



**CONSULTATIVE SESSION WITH KEY STAKEHOLDERS ON  
“RESTRUCTURING OF DIRECTORATE GENERAL  
MONITORING & EVALUATION (DG M&E) PUNJAB”**



**Jointly Organized By:  
Directorate General Monitoring & Evaluation, Govt. of the Punjab &  
United Nations International Children Emergency Fund (UNICEF)**

**Auditorium, Planning & Development Department  
Lahore**

**September 7, 2017**

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## 1. Introduction & Background:

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. 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 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.

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 lead to the idea of restructuring the Directorate General M&E and the Consultative Session is part of planning for the restructuring.

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

## 2. Participants:

The session was participated by a wide range of stakeholders from Government as well as Non-Government Organizations including the International Organizations. The list of participants is attached at **Annex-I**.

## 3. Agenda:

The agenda of the consultative session is attached at **Annex-II**.

## 4. Proceedings:

The session started with the recitation from the Holy Quran. It was followed by the introduction of the participants. After that the Director General Monitoring & Evaluation welcomed all the participants for their valuable time to participate in the session.



### 4.1 Opening Remarks:

Dr. Nasir Javed, the Chief Executive Officer of The Urban Unit delivered the Opening Remarks on behalf of the Chairman Planning & Development Board. In his opening remarks he extended his gratitude to the participants for their participation in the session and expressed hope that it will result in a good consultation for restructuring of Directorate General M&E.

He said that value of Monitoring and Evaluation cannot be undermined particularly in the scenario when Punjab is spending Rs. 500-600 billion annually on development projects, which accounts for almost Rs. 2 billion per day. It is a dilemma that there has been huge investment in infrastructure but it has not yet been translated into service delivery which it could have. In Punjab there are more than 100,000 schools including both Public and Private Sector which are adequate to provide literacy to 100 million population of the province, but why it is not being provided, needs to be looked into. Similarly we have spent billions of rupees on Water Supply for the last 70 years but still unable to provide clean drinking water to about 70% of our population.



It is not the matter of resources or technology, it is something else that we need to explore that why the infrastructure and buildings are not being translated into service delivery for common men. We need to ensure how efficiently the development budget of Rs. 500-600 billion is spent.

The function of Directorate General Monitoring and Evaluation has been changed with the passage of time and it has become more technical job. When we are restructuring the office of Directorate General M&E we need to look at the base line from where we

are starting and the targets we are planning to achieve and how we are planning to achieve these targets.

In the modern age technologies like GIS mapping and ICT have transformed the function of monitoring & evaluation and made it possible to do a real time monitoring of the development projects. The evaluation should not be input oriented. Now we evaluate most of our projects in terms of percentage of budget spending or building constructed. It should be more of output and outcome oriented that how the money is spent to provide services to the citizen of the country in a more efficient and transparent manner.



In the end he expressed his hope that the session and subsequent discussion will contribute to make DGM&E a state of the art department with the incorporation of modern tools and technologies to improve its functions.

#### 4.2 Presentation of Proposed Structure of DG M&E Punjab:

The opening remarks were followed by the presentation on proposed structure of Directorate General M&E Punjab, Roles and Responsibilities and Proposed Model for Restructuring. The presentation was delivered by General (R) Dr. Zahir Shah, Advisor to the Chairman, Planning and Development Board, Govt. of the Punjab. The detailed presentation is attached at **Annex-III**, however, following is the brief of the presentation;



##### 4.2.1 Background:

While presenting the Background of the Directorate General M&E he said that it was established as Project Management Unit for Lahore Ring Road Project in 2003, later on it was transformed into DGM&E in 2008. In the year 2014 the Capacity Building

Project was initiated which is still going on. In 2016 the need for restructuring of DGM&E was felt which is being materialized through analysis, consultations and proposals which will be put into implementation with a restructured DG M&E in 2017.

#### 4.2.2 Concept of M&E:

After the background he presented the concept of M&E. While describing the concept of M&E he said “Monitoring and Evaluation is a potent project management tool that helps policymakers and implementers keep an eye on progress, outputs and impacts of a policy, program, and project or development activities. A robust M&E system is indispensable for good governance as it ensures accountability and transparency in plan implementation and project operations.”



#### 4.2.3 Existing DG M&E System:

He described the existing M&E system as the Directorate General M&E established in 2008 after having been transformed from PMU. The objective of this Directorate is “the Planning, monitoring and evaluation of ADP”. It has one main office in Lahore. The major functions of it include

- Policy guidelines and standards for project management
- Project management services
- Project management capacity building
- Third Party inspection and performance monitoring
- Project / programme evaluation.
- Team formulation for the priority projects, Team visits, ECM

He also shared the existing organogram of the DG M&E.

