involved in planning of development projects and also remained involve in research work related to M&E and other social sector areas.

ENGR. MASOOD AHMED

Project Manager, DGM&E, P&D Department, Punjab.

He is working as Project Manager. He has done his MSc Hydro-power Engineering. After completing his education he has served some time in Punjab Municipal Development Fund Company (PMDFC), Lahore as Deputy Manager Engineering. He joined DGM&E as Project Manager in 2013.





ENGR. MUHAMMAD SALMAN

Project Manager, DGM&E, P&D Department, Punjab

He is working as Project Manager. He has nine years of work experience out of which seven years project management experience. He had worked on world's largest project in terms of cost i.e.; Construction of King Abdullah Security compounds Phase-III Saudi Arabia. (Cost. 4.1 Billion USD). Now Joined DGM&E in January 2017. Major assignment done in DGME are ; 4th Party inspection of KPRRP Phase-III, Monitoring & Evaluation of major projects in all over the Punjab and data gathering for ADP Schemes

ENGR. SIMAB ASHRAF

Urban Planning and Transport Specialist, DGM&E, P&D Department, Punjab.

She is currently serving as Urban Planning and Transportation Specialist with Directorate General (Monitoring & Evaluation), P&D Department, Punjab, Government of the Punjab. She has more than eight years of extensive working experience in evaluation, monitoring, TPV, technical coordination, transport planning & safety studies, and successfully accomplished various projects in Government sector. She has completed her Masters degree in "Transportation Engineering" from University of Engineering and Technology Lahore in 2017 and published research paper on Improvement of Intersections along Grand Trunk Road (GT) Gujranwala.



AROOS MUNIR

Environmental Specialist, DGM&E, P&D Department, Punjab.

She is working as Industry & Environmental Specialist with the department. She had done her BS Environmental Sciences and MS Environmental Sciences. She had worked in public and private sector since 2009. Her total work experience in public sector is eight years. She has accomplished tasks regarding environmental assessments, environmental safeguards & standards of PSDP projects, environmental impact studies, and other monitoring & evaluation of PSDP projects.



MR. MUHAMMAD SADIQ MUNAWAR

Forest, Agriculture & Livestock Specialist, DGM&E, P&D Department, Punjab.

He is a natural resources professional, and possesses extensive experience for more than five years. He holds a Master degree in Forestry from Pakistan Forest Institute Peshawar (PFI). Currently working in DGM&E, Planning and Development Department Punjab as a Forest, Agriculture & Livestock Specialist and evaluated various ADP Schemes of Forest, Agriculture & Livestock department. He has accomplished various evaluation tasks; afforestation projects & maintenance of forest plantation, site nursery control in forest areas, advised landowners on forestry management techniques etc.

**MR. YASAR MAQBOOL**

Health Specialist, DGM&E, P&D Department, Punjab.

Mr. Yasar Maqbool is a health professional, and possesses extensive experience for more than fifteen years in private and Government sector. The area of expertise of Mr. Yasar is Health care, currently working in DGM&E Planning and Development Department Punjab as a Health Specialist, to evaluate the ADP Schemes. He holds MPhil degree in Public Health and has Phd. fellowship in Public Health. His key achievement in DGM&E is the bifurcation of Health department into two units based on the evaluation report of the project titled "Up gradation of DHQ Hospital at Dera Ghazi Khan".

QUMER MUMTAZ

ICT Specialist, DGM&E, P&D Department, Punjab.

He is working as ICT Specialist. He has thirteen year experience in software development with multinational firms. Worked with Microsoft technologies for web and desktop development. Worked with major telecom operators in Pakistan, Africa and Middle East. Joined DGM&E in January 2017. Major assignment done in DGME evaluation of different IT projects of PITB, AARI and Forest Department.





ENGR. FATIMA ZIA

Assistant Project Manager, DGM&E, P&D Department, Punjab.

She is working as Assistant Project Manager. She is graduate Architectural Engineer from the University of Engineering and Technology (UET), Lahore. After graduating in August 2011, she got employed in the Engineering Services UET Pakistan Pvt. Limited, Lahore as Assistant Engineer, designing the architectural plans of the buildings. She joined DGM&E as Assistant Project Manager in June 2014 through Punjab Public Service Commission. Since her joining, she has been working on the monitoring and evaluation of construction related projects including jails, hospitals, police stations, colleges and university's construction development schemes.

