



**CONSULTATIVE SESSION WITH KEY STAKEHOLDERS
FOR STRENGTHENING OF MONITORING & EVALUATION
(M&E) SYSTEM OF PUNJAB**



20th April, 2017

**AUDITORIUM, P&D COMPLEX, CIVIL SECRETARIAT,
LAHORE**

**A JOINT EVENT ORGANISED BY THE DIRECTORATE GENERAL
MONITORING & EVALUATION, PLANNING & DEVELOPMENT
DEPARTMENT, PUNJAB, PAKISTAN**

ABBREVIATIONS

ADB	Asian Development Bank
ADP	Annual Development Programme
ADU	Agriculture Delivery Unit
AKDN	Agha Khan Development Network
AKF	Agha Khan Foundation
AKRSP	Agha Khan Rural Support Programme
C&W	Communication & Works Department
CM	Chief Minister
CoE	Community of Evaluators
DFID	Department for International Development
DGM&E	Directorate General Monitoring & Evaluation
HEC	Higher Education Commission
HRDN	Human Resource Development Network
IFPRI	International Fund for Poverty Alleviation
IGOs	Intergovernmental Organization
KPRRP	Khadme Punjab Rural Roads Programme
LUMS	Lahore University for Management Sciences
M&E	Monitoring & Evaluation
MOM	Minutes of Meeting
NGOs	Non-Governmental Organization
ODP	Other Development Programmes
P&DD	Planning & Development Department
PCGIP	Punjab Cities Governance Improvement Programme
PCM	Project Cost Management
PM&EA	Punjab Monitoring and Evaluation Authority
PMU	Project Management Unit
PPAF	Pakistan Poverty Alleviation Fund
PPRA	Public Procurement Regulatory Authority
PSM	Project Scope Management
PTM	Project Time Management

S&GAD	Services & General Administration
SDPI	Sustainable Development Policy Institute
TPV	Third Party Validation
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
UNO	United Nation Organization
UNWFP	United Nations World Food Programme
USAID	United States Agency for International Development
UU	Urban Unit

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EXECUTIVE SUMMARY

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 and Evaluation Authority (PM&EA).

This event was organized on the direction of honourable Chairman, P&D Board with reference to (MOM) Minutes of Meeting dated March 13, 2017. The session contributed to answer the key questions with multisector stakeholders with a special focus on the key questions in M&E and their role in strengthening of M&E system of Punjab. The event was successful in advocating and promoting the monitoring and evaluation in policy making on national and provincial level and for revamping M&E system for public sector development projects (ADP / ODP) of 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 requires the strengthening of the overall Directorate General M&E Department.

To strengthen the monitoring and evaluation system of Punjab, DGM&E and UNICEF Pakistan collaborated to successfully organize a consultative event ***“Consultative Session with Key Stakeholders for Strengthening of Directorate General M&E, P&D Department”*** On start of event, Director General Monitoring & Evaluation DG (M&E) briefed the house about overall existing structure of Directorate General of Monitoring & Evaluation DGM&E. The worthy Chairman, P&D Board and Secretary P&D Board appreciated the timely effort of DGM&E to conduct this session with the key stakeholders in a very limited time and concluded that the transformation of DGM&E into an independent PM&EA is crucial need of the hour. After that Focus Group Discussion (FDG) was held to discuss the key question for the improvement in M&E system. The group of participants was guided by a moderator (or group facilitator).

The key findings of FGD were to ensure that the advisory group of PMEA should work independently without influence of any kind and follow ups of the decisions of the meeting should be made to check whether the decision are being implemented by the relevant departments or not

INTRODUCTION

Directorate General Monitoring & Evaluation (DGM&E) is an attached department of Planning & Development Department, Government of the Punjab whose core responsibility is to monitor and evaluate the ongoing and completed public sector development projects. In November 2003, Project Management Unit (PMU) was established under the administrative control of S&GAD in order to implement a management system which will ensure timely, on-specification, and within budget completion of major Infrastructure public sector development projects in the Province. 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 2007. It includes 19 gazetted and 20 non-gazetted posts. The main objective 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.

With the subsequent years of implementing M&E activities across the Province, 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 was therefore, planned that DGM&E will be transformed to PM&E Authority with 1% budget from each ADP project and additional revenue generation on sustainable basis by conducting TPV / Evaluation of Development Projects of other provinces, Banks, Donors etc. The need felt for establishment of PM&EA is as below;

- To strengthen M&E system to increase the coverage and efficiency of Monitoring, Evaluation, Project Management and TPV of ADP / ODP projects.
- To increase coverage of M&E in development projects, focussing on monitoring and outsourced output, outcome and impact evaluations.
- To establish system for third party monitoring, evaluation and assessment of donor funded projects, other development programmes (ODP)
- To make M&E system of the province more independent, autonomous and self-sustainable.
- To improve transparency, accountability and good governance in development sector of Punjab.
- Capacity building of Government departments.

- To promote evidence based policy / decision making in the province by focussing on learning from results of M&E, leading & promoting capacity development to help ensure quality control in the projects.
- Possible sources of revenue generation by using developed expertise and excellence in monitoring and/or evaluations of donor funded projects, WB/ADB projects, and development.

The Consultative Session with Key Stakeholders for Strengthening of Directorate General M&E, P&D Department was held in Auditorium of P&D Department, Lahore.

OBJECTIVES OF CONSULTATIVE SESSION

The core objectives of this consultative session are as below:

- Reviewing the existing models for Monitoring and Evaluation of development projects and other partnership initiatives of similar scale.
- Joint reviewed key challenges for Monitoring and Evaluation of development projects, past achievements, one work and other handicaps for M&E of ADP / ODP Projects.
- Recommendations towards establishment of Punjab Monitoring and Evaluation Authority (PM&EA) for strengthening M&E system for public sector development projects (ADP / ODP) of Punjab.

DETAILS OF STAKE HOLDERS PARTICIPATED IN CONSULTATIVE SESSION

The M&E experts from following organizations were invited for consultative session arranged for strengthening of M&E System of Punjab.

Sr. No.	ORGANIZATIONS NAME
1.	(ADU) Agriculture Delivery Unit
2.	(AKDN) Agha Khan Development Network
3.	(C&W) Communication & Works Department
4.	(AKRSP) Agha Khan Rural Support Programme
5.	(HRDN) Human Resource Development Network
6.	(IFPRI) International Fund for Poverty Alleviation
7.	(CoE) Community of Evaluators
8.	(LUMS) Lahore University for Management Sciences

Sr. No.	ORGANIZATIONS NAME
9.	(ADB) Asian Development Bank
10.	World Bank
11.	(P&DD) Planning & Development Department
12.	(PPAF) Pakistan Poverty Alleviation Fund
13.	(SDPI) Sustainable Development Policy Institute
14.	Civil Secretariat
15.	UN Women
16.	(UNDP) United Nations Development Programme
17.	(UNICEF) United Nations International Children's Emergency Fund
18.	(UNWFP) United Nations World Food Programme
19.	(USAID) Provincial mission of Punjab
20.	(USAID Pakistan) Agriculture Department Faisalabad

All the above mentioned organization were invited through proper channel for the participation in the consultative session and all of them were eagerly willing to participate and they acknowledged the invitation but due to limited time and other work related assignments the following organization actively participated in the Session.

LIST OF PARTICIPATED ORGANIZATIONS

1. USAID (UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT)

The United States Agency for International Development (USAID) is the United States Government agency which is primarily responsible for administering civilian foreign aid.

The primary focus of the U.S. civilian-assistance program is to develop a stable, secure and tolerant Pakistan with a vibrant economy. Working with other U.S. agencies, as well as donors and international development partners, USAID has focused its program over the last year on five areas essential to Pakistan's stability and long-term development and reflective of Pakistani priorities: energy, economic growth, stabilization, education and health.