#### 4.2.4 Comparison of Punjab M&E with other Provinces:

Later on General (R) Dr. Zahir Shah presented a comparison of Punjab M&E with that of other provinces including KPK and Sindh. He presented that Punjab had the highest volume of ADP for the year 2017-18 whereas it had the lowest share of M&E Allocation for that year. Similarly Punjab had the lowest percentage of M&E out of total

ADP and lowest number of professional gazetted staff for M&E. It is evident from the table below;

Province	ADP 2017-18 (Rs Mn)	M&E Allocation 2017-18 (Rs Mn)	M&E %age of Total ADP	Professional gazetted staff
<b>Punjab</b>	635,000	90	0.014	29
<b>KPK</b>	208,000	150	0.072	40
<b>Sindh</b>	244,000	423	0.173	40

#### 4.2.5 Observations on M&E Analysis:

Then he presented observations on M&E Analysis as follows;

##### **Monitoring**

- Presently not being done
- Need for regular monitoring
- Extension of M&E to Divisional level
- Portfolio(ADP, federal/donor funded, special priority projects)

##### **MIS**

- Presently weak link
- ICT down to divisional level
- Real time monitoring system
- Data base, web based network
- Digital technologies to boost M&E

##### **Evaluation**

- Presently done for some selected projects
- Evaluation reports are not responded to for improvement the processes or impact
- Research is needed continuously for optimization of processes, impact and policy
- M&E of 600 projects annually can be catered(present planned projects for M&E is 120)

**M&E Framework.** Objectivity, scope, and synergy in policy, plan, do, evaluate, act, and learn

**HRD&M:** Professionals (incentive to attract good HR and train)

**Communication and legal aspects**

#### 4.2.6 Restructured DG M&E Organogram:

As a last part of his presentation he presented the diagram of proposed restructured Directorate General M&E with roles and responsibilities of different sections and the human resource involved. It was a deliberate presentation inviting the interest of the participants. It was also clubbed with the proposed implementation timeline which is as follows;

Approval of PC-1	:	15 September, 2017
HR / Procurement		
• DG M&E Lahore office	:	31 December, 2017
• Divisional monitoring office	:	31 March, 2018
HRD (continuous)	:	January – June 2018
Fully functional Restructured DG M&E	:	1 July 2018
First Review	:	15 September 2018
Review after every two years		

#### 5 Discussion & Recommendations:

It was followed by a session for open discussion and recommendations from the stakeholders. Mr. Muhammad Asad Khan, the Director General M&E and General (R) Dr. Zahir Shah, Advisor to the Chairman, Planning and Development Board, collected the recommendations and ensured the participants that their valuable comments and recommendations will be incorporated in the restructuring plan. Following are some of the important recommendations made by the participants;



1. The comparison of M&E with other provinces is very crucial, there is need to allocate 3-5% of ADP for M&E to get better results and an effective M&E system.
2. There is a wide range of experts in the proposed plan but the **Social Sector Expert** is not there in the list. There should be an expert to look into the social aspects of development including the gender etc.
3. There is only one position of **Dy. Director Donor Funded Project**, there are a number of such projects and 1 position may not be sufficient for it. Similarly,

the donor funded projects have their own M&E system; the restructured system should be able to integrate the results of these projects with the government development projects.

4. The nomenclature of the proposed organogram needs to be reconsidered. The positions on the same level should have similar nomenclature i.e. “Specialist” or “Expert”. Similarly the terms “Assistant Deputy Director” should be replaced with “Assistant Director”
5. There is a position of IT Resource at the divisional level. One IT personal cant handle the burden of the data entry in a division. It should be supported with data entry operators.
6. There is just one position of **Procurement Specialist**. It should also be assisted by some procurement experts and associates.
7. There is mention of building the capacity of the staff but the “**Training Specialist or Expert**” is not there in the organogram. This position may also be included.
8. The **Communication Specialist** should be linked with MIS Specialist as both of these positions need mutual integration and coordination. Similarly, the scope of Communication Specialist should be expanded to Knowledge Management and collecting & dissemination of best practices as well.
9. In the proposed organogram the position of **Data Analyst** is missing. It is very important position particularly when we talk in terms of utilization of data for improvement of systems.
10. The legislation is very important to get the M&E department registered as an independent authority. It is also necessary to ensure sustainability of the initiative.
11. The detailed Terms of Reference need to be developed for all the positions to make their functions more clear.
12. There is need to develop some interaction mechanism that how the head office and divisional offices will interact with the concerned line departments.
13. New techniques and technologies should be adopted to ensure monitoring and evaluation of the projects.

14. There should be some compliance mechanism to ensure that the observations on the evaluation reports are being followed. For this purpose the disbursement of grants may be linked to the adherence of the observations on monitoring or evaluation reports.
15. It is difficult to find good Human Resource. The proposed structure may also face this issue. To overcome this challenge there should be provision of hiring consultants as sector experts, moreover, there should be some agreements with the public and private sector universities to provide good human resource to tackle this issue.
16. There should be provision of transfer and posting of valuable Human Resource from other government departments in the proposed structure.
17. The salaries of the staff should be compatible to the market based salary structure and MP scales may also be introduced in the proposed structure to ensure the sustainability of good and trained human resource.