ENGR. AHMED ASADULLAH

Assistant Project Manager, DGM&E, P&D Department, Punjab.

He is working as Assistant Project Manager. He is graduate in Civil Engineer from the National University of Science and Technology (NUST). After graduating in June 2016, He got employed in the Pakistan Army Housing Directorate as a Site Engineer, overlooking the construction of high rise buildings in Askari 14 Sector D Rawalpindi. He joined DGM&E as Assistant Project Manager in January 2017 after getting recommended by the Punjab Public Service Commission. Since joining, he has been working on the monitoring and evaluation of mostly construction related projects.



ALI AMJAD DOGAR

Research Analyst, DGM&E, P&D Department, Punjab.

Mr. Ali Amjad Dogar is serving as Research Analyst in the office of Directorate General (M&E) since last three years. He did his BSc (Hons) in Economics from Government College University, Lahore and having more than five years of experience in private & public sector regarding impact assessment, monitoring, evaluation & TPV of development projects.



MUHAMMAD AZHAR IQBAL

System Administrator, DGM&E, P&D Department, Punjab.

Mr. Muhammad Azhar Iqbal has over eighteen years of vast work experience in Private / Public sector organizations and Institutions. He has expertise in the areas of Computer Science, Software Engineering, and Computer Networks and in Modern Software Project Management Techniques for the development & Implementation of Projects. He holds Master in Computer Science from NK-Fact and Master in Information Technology from Virtual University of Pakistan. He started his professional career since 1999 as Lab In-Charge. He has also worked with different Manufacturing Industries for Automation of manual systems



**ANNEX A:
SUMMARY OF
64 PROJECTS
EVALUATED BY
DGM&E 2016-17**

S/ No	Sectors	NAME OF PROJECTS EVALUATED	NO OF PROJECTS	PC 1 COST IN MILLIONS	ACTUAL COST IN MILLIONS
1	Production	PROVISION OF RURAL POULTRY BREEDS THROUGH AUGMENTING R&D	1	64.401	62.556
2		EVAL. REPORT ON PROJECT STRENGTHENING OF CENTRAL MINES RESCUE & SAFETY STATION, KHUSHAB	1	71.033	64.086
3		"MASS MOTIVATION CAMPAIGN FOR PROMOTION OF FISHERIES/AQUACULTURE IN PUNJAB	1	31.500	31.31
4		"HUMAN RESOURCE DEVELOPMENT THROUGH RESEARCH & TRAINING	1	13.127	13.127
5		AFFORESTATION ALONG IMPORTANT HIGHWAYS	1	127.113	123.577
6		BANSRAGALI FOREST PARK, MURREE	1	157.107	94.071
7		COMPLETION OF REMAINING WORK UNDER ALL PHASES OF SUPPORT SERVICES PROJECT FOR LIVESTOCK FARMERS	1	88.721	66.212
8		CONSTRUCTION OF CONCRETE SILOS OF 30,000 M. TONS CAPACITY MANA AHMADANI, DERA GHAZI KHAN	1	345.068	329.06
9		DEVELOPMENT OF CASTOR BEAN VARIETIES AND SUNFLOWER HYBRIDS TO ENHANCE THE OILSEEDS PRODUCTION	1	10.000	8.363
10		DEVELOPMENT OF RANGE LANDS IN PUNJAB	1	97.656	88.6205
11		ESTABLISHMENT OF PROVINCIAL PESTICIDE REFERENCE LABORATORY, KALA SHAH KAKU, SHIEKHUPURA	1	147.736	130.575
12		ESTABLISHMENT OF SOIL AND WATER TESTING LABORATORIES AT CHINIOT & NANKANA SAHIB	1	16.883	15.9
13		EXTENSION OF PUNJAB SCHOOL OF MINES, KATAS, TEHSIL CHOA SAIDAN SHAH, DISTRICT CHAKWAL	1	101.300	99.621
14		HUMAN RESOURCES DEVELOPMENT	1	9.417	3.908
15		PRODUCTION OF FINGERLINGS OF CULTURABLE FISH SPECIES DURING WINTER SEASON	1	34.832	35.482