USAID's mission is to advance broad-based economic growth, democracy and human progress in developing countries. To do so, it partners with developing nations around the World and other actors, making innovative use of science, technology and human capital to bring the most profound results to the greatest number of people. The representative of USAID (Provincial Mission to Punjab) was Mr. Kamran Niazi.

2. SDPI (SUSTAINABLE DEVELOPMENT POLICY INSTITUTE)

An independent non-profit organization to serve as a source of expertise for policy analysis and development, policy intervention, and policy and program advisory services. In Pakistan Mr. Mohsin Research Associate participated in the consultative session.

3. UNICEF (UNITED NATIONS INTERNATIONAL CHILDREN'S EMERGENCY FUND)

The United Nations international Children's Fund is a United Nations programme headquartered in New York City that provides humanitarian and developmental assistance to children and mothers in developing countries. Miss Mussarat Yousaf was nominated from UNICEF to participate in the session.

4. IFPRI (INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE)

The International Food Policy Research Institute (IFPRI) is an international agricultural research center founded in the early 1970s to improve the understanding of national agricultural and food policies to promote the adoption of innovations in agricultural technology. The participant from IFPRI was Mr. Najeeb-ul-lah, M&E Associate.

5. UN (UNITED NATION) WOMEN

UN Women is the global champion for gender equality, working to develop and uphold standards and create an environment in which every woman and girl can exercise her human rights and live up to her full potential. The organization advocates for decision-makers from all walks of life, and provide leadership role in the effort to achieve gender equality. The following persons participated from UN WOMEN:

1. Ms. Faria Salman
(Head of communication, Strategic Management & Partnership Unit
Islamabad)
2. Ms. Hooria
(Programme officer Punjab, women economic empowerment)

6. HRDN (HUMAN RESOURCE DEVELOPMENT NETWORK)

The Human Resource Development Network (HRDN) was conceived by Human Resource Development (HRD) professionals, as a platform to strengthen individual and institutional competencies by facilitating development and evidence based policy advocacy to promote sustainable development. Mr. Babar Ali Malik (M&E Advisor) was nominated from the HRDN.

7. UNWFP (UNITED NATION WORLD FOOD PROGRAMME)

United Nations World Food Programme, provides food aid to support economic and social development to meet emergency food needs and promotes world food security in accordance with the recommendations of the United Nations and FAO. Mr. Salman Yaqoub, participated from UNWFP.

8. AKDN (AGA KHAN DEVELOPMENT NETWORK)

The AKDN has been active in the United Kingdom since the *Aga Khan Foundation* (UK) was established in 1973. The Aga Khan Foundation (AKF) has been implementing innovative, community-driven solutions to development challenges for more than 50 years. It focusses on a small number of specific development problems by forming intellectual and financial partnerships with organisations sharing its objectives. With a small staff, a host of cooperating agencies and thousands of volunteers, the Foundation reaches out to vulnerable populations, irrespective of their race, religion, ethnicity or gender. Mr. Saad (Manager M&ER) AKDN provided his technical views for the session.

9. AGRICULTURE DELIVERY UNIT (ADU) (DEPARTMENT OF AGRICULTURE PUNJAB)

Agriculture department government of the Punjab has established an agriculture Delivery Unit (ADU) comprising of a body of competitive individuals who are working with Agriculture department on multi-dimensional lines e.g. policy analysis, identifying issues and challenges of agriculture sector and also work as quick response unit on emergency issues. Mr. Raza Khan, M&E advisor participated in consultative session.

10. U.S.PAKISTAN CENTER FOR ADVANCE STUDIES IN AGRICULTURE AND FOOD SECURITY

The centre greatly support Pakistan economic development by strengthening UAF in crucially important areas. It aims to establish the governance structure, improve curriculum, teaching

practices and upgrade the graduate projects in research. The following persons from USAID attended the consultative session.

1. M. Rana Nazir (Director M&E)
2. Mr. Usman Ali (M&R Officer)
3. Dr. Junaid Akhtar (M&E Specialist)

REMARKS OF CHAIRMAN P&D BOARD

The Consultative Session with Key Stakeholders for Strengthening of Directorate General M&E, P&D Department was held under the chairmanship of Chairman P&D Board Mr. Jehanzaib Khan. In his opening remarks, he warmly welcomed all participants from different organizations for their valuable contribution of time and for the session. He emphasized on the importance of role of Monitoring & Evaluation of Public sector development Projects. He stated that Monitoring and Evaluation is key for bringing effectiveness and efficiency to development project. Moreover, he pointed out the unsatisfactory results on the performance of completed development projects is due to lack of internal M&E systems by the respective departments. Hence, there is a direct need of an independent and un-biased M&E system which would oversee the external M&E of development projects for clear understanding among the stakeholders about the potential impact of the development projects. He added that though Technical departments have more specific expertise in their respective sectors, however, the external M&E can strengthen their Project Management practices. Moreover, he appreciated the timely effort of DGM&E to conduct this session with the key stakeholders in a very limited time. He concluded that transformation of DGM&E into an independent PM&EA is crucial need of the time and he highly supported the concept for strengthening of M&E system of Punjab and opened the house for the discussion.



PRESENTATION OF DIRECTOR GENERAL (DGME) ON EXISTING M&E MODEL OF PUNJAB

Director General (M&E) appreciated the contribution of time and efforts to all experts from the organizations for the consultative session and briefly presented the existing model of M&E of Punjab. He stated that Project Management Unit (PMU) was established in November 2003, under the administrative control of S&GAD in order to implement major infrastructure public sector development projects in the Province within planned time, specification, and budget.



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 2007 and holds 19 professionals. DGM&E further briefed the house about the achievements of the department and shared that a standard mechanism for evaluation was developed in 2012 and the Monitoring & Evaluation Policy of the province is in progress. He added that Output, Outcome and Impact Evaluations of 450 projects having budgeted cost of approximately Rs. 200.00 Billion was completed and Launch of DGM&E website as a Knowledge Portal for research scholars, line departments and public, where all monitoring and evaluation reports have been uploaded. Monitoring & Evaluation reports have been downloaded more than 800,000 times from DGM&E website by the professionals, academicians, policy makers and public. Additionally, capacity building of Government Departments in the field of M&E (trained professional of various department including Forest & Livestock, Agriculture etc.) was completed. Furthermore, Third Party Validation (TPV) of the ADB/ World Bank funded/ Italian Debt Swap mega projects such as PCGIP, KPRRP (Phase-I, II and III), Flood/Rain Rehabilitation Works (2014) was undertaken. The directorate also conducted impact studies, Training Need & Gap Analysis of Govt. Departments and made amendments in PPRA rules 2014 for pre-qualification of consulting firms. Furthermore, Ten (10) research papers were published in HEC recognized journals during last 4 years. He added that more than 20 special assignments were conducted on the direction of Chief Minister and Chairman P&D board. Further, Meta Assessment of 300 Evaluated Projects (2011-15) and Yearly pre-qualification of consulting firms in 30 selected areas was successfully completed.

He concluded his presentation by dividing the participants into three focus discussion groups and sharing the questions for the consultative session to explore different dimensions for M&E system of Punjab.

FOCUS GROUP DISCUSSION

Focus Group Discussion was organized at consultative session and was a good way to cluster people from similar backgrounds or experiences to discuss a specific topic of interest. All the participants were divided into three groups. The group of participants was guided by a moderator (or group facilitator) who introduced topics specifically designed for discussion of each group and helps the group to participate in a lively and natural discussion amongst themselves. Each focus group was given half an hour for discussion on the questions provided. The group selected a team leader for presentation of their findings after the discussion, the team leader presented the group findings & questions from participants were also included for meaning full results of M&E system.