### **Responses to the Queries and Recommendations:**

Mr. Muhammad Asad Khan, the Director General M&E and General (R) Dr. Zahir Shah, Advisor to the Chairman, Planning and Development Board, responded to the queries and recommendations from the stakeholders. While responding to these queries they said that there is detailed working to support this organogram which includes the ToRs, functions of different offices and office bearers and budgeting for the restructuring. Moreover, Punjab M&E Policy is also being made with the support of UNICEF which will support this restructure and will also develop coordination mechanism among different departments. They also thanked the participants for their valuable input and ensured that their recommendations will be considered while planning the restructure of DG M&E.

### **6 Closing Remarks:**

In the last session, Dr. Nasir Javed, CEO The Urban Unit, delivered the closing remarks. In his remarks he appreciated the presentation by Dr. Zahir Shah, the way he presented the current M&E system, the comparison of the M&E systems with other provinces and the way forward to strengthen the M&E system in Punjab. He also thanked the participants for their contribution and sharing of ideas based on their experience and expertise. He expressed his expectations that the implementation on the restructure plan will help strengthen the M&E system. He further added that the

M&E Policy, to be developed with the support of UNICEF, may be expedited as it will be very helpful in strengthening the whole system. In the end he, once again, thanked the participants for their contribution.

## 7 Picture Gallery



## Annex-I List of Participants

Sr. No.	Name	Designation	Organization	Contact No.	Email
1	Dr. Nasir Javed	CEO	The Urban Unit	042-99205318	<a href="mailto:ceo.urbanunit@yahoo.com">ceo.urbanunit@yahoo.com</a>
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3	General (R) Dr. Zahir Shah	Advisor	P&D/DGM&E	0311-9900003	<a href="mailto:advisor@pndpunjab.gov.pk">advisor@pndpunjab.gov.pk</a>
4	Tufail Ahmed	M&E Coordinator	ActionAid	0333-5353739	<a href="mailto:tufail.ahmed@actionaid.org">tufail.ahmed@actionaid.org</a>
5	Saeed Mirza	Provincial Manager	AI Punjab AIDS Consortium	0300-4842686	<a href="mailto:aamirza69@gmail.com">aamirza69@gmail.com</a>
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12	Shahzad Khalil	P-SDGs Umt M&E Analyst	UNDP	0332-7209251	<a href="mailto:shahzad.khalil@undp.org">shahzad.khalil@undp.org</a>
13	Syed Aman Ali	M&E Specialist	Louis Berger	0333-9020834	<a href="mailto:syyedamanali@gmail.com">syyedamanali@gmail.com</a>
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15	Amina Ibrar	Evaluation Specialist	DGM&E		<a href="mailto:amna.ibrar@dgmepunjab.gov.pk">amna.ibrar@dgmepunjab.gov.pk</a>
16	Rubina Bano	M&E Specialist	DGM&E	0332-5174173	<a href="mailto:rubinahunzai_156@yahoo.com">rubinahunzai_156@yahoo.com</a>
17	Engr. Simab Ashraf	Urban Planning and Transport Specialist	DGM&E	0332-4551658	<a href="mailto:Engr.simab2005@gmail.com">Engr.simab2005@gmail.com</a>
18	Engr. Anum Hashmi	Planning Officer (Infrastructure)	P&DD		
19	Shadman Aziz	Individual	DGM&E	0300-5195035	<a href="mailto:shadmanaziz@yahoo.com">shadmanaziz@yahoo.com</a>

		Consultant			
20	Qumer Mumtaz	ICT Specialist	DGM&E	0323-4498769	
21	Muhammad Salman	Project Manager	DGM&E	0317-9633054	<a href="mailto:m.salman@dgmeponjab.gov.pk">m.salman@dgmeponjab.gov.pk</a>
22	Sajeela Ghaffar	Individual Consultant	DGM&E	0323-5049722	<a href="mailto:sajeela-g@yahoo.com">sajeela-g@yahoo.com</a>
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24	Waqar-al-Hassan	Legal Consultant	DGM&E	0332-8615167	
25	Anum Khalid	Individual Consultant	DGM&E	0333-4774313	<a href="mailto:anumkhalid.s01@gmail.com">anumkhalid.s01@gmail.com</a>
26	Aroos Munir	Environmental Specialist	DGM&E	0333-4478483	<a href="mailto:aroosmunir@gmail.com">aroosmunir@gmail.com</a>
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29	Ahmed Asadullah	Asstt Project Manager	DGM&E	0332-8543385	
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**Annex-II Agenda of the Consultative Session**

**CONSULTATIVE SESSION WITH STAKEHOLDERS FOR RESTRUCTURING OF DIRECTORATE GENERAL  
MONITORING AND EVALUATION, AUDITORIUM, PLANNING & DEVELOPMENT, DEPARTMENT, GOVT. OF PUNJAB**