S/No	Sector	NAME OF PROJECTS EVALUATED	NO OF PROJECTS	PC 1 COST IN MILLIONS	ACTUAL COST IN MILLIONS
16		PRODUCTION OF HIGH YIELDING MULTICUT FODDER VARIETIES SEED AT LPRI, BAHADURNAGAR, OKARA	1	30.000	22.285
17		PRODUCTION OF PLANTING STOCK FOR MASS AFFORESTATION DEMAND IN PUNJAB	1	86.810	84.443
18		PRODUCTION/ENHANCEMENT OF SHEEP/GOAT IN DISTRICTS D.G. KHAN & RAJANPUR	1	99.000	97.882
19		PROVISION OF MISSING FACILITIES AT COLLEGE OF VETERINARY AND ANIMAL SCIENCES (CVAS), JHANG	1	185.550	183.606
20		REHABILITATION & RESEEDING OF RETRIEVED RANGELAND IN BHAKKAR & LAYYAH	1	61.999	60.192
21		RESTRUCTURING AND REORGANIZATION OF BREEDING SERVICES IN PUNJAB	1	517.411	424.333
22		SATELLITE BASED GIS MAPPING OF MAJOR FORESTS OF PUNJAB FOR REDD + READINESS	1	75.770	74.83
23		STRENGTHENING OF FOOD TECHNOLOGY & POST HARVEST RESEARCH CENTRE AARI FAISALABAD	1	65.270	65.296
TOTAL PRODUCTION			23	2,437.704	2104.506
1	Services	COMPUTERIZATION OF TRANSPORT DEPARTMENT UNDER MTMIS PHASE-II	1	127.555	109.77
2		DRUG FREE CITY- LAHORE (DFCL)	1	38.228	3.701
3		ESTABLISHMENT OF SATELLITE STATIONS OF PUNJAB FORENSIC SCIENCE	1	255.518	220.860
4		ESTABLISHMENT OF VIDEO CONFERENCING FACILITY FOR PUNJAB GOVERNMENT	1	363.580	194.212
5		EVAL. REPORT ON PROJECT CITIZEN FEEDBACK MONITORING PROGRAM (CFMP)	1	98.718	64.078124
6		EVALUATION REPORT ON PROJECT DRIVING LICENSE ISSUANCE MANAGEMENT SYSTEM	1	163.935	145.847
7		PLAN X TECHNOLOGY ACCELATOR AT ARFA SOFTWARE TECHNOLOGY PARK	1	62.916	49.87

S/No	Sector	NAME OF PROJECTS EVALUATED	NO OF PROJECTS	PC 1 COST IN MILLIONS	ACTUAL COST IN MILLIONS
8		PUBLIC CONTACT CENTER (PCC)	1	39.446	2.414
9		RAISING OF BOUNDARY WALL OF DISTRICT POLICE LINE,BAHAWALPURDIRECTORATE	1	4.160	4.147
10		TECH HUB: CO-WORKING SPACE AT ARFA SOFTWARE TECHNOLOGY PARK	1	27.962	23.665
11		TECH HUB: CO-WORKING SPACE AT ARFA SOFTWARE TECHNOLOGY PARK	1	27.962	23.665
12		TECHNOLOGY INCUBATOR AT ARFA SOFTWARE TECHNOLOGY PARK	1	186.519	170.624
TOTAL SERVICES			12	1,396.499	1012.853
1	Social	"NATIONAL BLOOD TRANSFUSION SERVICE PROJECT PUNJAB"	1	323.750	251.78
2		CONSTRUCTION OF ADDITIONAL 100 BEDDED WARD AT DHQ HOSPITAL FAISALABAD	1	198.602	194.012
3		CONSTRUCTION OF BASIC HEALTH UNIT AT UNION COUNCIL BAHAWALPUR GHALWAN, TEHSIL AHMEDPR EAST, DISTRICT BAHAWALPUR	1	14.698	12.036
4		CONSTRUCTION OF FEMALE & MALE INTERNEES HOSTELS LAHORE	1	327.308	325.698
5		CONSTRUCTION OF RESIDENTIAL FLATS AT KOT KHAWAJA SAEED TEACHING HOSPITAL (DHQ-II), LAHORE	1	129.494	134.993
6		ESTABLISHMENT OF GOVERNMENT SPECIAL EDUCATION CENTRE AT TEHSIL PIRMAHAL, DISTRICT TOBA TEK SINGH	1	11.506	5.964
7		ESTABLISHMENT OF GOVT. SPECIAL EDUCATION CENTRE, BASERPUR TOWN DISTRICT OKARA	1	16.500	7.537
8		ESTABLISHMENT OF INTENSIVE CARE UNIT /WARD AT DHQ HOSPITAL GUJRANWALA.	1	55.000	55
9		ESTABLISHMENT OF LABOR MARKET INFORMATION AND RESOURCE CENTRE	1	45.025	33.254
10		ESTABLISHMENT OF SUB-CAMPUS OF PMAS-ARID AGRICULTURE UNIVERSITY	1	188.260	163.371