The detailed deliberation on the key questions is discussed below.

GROUP 1

The following were the participants of group 1.

Sr. No	Name of Persons	Organizations
1.	Mr. Najeeb Ullah	International Fund for Poverty Alleviation
2.	Mr. Abdul Razzaq	Urban Unit
3.	Dr. Muhammad Junaid	United States Agency for International Development
4.	Ms. Mussarat	United Nations International Children's Emergency Fund
5.	Mr. Asad Khan	Directorate General Monitoring & Evaluation
6.	Mr. Hafiz Waheed-ul-Hassan	Directorate General Monitoring & Evaluation
7.	Ms. Faria Salman	UN Women
8.	Dr. Irfan-ul-lah	P&D Department

The questions for the discussion given to Group 1 is mentioned below.

Do you think, transforming Directorate General of Monitoring and Evaluation into Punjab Monitoring & Evaluation Authority will address the instant issues and strengthen M&E system of Punjab? What should be broader structure? Development portfolio consists of about 5000 Development Schemes of various costs brackets from Rs.10 million to Rs.10 billion with a spread in all over Punjab. How to monitor these projects efficiently and effectively? Is IT based solution a possible remedy?



In response to this question, the group members recommended IT based solutions with some improvements in the current M&E system to ensure desired results. They suggested to incorporate Project Management software's tools (Oracle ERP system) which are being used for planning and monitoring in corporate sector at large scale to deliver project milestones within stipulated time period and budget as per agreed quality standards. They further elaborated that the current system is inefficient in forecasting of project budget and time. So far, Punjab Govt. is monitoring projects on IRIS Punjab web portal which gives a true picture about the progress of work but it seems unable in controlling other project knowledge areas which are crucial for successful project management such as Project Cost Management (PCM), Project Time Management (PTM), and Project Scope Management (PSM) etc. Therefore, it was recommended by the focus group that Oracle based ERP solution should be applied in conjunction with the existing management practices of Punjab Government to overcome the deficiencies.

International exposure of M&E staff is necessary at junior & senior levels, to bring the capacities of DGM&E staff at par with international level. Local Trainings, International Trainings, Exchange of HR or any other arrangement? What do you recommend in this regard?

The group shared that the financial resources will be required for international exposure of M&E staff. Capacity building at regular intervals is extremely necessary for all junior & senior level M&E staff to bring the capacities of DGM&E staff at par with international level. In this

regard, the group members recommended, skill based local trainings, customized international trainings, and exchange of M&E professionals with international development organizations and sponsoring scholarship and fellowship opportunities through the authority and donor agencies to update the professional expertise of the M&E staff.



No Baseline Studies of mega projects are conducted without which it is hard to capture real impact. What do you suggest to the Govt. in this regard?

The focus group shared that the unavailability of data is an emerging problem for development sector and they proposed PME&A will play an advisory role at provincial level for M&E of public sector development projects. It will provide guidelines for strengthening departmental project management practices and devise mechanism for effective and efficient monitoring systems. It will also develop Statistical index model as a criteria for evaluation of different schemes at different geographic locations in the Province. Thus, the contribution of an independent M&E authority at the Provincial level can play a vital role in efficiency of the projects which will ultimately save time & huge sum of financial resources by maximizing productivity. Therefore, the group believed that the strengthening of M&E will be an important step towards capturing real impact of the public sector development projects.

Any other proposal for improving the existing M&E system of Punjab.

Along with trainings and development of M&E personal, there is a need to develop incentive based performance appraisal system to filter competent human resource from the lazy bluffers. For this, HR cell shall be established with the department to manage such tasks.

GROUP 2

The following were the participants of group 2.

Sr. No	Name of Persons	Organizations
1.	Mr. Mohsin Ali	Sustainable Development Policy Institute
2.	Ms. Hooria	UN Women
3.	Mr. Raza Khan	Agriculture Department Lahore
4.	Mr. Rehana Afzal	PSPA (Punjab Social protection Authority)
5.	Ghazanfar Mubin	DGM&E, P&D BOARD.
6.	Waqar ul Hasan	DGM&E, P&D BOARD.

The questions for the discussion given to Group 2 are mentioned below.

Total annual budget of DGM&E is Rs. 30 million (all inclusive, besides some project specific findings). However, a good quality TPV or Impact Evaluation of medium scale project demands Rs. 30 million. How to enhance revenue / financial base to make M&E system self-sustainable? Deduction of 1% from each major development project for M&E. Is it a wise solution to make M&E system of Punjab self-sustainable and reliable?



There was a clear consensus of all the group members in the consultative session that there must be a self-sustainable and reliable M&E system which could prevail over the entire Province for the efficacious monitoring and evaluation against all the major development projects. In addition, the learned members of the group suggested that DGM& E should be budgeted through ADP to the reasonable extent of 5 % budget instead of relying upon 1% deduction from the major projects.

About 1000 projects are completed by different departments every year. However, PC-IVs (Project Completion Reports) of around 100 projects are submitted by departments as they don't want to be either monitored / evaluated. How to evaluate these projects to improve evidence based planning and policy making?

The group shared that as far as the (PC-IV) Project Completion Reports are not duly submitted by the concerned departments and as they remain reluctant of being monitored and evaluated, it was a unanimous decision of all the participants that the DGM&E should be provided a policy cover to monitor and evaluate with having ample powers and authority which could be exercised properly to evaluate the process of all the projects.

Most of the Government departments do not have proper internal monitoring system and even where it exists, it is not working properly. There is a tendency to ignore monitoring by line departments which results in even failure of projects at a later stage. How to improve internal monitoring systems of line departments and create linkages with DGM&E?

In response to the question, the group discussed, the problem that Government departments are not having proper internal monitoring system and it was emphasized that (ICT) based M&E system should be established and all the development projects should be linked with DGM&E (ICT) based system. All the progress and financial reports of all the developing projects should be congregated by such (ICT) based M&E system.

Any other proposal for improving the existing M&E system of Punjab?

The focus group also suggested that multiple proposals were enunciated for improving the existing M&E system e.g., i) Establishment of the Advisory Board, having the stakeholders from different fields such as (academia, infrastructure, and other departments). ii) For strengthening the authority of the DGM&E, there must be a capacity building training and advocacy campaigns. iii) There should be a standard reporting system against all the projects. iv) Donor led projects should be monitored and evaluated by DGM&E.

GROUP 3

The following were the participants of group 3.

Sr. No	Name of Persons	Organizations
1.	Muhammad Usman Ali	U.S Pakistan Centre
2.	Muhammad Nazir	UAF, Faisalabad
3.	Babar Ali Malik	Human Resource Development Network
4.	Omair Sadiq	DGME, P&D BOARD
5.	Mr. Kamran	United States Agency for International Development
6.	Amna Ibrar	DGME, P&D BOARD

The questions for the discussion given to Group 3 is mentioned below.

Pervious feedback on internal monitoring & evaluations is not that good. Whether to strengthen departments' internal capacity / systems or DGM&E to be strengthened for neutral / monitoring and evaluation. If yes, then at what level it is required to switch in (implementation, milestones, completion or post completion stage of projects)?



In response to this question, the group member's consensus was to strengthen external monitoring system in the Province. For this DGM&E office should be extended at grass root level to monitor the development activities of the Province. The group further started that a framework of M&E should be revisited and strengthen on modern lines as practiced in renowned international organizations e.g. World Bank, Asian Development Bank, USAID, UNICEF etc. and performance indicators should be well defined (smart indicators) furthermore, Participatory monitoring system (spot check by DGM&E) and database should be available at all level to support M&E activities.