**PROGRAMME**

**(September 7, 2017)**

<b>SESSION PLAN</b>	
<b>02:30-02:40</b>	<b>Registration of the Participants</b>
<b>02:40-02:50</b>	<b>Placement of Participants</b>
<b>02:50-03:00</b>	<b>Recitation from Holy Quran</b>
<b>03:00-03:15</b>	<b>Opening Remarks by Chairman: Mr. Muhammad Jahanzeb Khan, P&amp;D Board, Punjab</b>
<b>03:15-3:50</b>	<b>Presentation on proposed DGM&amp;E structure, Roles and Responsibilities and Proposed Model for restructuring: General<sup>®</sup> Dr. Zahir Shah, Advisor to the Chairman, Planning &amp; Development Board, Punjab and Mohammad Asad khan, DGM&amp;E Punjab.</b>
<b>3:50-04:30</b>	<b>Consultation/Discussion/ Q&amp;A</b>
<b>4:30-4:45</b>	<b>Wrap Up and closing Remarks by Secretary: Mr.Ifthikhar Ali Sahoo, P&amp;D Department, Punjab</b>
<b>4:45-5:00</b>	<b>REFRESHMENT</b>
<b>END OF SESSION</b>	



# Restructuring DG M&E, Punjab

## Sequence



- **Background**
- **Concept of M&E**
- **Existing Punjab DG M&E system**
- **Comparison of Punjab M&E with other provinces**
- **Observations/Analysis - Existing M&E system**
- **Restructuring M&E**
- **Discussion**

## Background



- 2003 : PMU for Lahore Ring Road Project
- 2008 : Transformed to DG M&E
- 2014 : Capacity Building project - with DG M&E
- 2016 : Need for restructuring M&E
- 2017 : Analysis/proposals/consultations  
Approval/Implementation-restructured DG M&E

3



## Concept of M&E

Monitoring and Evaluation is a **potent project management tool** that helps policymakers and implementers keep an eye on progress, outputs and impacts of a policy, program, project or development activities. A robust M&E system is indispensable for good governance as it ensures accountability and transparency in plan implementation and project operations.

4

## DG M&E, Punjab Salient Features



- **Established in 2003 as PMU; DG M&E in 2008**
  - **Objective.** Planning, monitoring and evaluation of ADP
  - **Organization**
    - One main office-Lahore
  - **Functional**
    - Policy guidelines and standards for project management
    - Project management services
    - Project management capacity building
    - Third Party inspection and performance monitoring
    - Project / programme evaluation.
- (Team formulation for the priority projects, Team visits, ECM)

5

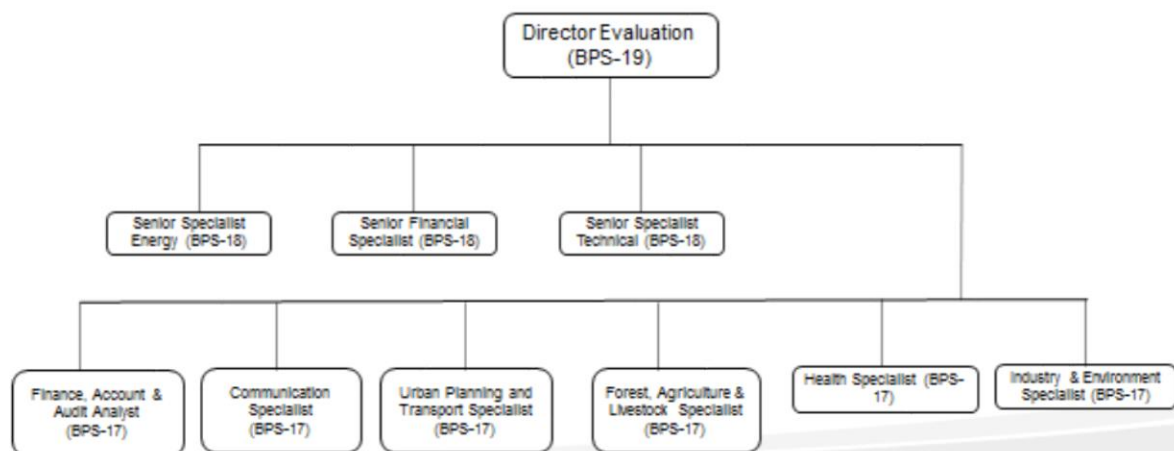
## DG M&E Punjab (Existing Organogram)