S/No	Sector	NAME OF PROJECTS EVALUATED	NO OF PROJECTS	PC 1 COST IN MILLIONS	ACTUAL COST IN MILLIONS
11		ESTABLISHMENT OF WELFARE HOME FOR BEGGARS AT RAIWIND LAHORE.	1	67.416	60.476
12		POPULATION WELFARE TRAINING INSTITUTE (PWTI) IN POPULATION WELFARE DEPARTMENT	1	121.252	99.757
13		PROVISION OF MISSING FACILITIES IN GOVERNMENT (GIRLS) DEGREE COLLEGE TEHSIL MINCHINABAD DISTRICT BHAWALNAGAR	1	121.986	116.44
14		RE-CONSTRUCTION / UP-GRADATION OF BASIC HEALTH UNIT BALLA JHULLAN, THESIL AHMADPUR EAST, DISTRICT BHAWALPUR	1	83.600	65.265
15		REGIONAL TRAINING INSTITUTE, MULTAN, POPULATION WELFARE DEPARTMENT,	1	97.685	97.685
16		REGIONAL TRAINING INSTITUTE, SAHIWAL, POPULATION WELFARE DEPARTMENT	1	97.685	82.66
17		REGIONAL TRAINING INSTITUTES (RTI) IN POPULATION WELFARE DEPARTMENT, FAISALABAD	1	103.100	85.765
18		SHAHEED BENZAIK BHUTTO WOMEN CENTERS TRANSFERRED TO GOVERNMENT OF PUNJAB	1	73.000	26.973
19		TOLL FREE WOMEN HELPLINE	1	29.000	20.1
20		UP-GRADATION & CHANGE OF SOURCE OF RADIO ISOTOPES OF RADIO COBALT-60.	1	35.000	34.161
21		UP-GRADATION OF DIAGNOSTIC AND TREATMENT EQUIPMENT, OPHTHALMOLOGY DEPARTMENT FOR SIR GANGA RAM HOSPITAL, LAHORE	1	25.000	24.074
22		UP-GRADATION OF GOV.T SPECIAL EDUCATION CENTRE , NANKANA SAHIB FROM MIDDLE TO SECONDARY LEVEL	1	9.996	7.52
23		UPGRADATION OF GOVT SPECIAL EDUCATION CENTRE, HAFIZABAD FROM MIDDLE TO SECONDARY LEVEL	1	10.000	10