All evaluation reports are discussed in Evaluation Committee Meetings having representatives of Finance Department, Administrative Department, Executing Agencies Project Directors, Planning & Development and DGM&E. DGM&E has no legitimate powers to execute / implement the decisions taken in the meetings of ECM (Evaluation Committee Meeting). Sometime departments don't take this forum seriously and even don't participate. How to solve this problem?

It was agreed that the profile of the forum should be enhanced by including higher management inclusive focus of Chairman P&D Board in the meetings and follow ups of the decisions of the meeting should be made to check whether the decision are being implemented by the relevant departments or not.

Do we need an Advisory forum for DGM&E? If yes, what level / kind of experts we require to make them part of Advisory Board.

The group members' agreed unanimously that advisory group should be formed which included members of international organizations e.g. World Bank (Independent Evaluation Group), USAID, World Development Organization, ADB, United Nation Organization etc.

they further recommended that involvement of corporate sector and the advisory group should be working independently without influence of any kind.

How to improve linkages and coordination with M&E organizations, consortium and institution located worldwide in donor agencies, banks, academia etc.?

In response to the query, the group suggested to develop linkages with international M&E organizations. They further shared that DGM&E needs to collaborate and coordinate through trainings of staff, cultural exchange programmes and technical sessions etc. Furthermore, they also advised to conduct consultative sessions with NGOs, IGOs and UN special Agencies on monthly and bi-annually basis to improve the working of the department.

Any other proposal for improving the existing M&E system of Punjab.

The focus group recommended that the DGM&E should be strengthened with inclusive of cluster of specialists from different sectors.

They also suggested cross breeding of ideas & background M&E staff through linkages with foreign organizations & development partners qualified criteria of firm based on the results / feedback of M&E should be practiced. They concluded that PM&EA will serve as an important step toward section of qualified firms for effective evaluation of project for deriving impact of the project

CONCLUSIVE REMARKS OF SECRETARY P&D BOARD

After having comments from all other stakeholders, Mr. Iftikhar Ali Sahoo Secretary P&D Department, Govt. of Punjab concluded the consultative session with the comments that evaluation should be outsourced to get the expertise of specific field specialists from private sector for greater depth in the market which can build bridge between private sector and public sector. He believed that Evaluation of projects is highly technical and complicated task because impact seems invisible during implementation of projects. He suggested the office of DG M&E to establish a strong monitoring mechanism to achieve planned benefits of the project. Moreover, PC-I for the strengthening of M&E system of Punjab should be presented in PDWP meeting for the upcoming ADP 2017-18. He believed



that the role of PM&EA will play diversified role through capacity building of other government departments in the field of M&E for better Project Management.

He stated that the Planning and Development Department is eager to strengthen the DGM&E and ensured that there will be no financial constraints in this regard. He added that each year billions of rupees are spent on the execution of development projects and arranging a few millions of budget for M&E of these projects will definitely result in efficiency to overall achievement of objectives. He also appreciated the efforts of DGM&E team for arrangement of high-profile M&E consultative session and concluded that PM&EA should be formulated to achieve successful implementation of M&E systems in Public sector development projects.

FINDINGS AND RECOMMENDATIONS

There is a dire need of an independent and autonomous M&E system which should oversee the external M&E of development projects for clear understanding among the stakeholders about the potential impact of the development projects. The transformation of DGM&E into an independent Punjab Monitoring & Evaluation Authority (PM&EA) is crucial need of the time and all the stakeholders, of consultative session, highly supported the concept for strengthening of M&E system of Punjab.

M&E must be a self-sustainable system which should prevail over the entire Province for the efficacious Monitoring and Evaluation against all the major development projects. To make M&E system financially self-sustainable, 2-3% contribution from development funds of major projects may be diverted for M&E as has been practised in UN agencies and other non-governmental organizations.

To gear-up the progress of development schemes without compromising the quality, it was decided that DGM&E will pay more focus on ‘Monitoring’ of schemes, and ‘Evaluation’ part would be outsourced with strong overseeing of DGM&E.

The DGM&E office to establish a strong monitoring mechanism to achieve planned benefits of the project. Moreover, project for the ‘strengthening and restructuring of DGM&E’ may be placed in ADP 2017-18.

It was discussed and strongly agreed that PC-IV should be submitted by line departments timely to get the schemes evaluated in time. Also deliberated that robust TPV framework is to be prepared and implemented for development projects.

ANNEXURE -A: SESSION SCHEDULE

SESSION PLAN	
09:00-09:15	Registration of the Participants
09:15-09:25	Placement of Participants
09:25-09:30	Recitation from Holy Quran
09:30-09:40	Introduction of Participants
09:40-09:55	Opening remarks by Chairman: Muhammad Jahanzeb Khan, P&D Board, Punjab
09:55-10:50	Presentation on Existing DGM&E Structure, Roles and Responsibilities and Proposed Model PM&EA by Dr. Sajjad Mubin, DGM&E Punjab.
10:50-11:00	Discussion Q&A
11:00-11:45	Consultative Session
11:45-12:00	Presentations by Groups
12:00-12:45	Wrap Up and closing Remarks by Secretary, Mr. Ifthikhar Ali Sahoo, P&D Department, Punjab
12:45-01:45	REFRESHMENT & PRAYER
END OF SESSION	

ANNEXURE -B: LIST OF DEPARTMENTS/ORGANIZATIONS REPRESENTED AT THE SESSION

Sr. No.	ORGANIZATIONS NAME
1.	Agriculture Delivery Unit, Department Of Agriculture Punjab (ADU)
2.	Aga Khan Development Network (AKDN)
3.	Communication & Works Department (C&W)
4.	Directorate General Monitoring & Evaluation (DGM&E)
5.	Human Resource Development Network (HRDN)
6.	International Food Policy Research Institute (IFPRI)
7.	Punjab Social Protection Authority (PSPA)
8.	Planning & Development Department, Civil Secretariat Lahore, Punjab (P&DD)
9.	Sustainable Development Policy Institute (SDPI)
10.	United Nations Women (UN)
11.	United Nations International Children's Emergency Fund (UNICEF)
12.	United Nations World Food Programme (UNWFP)
13.	United States For International Development (USAID)
14.	U.S Pakistan Center For Advance Studies In Agriculture And Food Security Agriculture Department Faisalabad