6



## M&E Punjab (Capacity Building)

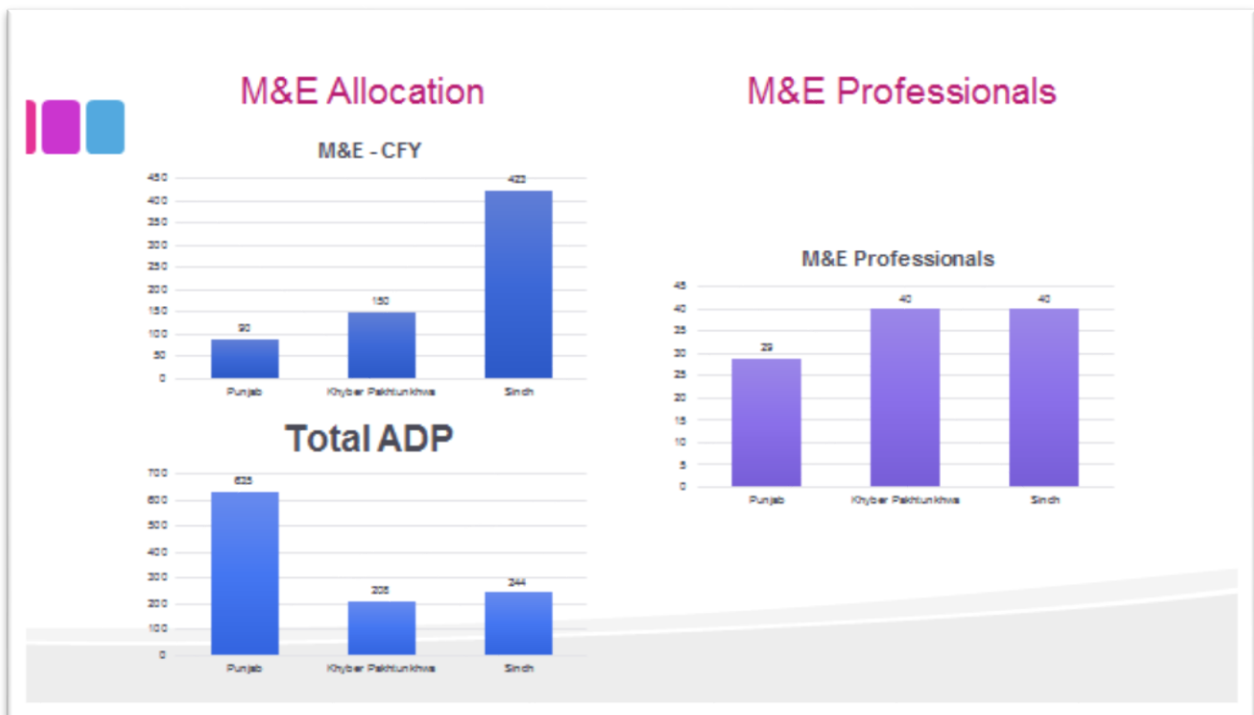


7



## Comparison of M&E - Provinces

Province	ADP 2017-2018 (Rs Mn)	M&E Allocation 2017-2018 (Rs Mn)	M&E %age of Total ADP	Professional gazetted staff
Punjab	635,000	90	0.014	29
Khyber Pakhtunkhwa	208,000	150	0.072	40
Sindh	244,000	423	0.173	40



- ## M&E - JAPAN
- Cycle
    - Planning
    - Implementation/Monitoring
    - Evaluation
    - Feedback of Evaluation Results in Policy/Planning
  - Three laws
    - Disclosure Act 1999 (Grants information access to all stake holders)
    - Organizational Act 2001 (draft policy, implement, and do self evaluation)
    - Policy Evaluation Act 2001 (Outline the M&E system)
  - M&E Budget form part of project cost

## Trends



- **Participatory M&E (PM&E)**
  - Stake holders **Feed back**
  - **M&E Cycle** : Plan, Monitor, Evaluate, Act
  - Use of **Technology** (ICT) – Innovative approaches
  - **Web based management system**. Data entry by multiple users in different location and integration of multiple sources of data/ real time data
  - **Data Visualization** for M&E allowing greater interaction with data
  - **Authorization/Legislation** for M&E

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## Observations on M&E Analysis



- **Monitoring**
  - Presently not being done
  - Need for regular monitoring
  - Extension of M&E to Divisional level
  - Portfolio (ADP, federal/donor funded, special priority projects)
- **MIS**
  - Presently weak link
  - ICT down to divisional level
  - Real time monitoring system
  - Data base, web based network
  - Digital technologies to boost M&E

– Continued...