S/No	Sector	NAME OF PROJECTS EVALUATED	NO OF PROJECTS	PC 1 COST IN MILLIONS	ACTUAL COST IN MILLIONS
24		UP-GRADATION/RENOVATION OF ORTHOPEDIC OPERATION THEATRE SIR GANGA RAM HOSPITAL - LAHORE" DIRECTORATE	1	47.000	36.763
TOTAL SOCIAL			24	2,231.863	1951.284
1	others	CONSTRUCTION & RENOVATION OF LIVINGBBRANCH PENETACOSTAL CHURCH CHOA SAIDEN SHAH DISTRICT CHAKWAL	1	0.500	0.482
2		CONSTRUCTION OF PCC STREETS & DRAINAGE AT AHMAD NAGAR, MOH PRIMARYSCHOOL & MOH QADIR ABAD, GUJRANWALA	1	2.000	2
3		CONSTRUCTION OF PCC STREETS & DRAINAGE AT KOT ASAISH, KALO CHEEMA, MALKNI, SAGO BHAGO, DISTRICT GUJRANWALA	1	1.750	1.75
4		CONSTRUCTION OF PCC STREETS & DRAINAGE AT MORE AMAN ABAD DISTRICT GUJRANWALA	1	1.250	1.25
5		DIGITIZATION & UPGRADATION OF LIBRARY OF LAHORE MUSEUM	1	14.223	11.914
Total Others			5	19.723	17.396
Grand Total			64	6,085.789	5086.039

**ANNEX B:
SUMMARY OF
21 ECMs CONDUCTED
BY DGM&E 2016-17**

S.No.	ECM Number	Date of ECM	Total Projects Discussed	Non SNE Projects	Total SNE Projects	Projects Transfer to SNE
1	99	9-Aug-16	6	5	1	1
2	100	25-Aug-16	5	2	3	1
3	101	9-Sep-16	3	1	2	2
4	102	27-Sep-16	4	2	2	1
5	103	20-Oct-16	3	0	3	1
6	104	1-Nov-16	3	1	2	2
7	105	24-Nov-16	5	1	4	4
8	106	14-Dec-16	4	1	3	1
9	107	15-Dec-16	3	1	2	2
10	108	30-Dec-16	4	1	3	3
11	109	20-Jan-17	5	5	0	0
12	110	31-Jan-17	1	0	1	1
13	111	28-Feb-17	7	5	2	2
14	112	20-Mar-17	5	2	3	3
15	113	24-Mar-17	6	5	1	1
16	114	11-Apr-17	7	3	4	3
17	115	28-Apr-17	3	2	1	1
18	116	12-May-17	4	3	1	1
19	117	22-May-17	4	1	3	3
20	118	12-Jun-17	7	0	7	4
21	119	29-Jun-17	4	2	2	2
TOTAL			93	43	50	39

**ANNEX C:
SUMMARY OF
20 PROJECTS
MONITORED BY
DGM&E 2016-17**

Sr. No.	G S No.	Name of Project Monitored	Total Cost (Million)
1	4773	CONSTRUCTION OF ADDITIONAL CLASS ROOMS AND REPAIR IN GOVT. DEGREE COLLEGE FOR WOMEN AT FORTABBAS, DISTRICT BAHAWALNAGAR	26.4
2	1059	ESTABLISHMENT OF GOVT. GENERAL HOSPITAL AT CHAK NO.224/RB, FAISALABAD	1642.28
3	4134	CONSTRUCTION OF DISTRICT JAIL NAROWAL	1055.19
4	1055	UP-GRADATION OF GOVT. GENERAL HOSPITAL (FROM 50 BEDDED TO 250 BED) SAMANABAD DISTRICT FAISALABAD	722.68
5	921	PROVISION OF MISSING SPECIALITIES FOR UPGRADATION OF DHQ HOSPITAL TO TEACHING HOSPITAL, SAHIWAL	1492.83
6	806	UP-GRADATION OF THQ HOSPITAL HASILPUR FROM 40-BEDDED TO 80- BEDDED HOSPITAL	220.47
7	1044	ESTABLISHMENT OF NEW BASIC HEALTH UNIT AT CHAK NO. 59/DB, TEHSIL YAZMAN, DISTRICT - BAHAWALPUR	49.34
8	1045	ESTABLISHMENT OF NEW BASIC HEALTH UNIT AT CHAK NO. 24/BC, TEHSIL & DISTRICT BAHAWALPUR	54.26
9	4773	IMPROVEMENT OF RESIDENCES OF ABAD COLONIES OFFICE COMPLEX MURREE ROAD RAWALPINDI	53.78
10	925	EXPANSION OF C.P.E INSTITUTE OF CARDIOLOGY MULTAN (CONSTRUCTION OF NEW OPD AND INPATIENT BLOCK)	2007.14
11	4205	CONSTRUCTION OF JUDICIAL COMPLEX, WAZIRABAD	365.27
12	4206	CONSTRUCTION OF JUDICIAL COMPLEX	285.27
13	1249	CONSTRUCTION OF WATER SUPPLY SYSTEM GUJRAT	590
14	4569	POVERTY ALLEVIATION OF POOR WOMEN THROUGH PROVISION OF HEIFER & SHEEP/GOAT IN PUNJAB	2160
15	4474	ESTABLISHMENT OF MUHAMMAD NAWAZ SHAREEF UNIVERSITY OF AGRICULTURE, MULTAN (PHASE II)	1450.1
16	848	LAYING OF ASTROTURF IN SHEHNAZ SHEIKH HOCKEY GROUND AT MUSLIM HIGH SCHOOL SAIDPUR ROAD RAWALPINDI	154.18