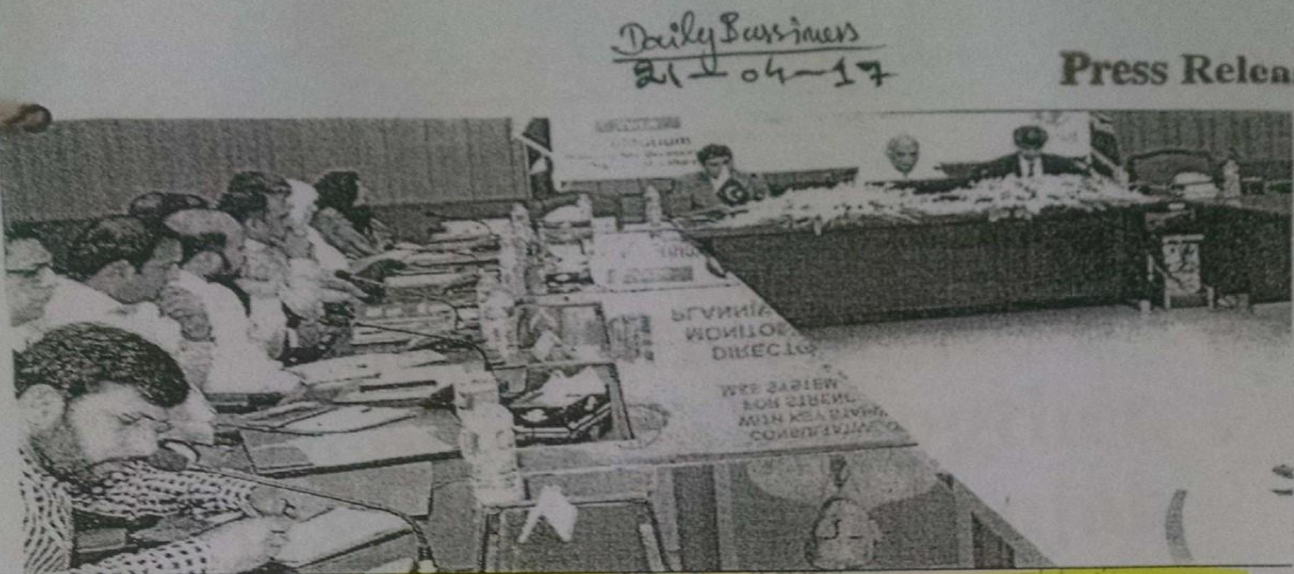
ANNEXURE- C : LIST OF PARTICIPANTS

Sr. No	Name of Participants	Organization
1.	Mr. Jehanzaib Khan	Chairman, P&D Board
2.	Mr. Iftikhar Ali Shoo	Secretary, P&D Department
3.	Dr. Sajjad Mubin	Director General Monitoring & Evaluation, Directorate General M&E, P&DD
4.	Mohammad Asad Khan	Directorate General Monitoring & Evaluation
5.	Hafiz Waheed-ul-Hassan	Directorate General Monitoring & Evaluation P&DD
6.	Mr. Ghazanfar Mubin	Directorate General Monitoring & Evaluation P&DD
7.	Member Education P&D Board	P&D Department, Civil Secretariat Lahore
8.	Member PSD / PPP P&D Board	P&D Department, Civil Secretariat Lahore
9.	Mr. Khalid Mahmood	P&D Department, Civil Secretariat Lahore
10.	Member Social Infrastructure P&D Board	P&D Department, Civil Secretariat Lahore
11.	Mr. Kamran Niazi	USAID (Provincial Mission to Punjab)
12.	Ms. Mussurat Youssuf	UNICEF
13.	Mr. Najeeb-ul-lah (M&EA)	IFPRI (Internal Fund For Poverty Alleviation)
14.	Ms. Faria Salman	UN Women (United Nations)
15.	Ms. Hooria (Focal Person)	UN Women (United Nations)
16.	Mr. Mohsin Research Associate	SDPI (Sustainable Development Policy Institute)
17.	Mr. Babar Ali Malik (M&E Advisor)	HRDN (Human Resource Development Network)
18.	Dr. Muhammad Junaid Usman Akhtar (M&E Specialist)	USAID Pakistan (Agriculture Department Faisalabad)
19.	Mr. Usman Ali (M&R Officer)	USAID Pakistan (Agriculture Department Faisalabad)
20.	Mr. Raza Khan	Agriculture Department Lahore
21.	Mr. Saad	AKDN (Agha Khan Development Network)
22.	Mr. Muhammad Nazir	Agriculture University Faisalabad
23.	Mr. Mian Nabeel	P&D Department, Civil Secretariat Lahore
24.	Dr. Muhammad Amanullah	P&D Department, Civil Secretariat Lahore
25.	Mr. Atif Khursheed	P&D Department, Civil Secretariat Lahore
26.	Mr. Saddique Khan	P&D Department, Civil Secretariat Lahore
27.	Mr. Saleem Masih	P&D Department, Civil Secretariat Lahore
28.	Ms. Salma Yaqoob	UNWFP (United Nations World Food Programme)
29.	Mr. Adnan Alam	P&D Department, Civil Secretariat Lahore
30.	Ms. Farhat Munir	C&W (Communication & Works Department)
31.	Mr. Umar Mahmood	P&D Department, Civil Secretariat Lahore
32.	Ms. Rehana Afzal	PSPA (Punjab Social protection Authority)
33.	Mr. Malik Mohsin	P&D Department, Civil Secretariat Lahore
34.	Dr. Irfan ullah	P&D Department, Civil Secretariat Lahore
35.	Hamza	P&D Department, Civil Secretariat Lahore
36.	Ali Niaz	P&D Department, Civil Secretariat Lahore

37.	Rubina Bano	M&E Specialist, Directorate General Monitoring & Evaluation, P&D Department
38.	Simab Ashraf	U.P.& T. Specialist, Directorate General Monitoring & Evaluation, P&D Department
39.	Gullalye	P&D Department Civil Secretariat Lahore
40.	Sadiq Munawar	Live Stock and Forestry Specialist, Directorate General Monitoring & Evaluation, P&D Department
41.	Ali Dogar	Research Analyst, Directorate General Monitoring & Evaluation, P&D Department
42.	Fahad Ahmed	Project Manager, Directorate General Monitoring & Evaluation, P&D Department
43.	Asad Ullah	Assistant Project Manager, Directorate General Monitoring & Evaluation, P&D Department
44.	Amina Ibrar	Evaluation Specialist, Directorate General Monitoring & Evaluation, P&D Department
45.	Anum Khalid	Project Coordinator, Directorate General Monitoring & Evaluation, P&D Department
46.	Sadia Zafar	Individual Consultant ICT, Directorate General Monitoring & Evaluation, P&D Department
47.	Aroos Munir	Industrial & Environment Specialist, Directorate General Monitoring & Evaluation DGM&E, P&D Department
49.	Abdul Wahid	Assistant Account Officer, Directorate General Monitoring & Evaluation, P&D Department
49.	Hafiz Usman	Research Associate, Directorate General Monitoring & Evaluation, P&D Department
50.	Sarah Mastoor	Research Associate, DGM&E, P&D Department
51.	Wajeeha Javed	Research Associate, Directorate General Monitoring & Evaluation, P&D Department
52.	Umair Anjum	M&E Assistant, Directorate General Monitoring & Evaluation, P&D Department
53.	Salman Khalid	Research Associate, Directorate General Monitoring & Evaluation, P&D Department
54.	M. Azeem	Research Associate, Directorate General Monitoring & Evaluation, P&D Department
55.	Waqar ul Hasan	Individual Consultant Legal, Directorate General Monitoring & Evaluation, P&D Department

ANNEXURE – D: LIST OF MEDIA ORGANIZATIONS

S/NO	MEDIA ORGANIZATIONS
1.	Daily Business
2.	Daily Pakistan Observer
3.	Daily News
4.	Daily Mashriq
5.	Daily Ausaf
6.	Daily (92) News
7.	Daily Jang
8.	Daily Express
9.	Daily Dunya
10.	Daily Pakistan
11.	Daily Nawa-i-waqt
12.	Daily city-42
13.	Daily Samaa



LAHORE: Chairman P&D Jahanzeb Khan, accompanied by Secretary P&D Iftikhar Ali & DGM&E Dr Sajjad Mubin, chairing a consultative session.

Consultative session to strengthen evaluation system

By Our Special Correspondent

LAHORE: The Directorate General Monitoring & Evaluation Planning and Development Punjab organised a consultative session for strengthening the monitoring and evaluation system of Punjab.

Punjab Chairman P&D Muhammad Jahanzeb Khan chaired the consultative session while top echelons of the PPDD, national and international stakeholders including USAID, UN Women, UNICEF, IFPRI, SPDI, HRDN, Agha Khan Foundation and others attended the session.

Opening the session, Chairman Planning and Development Board Jahanzeb Khan strongly endorsed the need for strengthened monitoring and evaluation system for development projects.

He also highlighted that monitoring of projects was of prime importance and even more important that evaluation and must be focused on because existing internal and external moni-

toring system was not performing well. He further elaborated that evaluations of projects must be outsourced.