12

## Observations on M&E Analysis



### • Evaluation

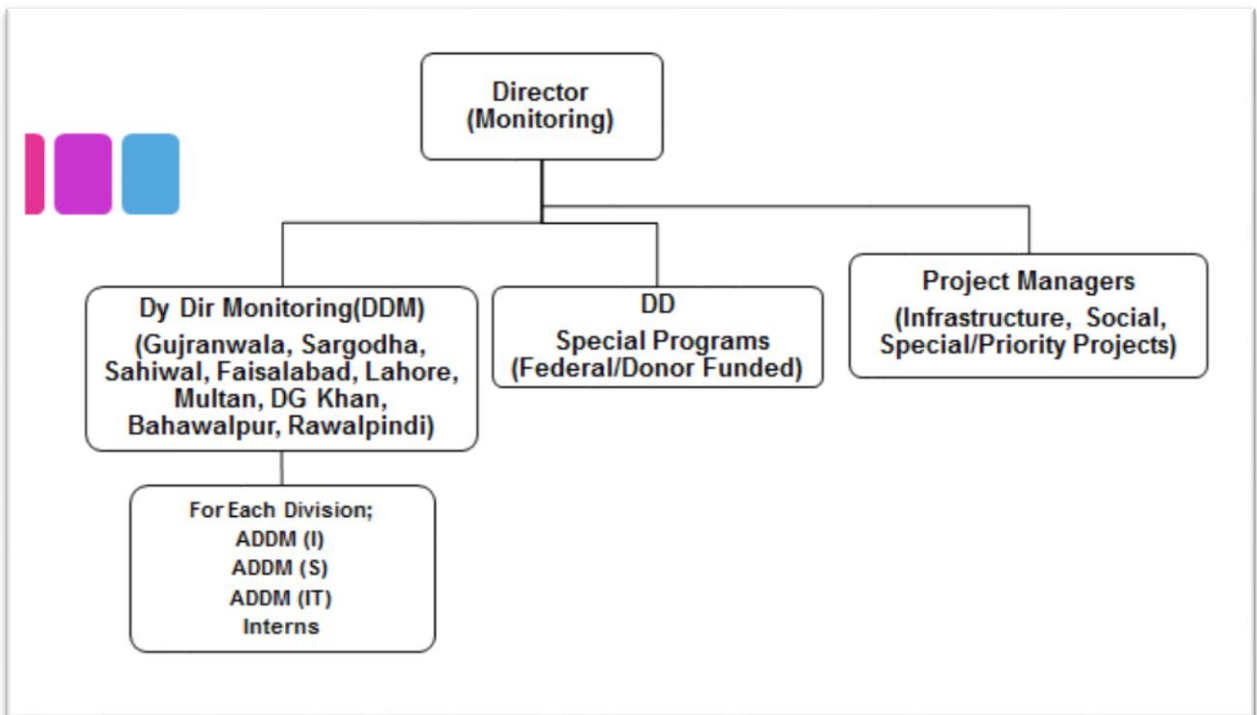
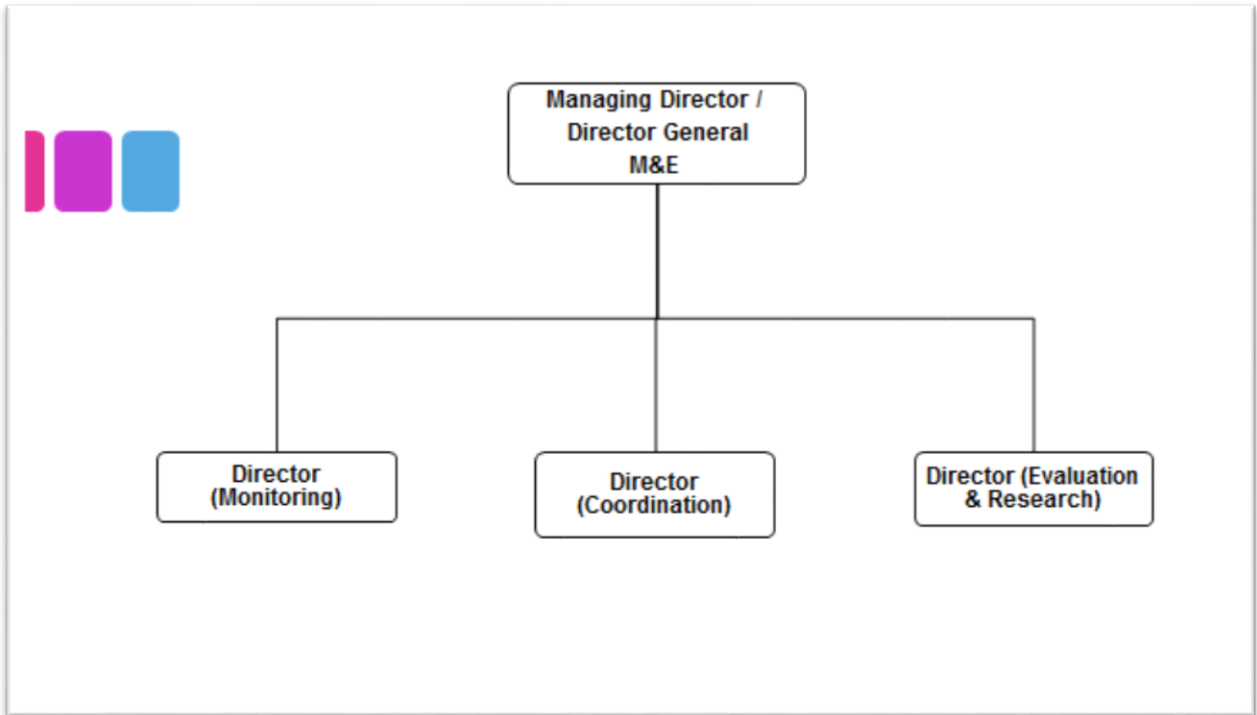
- Presently done for some selected projects (
- Evaluation reports are not responded to for improvement the processes or impact
- Research is needed continuously for optimization of processes, impact and policy
- M&E of 600 projects annually can be catered (present planned projects for M&E is 120)
- **M&E Framework. Objectivity, scope, and synergy in policy, plan, do, evaluate, act, learn**
- **HRD&M : Professionals (incentive to attract good HR and train)**
- **Communication and legal aspects**