Sr. No.	GS No.	Name of Project	Total Cost (Million)
17	2507	IMPROVEMENT OF JHAL KHANUANA CHOWK, FAISLABAD	2292.85
18	3359	CONSTRUCTION OF HIGH LEVEL BRIDGE OVER RIVER JHELUM AT LANGARWALA PATTAN TO SAHIWAL IN SARGODHA AND KHUSHAB DISTRICT	2350.41
19	NA	KHADM-E-PUNJAB BAHRIA MODEL SCHOOL & COLLEGE GWADAR	170.00
20	NA	INDEPENDENT MONITORING REPORT TO TOBA MOBILE SCHOOL PROJECT IN CHOLISTAN, DISTRICT BAHAWALNAGAR	4.212
Total Cost			17146.66

**ANNEX D:
HUMAN RESOURCE
STATUS OF DGM&E,
2016-17**

Sr. No.	Designation with BPS	Name	No. of Sanctioned Posts	Filled	Vacant
1	Director General (M&E, BS-20)	Dr. Zahir Shah	1	0	1
2	Director Coordination (BS-19)	Mohammad Asad Khan	1	1	0
3	Director Project Management (BS-18)	Hafiz Waheed-Ul-Hassan	1	1	0
4	Senior Specialist (R&D) (BS-18)	Mr. Ghazanfar Mubin	1	1	0
5	Project Manager (BS-17)	Mr. Fahad Ahmed	3	3	0
6	Project Manager (BS-17)	Mr. Muhammad Salman			
7	Project Manager (BS-17)	Mr. Masood Ahmed			
8	Evaluation Specialist (BS-17)	Ms. Amina Abrar	1	1	0
9	Research Analyst (BS-17)	Mr. Ali Amjad Dogar	5	1	4
10	Research Analyst (BS-17)	Vacant			
11	Research Analyst (BS-17)	Vacant			
12	Research Analyst (BS-17)	Vacant			
13	Research Analyst (BS-17)	Vacant			
14	Accounts Officer (BS-17)	Mr. Ihsan Ahmed	1	1	0
15	System Administrator (BS-17)	Mr. Muhammad Azhar Iqbal	1	1	0
16	Assistant Project Manager (BS-17)	Ms. Fatima Zia	2	2	0
17		Mr. Ahmed Asadullah	1	0	1
18	BPR Specialist (BS-17)	Vacant			
19	ICT Specialist (BS-17)	Mr. Qumer Mumtaz	1	1	0