At the session, Secretary Planning and Development Department Iftikhar Ali Sahoo showed his positive concern on the reform of M&E structure. He appreciated the efforts of Director General M&E for strengthening and revitalising the system for robust M&E that will certainly bring fruitful results in achieving development goals.

He also emphasized to strengthen the internal monitoring of line departments and lower tiers of the Government. Restructuring and strengthening of M&E is also important for achieving SDG goals where the Government gauges its performances which is not possible without efficient and effective M&E, Sahoo added.

The Secretary P&D also suggested that DGM&E should build the capacity of the line departments based on their earned experience and expertise.

Earlier, Dr Sajjad Mubin, the Director General M&E, while presenting highlights of M&E system of Punjab, emphasized that without efficient M&E systems for development projects, it would be very difficult or fairly impossible to transform development funds into targeted results such as poverty alleviation, skill development, health improvement and economic uplift of the communities and the societies.

He said: "We are spending less on M&E as compare to international practices which is in bracket of 3-7percent of project cost".

Recent researches and analysis have shown that every single penny spent on M&E is well spent due to the benefits it yields to the general public while optimizing economic return over investment. All the invited national / international stakeholders showed their active participation in the group activity conducted by the Directorate in joint efforts with UNICEF, Pakistan.

Consultative session organized to strengthen M&E system of Punjab

RECORDER REPORT

LAHORE: The Directorate General Monitoring & Evaluation, Planning and Development Punjab organized a consultative session for strengthening the Monitoring & Evaluation (M&E) system of Punjab.

Punjab Chairman P&D Muhammad Jahanzeb Khan chaired the consultative session while top echelons of the Planning and Development Department, national and international stakeholders including USAid, UN Women, UNICEF, IFPRI, SPDI, HRDN, Agha Khan Foundation and others attended the session.

While opening the session, Chairman Planning and Development Board Jahanzeb Khan strongly endorsed the need for strengthening Monitoring & Evaluation system for development projects. He also highlighted that monitoring of projects were of prime importance and even more important than evaluation and they must be focused on

because existing internal and external monitoring system is not performing well. He further elaborated that evaluations of projects must be outsourced.

At the session, Iftikhar Ali Sahoo, Secretary Planning and Development Department showed his positive concern on the reform of M&E structure. He appreciated the efforts of Director General M&E for strengthening and revitalizing the system for robust M&E that will certainly bring fruitful results in achieving development goals. He also emphasized to strengthen the internal monitoring of line departments and lower tiers of the Government. Restructuring and strengthening of M&E is also important for achieving SDG goals where the Government gauges its performances which is not possible without efficient and effective M&E, he added. Secretary P&D also suggested that DG M&E should build the capacity of the line departments based on their earned experience and

expertise.

Earlier, Dr. Sajjad M Director General M&E, presenting highlights of M&E system of Punjab, emphasized that without efficient M&E systems for development projects, it would be very difficult or fairly impossible to transform development funds targeted results such as poverty alleviation, skill development, health improvement and economic uplift of the communities and the societies. He stated that "we are spending less on M&E as compared to international practices which is in the bracket of 3-7 percent of project cost". Recent research and analysis have shown that every single penny spent on M&E is well spent due to the benefits it yields to the general public while optimizing economic return over investment. All the invited national/international stakeholders showed their active participation in the group activity conducted by the Directorate in joint efforts with UNICEF, Pakistan.

Consultative session held for strengthening M&E system

STAFF REPORTER

LAHORE

The Directorate General Monitoring & Evaluation, Planning and Development Punjab organized a consultative session for strengthening the Monitoring & Evaluation system of Punjab.

Punjab Chairman P&D Muhammad Jahanzeb Khan chaired the consultative session while top echelons of the Planning and Development Department, national and international stakeholders including USAid, UN Women, UNICEF, IFPRI, SPDI, HRDN, Agha Khan Foundation and others attended the session.

While opening the session, Chairman Planning and Development Board Jahanzeb Khan strongly endorsed the need for strengthened Monitoring & Evaluation system for development projects.

He also highlighted that monitoring of projects was of prime importance and even more important that evaluation and must be focused on because existing internal and external monitoring system was not performing well. He further elaborated that evaluations of projects must be outsourced.

At the session, Iftikhar Ali Sahoo, Secretary Planning and Development Department showed his positive con-

cern on the reform of M&E structure. He appreciated the efforts of Director General M&E for strengthening and revitalizing the system for robust M&E that will certainly bring fruitful results in achieving development goals.

He also emphasized to strengthen the internal monitoring of line departments and lower tiers of the Government. Restructuring and strengthening of M&E is also important for achieving SDG goals where the Government gauges its performances which is not possible without efficient and effective M&E, he added. Secretary P&D also suggested that DGM&E should build the capacity of the line departments based on their earned experience and expertise.

Earlier, Dr. Sajjad Mubin, Director General M&E, while presenting highlights of M&E system of Punjab, emphasized that without efficient M&E systems for development projects, it would be very difficult or fairly impossible to transform development funds into targeted results such as poverty alleviation, skill development, health improvement and economic uplift of the communities and the societies.

He said that "we are spending less on M&E as compare to international practices which is in bracket of 3-7% of project cost".

21-04-17

Call to monitor uplift projects

Press Release

By Our Correspondent

LAHORE

PLANNING and Development Board Chairman Jahanzeb Khan has endorsed the need for strengthening monitoring and evaluation system for development projects.

Speaking at the opening session of the consultative session for strengthening monitoring and evaluation system of Punjab organised by Directorate General Monitoring and Evaluation, Planning and Development Punjab, he said the monitoring of projects was of prime importance.

Top officials of the Planning and Development Department, national and international stakeholders including USAid, UN Women, Unicef, IFPRI, SPDI, HRDN, Agha Khan Foundation and others attended the session.

He said monitoring of projects was of prime importance and external monitoring system was not performing well, adding evaluation of projects must be outsourced.

Iftekhar Ali Sahoo, Secretary Planning and Development Department, showed his positive concern on the reform of M&E structure.

He appreciated the efforts of Director General M&E for strengthening and revitalizing the system for robust M&E that will certainly bring fruitful results in achieving development goals.

He emphasised to strengthen the internal monitoring of line departments and lower tiers of the government. Restructuring and strengthening of M&E is also important for achieving SDG goals where the government gauges its performances which is not possible without efficient and effective M&E, he added. Secretary P&D suggested that DGM&E should build the capacity of the line departments based on their earned experience and expertise.

Earlier, Dr Sajjad Mubin, Director General M&E, in his presentation emphasised that without efficient M&E systems for development projects, it would be very difficult or fairly impossible to transform development funds to targeted results such as poverty alleviation, skill development, health improvement and economic uplift of the communities and the societies.

"We are spending less on M&E compare to international practices which is in bracket of 3-7pc of project cost", he said.

Recent researches and analysis have shown that every single penny spent on M&E is well spent due to the benefits it yields to the general public while optimising economic return over investment.

All the invited national and international stakeholders showed their active participation in the group activity conducted by the directorate in joint efforts with Unicef and Pakistan.