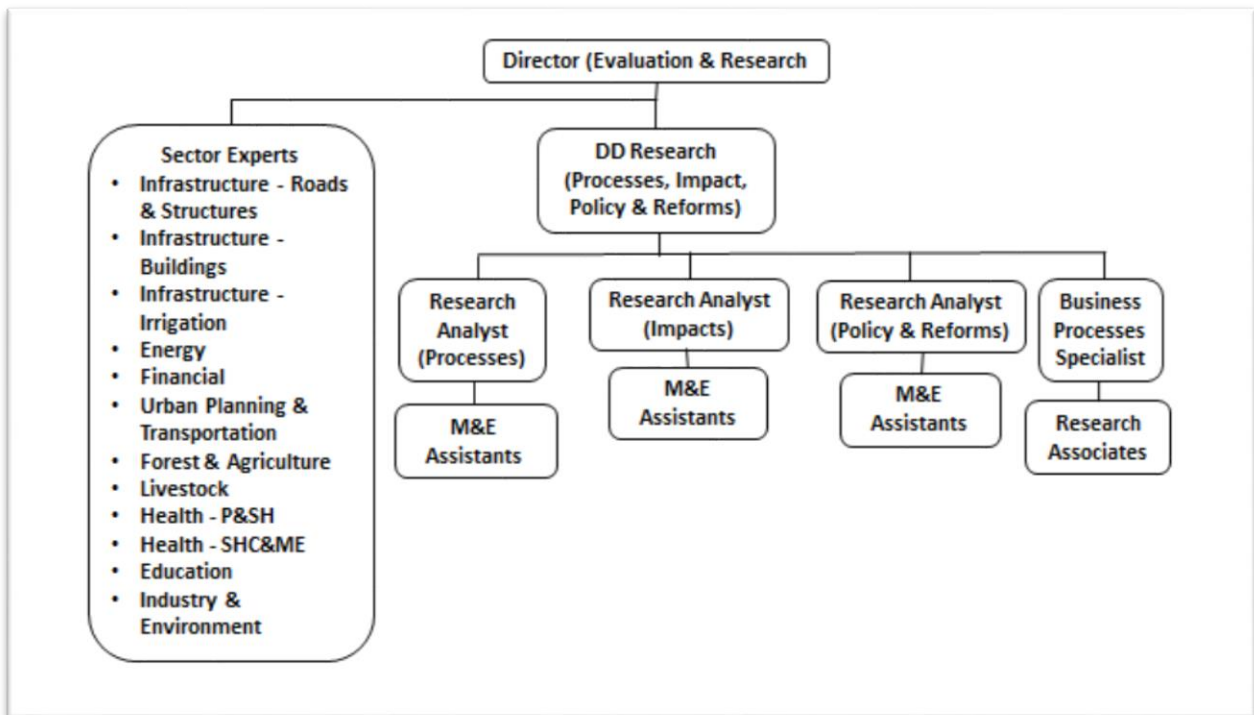
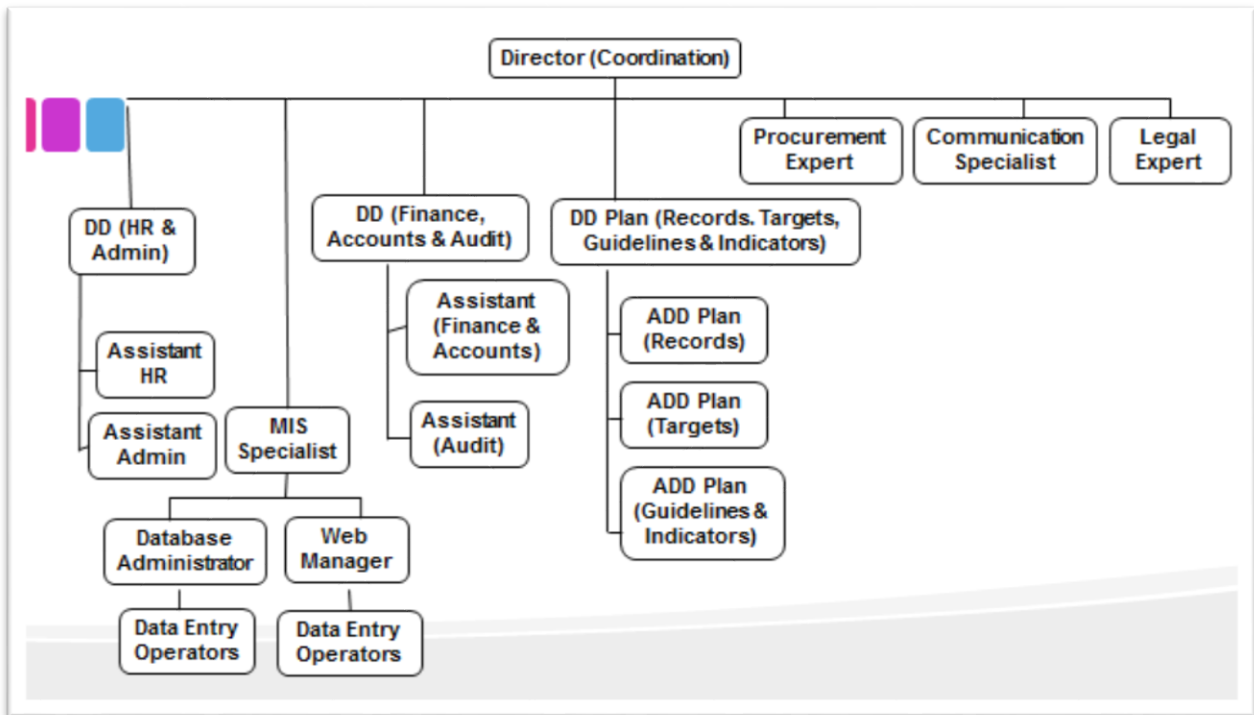
13