Sr. No.	Designation with BPS	Name	No. of Sanctioned Posts	Filled	Vacant
20	Accounts Assistant(BS - 16)	Mr. Abdul Wahid	4	4	0
21	Admin. Assistant (BS-16)	Ms. Naheed Akhtar	3	2	1
22	Personal Assistant (BS-16)	Ms. Anjum Muzafar			
23	Personal Assistant (BS-16)	Ms. Sahar Khan			
24	Data Entry Operator (BS-12)	Mr. Muhammad Asif			
25	Driver (BS-04)	Mr. Umer Hayat	9	9	0
26	Driver (BS-04)	Mr. Abdul Hafeez	4	4	0
27	Driver (BS-04)	Mr. Salman Akhtar			
28	Driver (BS-04)	Mr. Naseer Ahmed			
29	Driver (BS-04)	Mr. Zakir Hussain			
30	Driver (BS-04)	Mr. Farhan Butt			
31	Driver (BS-04)	Mr. Shafique Alam			
32	Driver (BS-04)	Mr. Muhammad Jamil			
33	Driver (BS-04)	Mr. Javed Akhter	2	2	0
34	Naib Qasid (BS-01)	Mr. M. Iftikhar			
35	Naib Qasid (BS-01)	Mr. Zahid Latif			
36	Naib Qasid (BS-01)	Mr. Aamir Shahzad			
37	Naib Qasid (BS-01)	Mr M. Tahir	1	1	0
38	Chowkidar (BS-01)	Mr. Shahid Ali Khan			
39	Chowkidar (BS-01)	Mr. Abdur Rehman			
40	Sanitary Worker (BS-01)	Mr. Asim	1	1	0
	Total		42	35	7

**ANNEX E:
CAPACITY
BUILDING STAFF
OF DGM&E, 2016-17**

Sr. No	Job Title	Name	No. of Sanctioned Posts	No. of filled Posts	No. of Vacant Posts
1	Director Evaluation (BS-19)	Vacant	1	0	1
2	Senior Specialist Energy (BS-18)	Vacant	1	0	1
3	Senior Financial Specialist (BS-18)	Vacant	1	0	1
4	Urban Planning & Transportation specialist (BS-17)	Ms. Simab Ashraf	1	1	0
5	Forest, Agriculture & Livestock Specialist (BS-17)	Mr. Muhammad Sadiq Munawar	1	1	0
6	Health Specialist (BS-17)	Mr. Yasar Maqbool	1	1	0
7	Industry & Environment Specialist (BS-17)	Ms. Aroos Munir	1	1	0
8	Procurement Specialist (BS-17)	Vacant	1	0	1
9	Finance, Accounts & Audit Analyst (BS-17)	Vacant	1	0	1
10	Research Associates (Lumpsum Package)	Mr. Muhammad Usman	5	5	0
11		Ms. Sarah Mastoor			
12		Mr. Salman Khalid			
13		Mr. Muhammad Azeem			
14		Ms. Wajeeha Javed			

Sr. No	Name	Job Title	No. of Sanctioned Posts	No. of filled Posts	No. of Vacant Posts
15	Audit & Accounts Assistant (BS -14)	Mr. Farhan Kamal	1	1	0
16	M&E Assistant (BS-12)	Mr. Muhammad Kashif	5	5	0
17		Mr. Muhammad Amir Ayub			
18		Mr. Abdul Basit			
19		Mr. Muhammad Ismail			
20		Mr. Muhammad Kashif Babar			
21	Caretaker (BS-12)	Mr. Muhammad Javed	1	1	0
22	Junior Clerk (BS-07)	Mr. Muhammad Saleem	1	1	0
23	Electrician (BS-05)	Mr. Ghulam Umer	1	1	0
24	Dispatch Rider (BS-04)	Mr. Muhammad Aslam	1	1	0
25	Driver (BS-04)	Mr. Muhammad Shahbaz	6	6	0
26		Mr. Kunwer Kifayat			
27		Mr. Ali Raza			
28		Mr. Waqar Ahmed			
29		Mr. Asif Ali			
30		Mr. Muhammad Sohail Yousaf			

Sr. No	Name	Job Title	No. of Sanctioned Posts	No. of filled Posts	No. of Vacant Posts
31	Field Attendent (BS-01)	Mr. Muhammad Shakeel	5	2	3
32		Mr. Sajid Masih			
33		Mr. Hamid Raza			
34	Office Boy	Mr. Usman Saleem	6	5	1
35		Mr. Ghulam Saqlain			
36		Mr. Shah Jahan			
37		Mr. Ashfaq Mushtaq			
38		Mr. Waseem Sarwar			
39		Mr. Muhammad Nouman Azam			
Total			41	32	9

**Director General of Monitoring and Evaluation, Planning and Development
Department, Govt. of Punjab
(February, 2018)**

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