چیرمین بی اینڈ ڈی محمد جہانزیب خان سیکرٹری کے ہمراہ اور ڈی جی عمرانی تھیں بی اینڈ ڈی اسٹیک ہولڈر مضبوط بنانے کیلئے مشاورتی اجلاس کی صدارت کر رہے ہیں

محکمہ پلاننگ کی جانب سے مانیٹرنگ سسٹم مضبوط بنانے کیلئے مشاورتی اجلاس

منصوبوں کی ایویلیویشن کیلئے بیرونی وسائل بروئے کار لانے چاہئیں، اجلاس سے خطاب

لاہور (سٹی رپورٹر) محکمہ پلاننگ اینڈ ڈویلپمنٹ پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک روزہ مشاورتی اجلاس گزشتہ روز محکمہ بی اینڈ ڈی کیپلیس لاہور میں منعقد ہوا۔ اجلاس (باقی صفحہ 7 بقیہ نمبر 3)

بقیہ نمبر	محکمہ پلاننگ	3
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کی صدارت چیرمین پنجاب بی اینڈ ڈی محمد جہانزیب خان نے کی جبکہ صوبائی سیکرٹری بی اینڈ ڈی افتخار علی سہو سمیت ممبران بی اینڈ ڈی بورڈ، ڈائریکٹر جنرل مانیٹرنگ اینڈ ایویلیویشن پنجاب ڈاکٹر سجاد حسین، قومی اور بین الاقوامی اسٹیک ہولڈرز، یو ایس ایڈ، یو این ویسٹن، یو نیسیف، آئی ایف بی آئی، ایس بی ڈی آئی، ایچ آر ڈی این، آغا خان فاؤنڈیشن اور دیگر نے بھرپور شرکت کی۔

ترقیاتی منصوبوں کی مانیٹرنگ سطح پر یقینی بنائی جائے: جہانزیب خان

ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویویشن سسٹم مربوط بنانے کی ضرورت ہے

لاہور (خبر نگار خصوصی) محکمہ پلاننگ اینڈ ڈیولپمنٹ پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویویشن کی جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویویشن سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک روزہ مشاورتی اجلاس گزشتہ روز محکمہ پی این ڈی کیپلیکس میں ہوا۔ اجلاس کی صدارت چیئرمین پنجاب پی این ڈی محمد جہانزیب خان نے کی۔ اجلاس سے خطاب کرتے ہوئے چیئرمین پلاننگ اینڈ ڈیولپمنٹ پنجاب محمد جہانزیب خان نے کہا کہ صوبہ پنجاب میں تمام ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویویشن سسٹم کو مربوط اور مضبوط بنانے کی ضرورت ہے۔ ترقیاتی منصوبوں کی مانیٹرنگ، ایویویشن سے زیادہ ضروری اور اہم ہے۔ اندرونی بیرونی مانیٹرنگ سسٹم پر خصوصی غور و توجہ کی اہم ضرورت ہے۔ انہوں نے مزید کہا کہ منصوبوں کی ایویویشن کیلئے بیرونی وسائل بروئے کار لانے چاہئیں۔



پلاننگ اینڈ ڈیولپمنٹ پنجاب کے چیئرمین جہانزیب خان مشاورتی اجلاس کی صدارت کر رہے ہیں

ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مضبوطی ضروری ہے

ایم اینڈ ای کے ڈھانچے میں بہتری لانے کیلئے مزید ریفارمز کرنی چاہیں: جہانزیب خان، افتخار سہو کا مشاورتی اجلاس سے خطاب

لاہور (کامرس رپورٹر) حکمہ پلاننگ اینڈ ڈویلپمنٹ بین الاقوامی سٹیک ہولڈرز، ووکس، یونیسف، آئی ایف پی آر آئی، ایس پی ڈی آئی، ایچ آر ڈی این، آغا خان فاؤنڈیشن اور دیگر نے شرکت کی۔ م اجلاس سے خطاب کرتے ہوئے محمد جہانزیب خان نے کہا کہ صوبہ پنجاب میں تمام ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مربوطی و مضبوطی کی اہم ضرورت ہے۔ اندرونی و بیرونی مانیٹرنگ سسٹم پر خصوصی غور و توجہ کی اہم ضرورت ہے۔ انہوں نے مزید کہا کہ منصوبوں کی ایویلیویشن کیلئے بیرونی وسائل بروئے کار لانے چاہئیں۔ اجلاس سے خطاب کرتے ہوئے افتخار علی سہو نے کہا کہ ایم اینڈ ای کے ڈھانچے میں بہتری لانے کیلئے مزید ریفارمز کی ضرورت ہے۔ ڈاکٹر سجاد حسین نے اپنے خطاب کے دوران مانیٹرنگ اینڈ ایویلیویشن سسٹم پنجاب پر روشنی ڈالتے ہوئے بتایا کہ مربوط و موثر ایم اینڈ ای سسٹم کے بغیر ترقیاتی فنڈز کو مطلوب نتائج تک نہیں پہنچایا جاسکتا ہے۔

پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک روزہ مشاورتی اجلاس گزشتہ روز حکمہ پی اینڈ ڈی کمپلیکس لاہور میں ہوا۔ اجلاس کی صدارت چیئرمین پنجاب پی اینڈ ڈی محمد جہانزیب خان نے کی جبکہ صوبائی سیکرٹری پی اینڈ ڈی افتخار علی سہو سمیت ممبران ڈاکٹر سجاد حسین، قومی اور

منصوبوں کی مانیٹرنگ ایویلیویشن سے زیادہ ضروری ہے | چیئرمین پی این ڈی

مربوط و موثر ایم اینڈ ای سسٹم کے بغیر ترقیاتی فنڈز کو مطلوب نتائج تک نہیں پہنچایا جاسکتا

لاہور (کنٹاک رپورٹر) چیئرمین پلاننگ اینڈ ڈویلپمنٹ پنجاب محمد جہانزیب خان نے کہا کہ صوبہ میں تمام ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مربوطی و مضبوطی کی اہم ضرورت ہے، ترقیاتی منصوبوں کی مانیٹرنگ، ایویلیویشن سے زیادہ ضروری ہے۔ اندرونی و بیرونی مانیٹرنگ سسٹم پر خصوصی توجہ دی جائے۔ منصوبوں کی ایویلیویشن کیلئے بیرونی وسائل بروئے کار لانے چاہئیں۔ انہوں نے یہ بات مانیٹرنگ اینڈ ایویلیویشن کے مشاورتی اجلاس سے خطاب میں کہی۔ صوبائی سیکرٹری پی این ڈی افتخار علی سہو نے کہا کہ ایم اینڈ ای کے ڈھانچے میں بہتری کیلئے مزید ریفارمز کی ضرورت ہے۔ انہوں نے اس امر پر زور دیا کہ حکومتی لائن اداروں کو اپنے مابین اندرونی مانیٹرنگ سسٹم کو مزید مضبوط اور بہتر بنانا چاہیے۔ شین ڈویلپمنٹ گولز کے حصول کیلئے بہترین مانیٹرنگ اینڈ ایویلیویشن سسٹم ضروری ہے۔ مربوط و موثر ایم اینڈ ای سسٹم کے بغیر ترقیاتی فنڈز کو مطلوب نتائج تک نہیں پہنچایا جاسکتا ہے۔

پی اینڈ ڈی پنجاب کے شعبہ ایم اینڈ ای کا مشاورتی اجلاس

ترقیاتی منصوبوں کی مانیٹرنگ، ایویلیویشن سسٹم کو مربوط بنانے کیلئے تجاویز پیش

لاہور (کامرس رپورٹر) محکمہ پلاننگ اینڈ ڈیولپمنٹ پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے روزہ مشاورتی اجلاس گزشتہ روز محکمہ پی اینڈ ڈی کیپلیس لاہور میں منعقد ہوا۔ چیئرمین پلاننگ اینڈ ڈیولپمنٹ پنجاب محمد جہانزیب خان نے کہا کہ صوبہ پنجاب میں تمام ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط و مضبوط بنانے کی ضرورت ہے۔ سیکریٹری پی اینڈ ڈی افتخار علی سہو نے کہا کہ ایم اینڈ ای کے ڈھانچے میں بہتری لانے کیلئے ریفارمز کی ضرورت ہے۔ سیکریٹری نے ڈائریکٹر جنرل مانیٹرنگ اینڈ ایویلیویشن کو ہدایت کی کہ وہ حکومتی لائن اداروں کی استعداد کار کو بڑھانے کیلئے تجزیہ اور مہارت سے روشناس کرائیں۔ ڈائریکٹر جنرل مانیٹرنگ اینڈ ایویلیویشن ڈاکٹر سجاد حسین نے خطاب کے دوران مانیٹرنگ اینڈ ایویلیویشن سسٹم پنجاب پر روشنی ڈالی جبکہ قومی و بین الاقوامی اسٹیک ہولڈرز نے ایم اینڈ ای سسٹم کی مضبوطی کے لیے اپنی اپنی مفید اور کارآمد تجاویز سے آگاہ کیا۔

منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مضبوطی ناگزیر

منصوبوں کی ایویلیویشن کیلئے بیرونی وسائل بروئے کار لائے جائیں، چیئرمین پی این ڈی

لاہور (کامرس رپورٹر) محکمہ پلاننگ اینڈ ڈویلپمنٹ روزہ مشاورتی اجلاس گزشتہ روز محکمہ پی این ڈی کیپلیکس پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی میں ہوا جس کی صدارت چیئرمین پنجاب پی این ڈی محمد جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن جہانزیب خان نے کی۔ اس موقع پر انہوں نے کہا کہ سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک صوبہ پنجاب میں تمام تر ترقیاتی (صفحہ 5 بقیہ نمبر 17)

ناگزیر

بقیہ نمبر 17

منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مربوطی و مضبوطی ناگزیر ہے۔ منصوبوں کی ایویلیویشن کیلئے بیرونی وسائل بروئے کار لائے جائیں۔ صوبائی سیکرٹری پی این ڈی ڈی افتخار علی سہونے کہا کہ ایم این ڈی ای کے ڈھانچے میں بہتری لانے کیلئے مزید ریفرمز کی ضرورت ہے۔

پنجاب میں مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط بنانے کیلئے مشاورتی اجلاس

لاہور (کامرس رپورٹر) محکمہ پلاننگ اینڈ ڈویلپمنٹ پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک روزہ مشاورتی اجلاس گزشتہ روز محکمہ پی اینڈ ڈی کمپلیکس لاہور میں (بقیہ نمبر 45 صفحہ 5 پر)

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اجلاس

بقیہ

مسئد ہونے والے اجلاس کی صدارت چیئرمین پنجاب پی اینڈ ڈی محمد جہانزیب خان نے کی جبکہ صوبائی سیکرٹری پی اینڈ ڈی افتخار علی ہوسیت ممبران پی اینڈ ڈی بورڈ، ڈائریکٹر جنرل مانیٹرنگ اینڈ ایویلیویشن پنجاب ڈاکٹر سجاد حسین، قومی اور بین الاقوامی سٹیک ہولڈرز، یو ایس ایڈ، یو این ووٹس، یونیسیف، آئی ایف پی آر آئی، ایس پی ڈی آئی، ایچ آر ڈی این، آغا خان فاؤنڈیشن اور دیگر نے بھرپور شرکت کی۔ مشاورتی اجلاس سے خطاب کرتے ہوئے چیئرمین پلاننگ اینڈ ڈویلپمنٹ پنجاب محمد جہانزیب خان نے کہا کہ صوبہ پنجاب میں تمام ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مربوطی و مضبوطی کی اہم ضرورت ہے۔ ترقیاتی منصوبوں کی مانیٹرنگ، ایویلیویشن سے زیادہ ضروری اور اہم ہے۔ اندرونی و بیرونی مانیٹرنگ سسٹم پر خصوصی غور و توجہ کی اہم ضرورت ہے۔

ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن
سسٹم کی مضبوطی ضروری ہے: جہانزیب خان

لاہور (کامرس رپورٹر) محکمہ پلاننگ اینڈ ڈویلپمنٹ پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن سسٹم کو مضبوط بنانے کے حوالے سے ایک روزہ مشاورتی اجلاس گزشتہ روز محکمہ پی این ڈی کپلیکس لاہور میں ہوا۔ اجلاس کی صدارت چیئرمین پنجاب پی این ڈی محمد جہانزیب خان نے کی جبکہ صوبائی سیکرٹری پی این ڈی افتخار علی سہو سمیت ممبران پی این ڈی بورڈ، ڈائریکٹر جنرل مانیٹرنگ اینڈ ایویلیویشن پنجاب ڈاکٹر سجاد حسین، قومی اور بین الاقوامی سٹیک ہولڈرز، پولیس ایڈ، یو این ویسٹن، یونیسیف، آئی ایف بی آئی، ایس پی ڈی آئی، ایچ آر ڈی این، آغا خان فاؤنڈیشن اور دیگر نے بھرپور شرکت کی۔ مشاورتی اجلاس سے خطاب کرتے ہوئے چیئرمین پلاننگ اینڈ ڈویلپمنٹ پنجاب محمد جہانزیب خان نے کہا کہ صوبہ پنجاب میں تمام تر ترقیاتی منصوبوں کیلئے مانیٹرنگ اینڈ ایویلیویشن سسٹم کی مضبوطی و مضبوطی کی اہم ضرورت ہے۔

Press Release

**پنجاب میں مائٹرنگ اینڈ ایوپلیویشن سسٹم
کو مربوط بنانے کیلئے مشاورتی اجلاس**

سیکرٹریٹ (قیصر کھوکھر) محکمہ پلاننگ اینڈ ڈویلپمنٹ
پنجاب ڈائریکٹوریٹ جنرل مائٹرنگ اینڈ ایوپلیویشن کی
جانب سے پنجاب میں مائٹرنگ اینڈ ایوپلیویشن سسٹم کو
مربوط اور مضبوط بنانے کے حوالے سے مشاورتی اجلاس
منعقد کیا گیا۔ اجلاس کی صدارت چیئرمین پنجاب پی
اینڈ ڈی محمد جہانزیب خان نے کی جبکہ صوبائی سیکرٹری
افتخار علی سہو سمیت ممبران بورڈ، ڈاکٹر سجاد حسین، قومی اور
بین الاقوامی سٹیک ہولڈرز، یو ایس ایڈ، یو این وو سین،
یونیٹ، آئی ایف پی آر آئی، ایس پی ڈی آئی، ایچ آر
ڈی این، آغا خان فاؤنڈیشن اور دیگر نے شرکت کی۔
جہانزیب خان نے کہا کہ پنجاب میں تمام ترقیاتی
منصوبوں کیلئے مائٹرنگ اینڈ ایوپلیویشن سسٹم کی مربوطی
و مضبوطی کی اہم ضرورت ہے۔

Press Release

پنجاب میں مانیٹرنگ اینڈ
ایویلیویشن سسٹم کو مربوط بنانے
کیلئے مشاورتی اجلاس

لاہور (سٹی رپورٹر) محکمہ پلاننگ اینڈ ڈویلپمنٹ
پنجاب ڈائریکٹوریٹ جنرل مانیٹرنگ اینڈ ایویلیویشن کی
جانب سے صوبہ پنجاب میں مانیٹرنگ اینڈ ایویلیویشن
سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک
روزہ مشاورتی اجلاس گزشتہ روز محکمہ پی این ڈی کمپلیکس
لاہور میں منعقد ہوا۔ مشاورتی اجلاس سے خطاب
کرتے ہوئے چیئرمین پلاننگ اینڈ ڈویلپمنٹ پنجاب
محمد جہانزیب خان نے کہا کہ صوبہ پنجاب میں تمام تر
ترقیاتی منصوبوں کیلئے۔

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Govt. of Punjab
(May, 2017)**

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