## Restructured DG M&E Organogram

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## Proposed Implementation Schedule

- Approval of PC-1 : 15 September, 2017
- HR / Procurement
  - DG M&E Lahore office : 31 December, 2017
  - Divisional monitoring office : 31 March, 2018
- HRD(continuous) : January – June 2018
- Fully functional Restructured DG M&E : 1 July 2018
- First Review : 15 September 2018
- Review after every two years

(HR of existing DG M&E be absorbed in the new set up)

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## Discussion

- Scope
  - Organogram
  - HR
  - Monitoring
  - Use of Technologies for M&E
  - Retention of existing HR of DG M&E in the restructured set up
  - Implementation Plan
  - Start with Lean efficient M&E system and develop with learning
  - Any other point

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Daily Nation

08-09-14.

### 'Punjab govt spending massive amount on infrastructure'

**LAHORE (Staff Reporter):** Urban Unit Chief Executive Officer (CEO) Dr Nasir Javed has said the Punjab government is spending an accumulated amount of Rs500 billion to Rs600 billion for development of infrastructure which needs more outcome oriented approach. He stated this while chairing the consultative session for strengthening the monitoring and evaluation system of Punjab hosted by the Directorate General Monitoring & Evaluation Planning and Development Department at P&D Complex, Lahore. Planning & Development Department Adviser Dr Zahir Shah, DG (M&E) P&D Asad Khan, P&D Board member Khalid Sultan, national and international stakeholders including Action Aid, All Punjab AIDS Consortium, UNICEF, LUMS, PLAN International, ADU, M&E, UNFPA, Urban Unit and others attended the session. While opening the session, Dr Nasir Javed warmly welcomed the presence of the representatives of academia, implementation partners, and international development organizations.

Daily Nava-i-waqt

08-09-14.

### پنجاب حکومت انفراسٹرکچر کی ڈویلپمنٹ پر 600 ارب روپے خرچ کر رہی ہے: ناصر جاوید

لاہور (کامرس رپورٹر) حکومت پنجاب صوبہ میں انفراسٹرکچر ڈویلپمنٹ کی ترقی کیلئے بڑے پیمانے پر 500 ارب روپے سے لے کر 600 ارب روپے تک خرچ کر رہی ہے۔ ان خیالات کا اظہار چیف ایگزیکٹو آفیسر اربن یونٹ ڈاکٹر ناصر جاوید نے گزشتہ روز گلگت پلاننگ اینڈ ڈویلپمنٹ پنجاب ڈائریکٹوریٹ جنرل مانٹرنگ اینڈ ایویلیویشن کی جانب سے صوبہ پنجاب میں مانٹرنگ اینڈ ایویلیویشن سسٹم کو مربوط اور مضبوط بنانے کے حوالے سے ایک روزہ مشاورتی اجلاس سے خطاب کرتے ہوئے کیا۔ چیف ایگزیکٹو آفیسر ڈاکٹر ناصر جاوید نے مشاورتی اجلاس سے خطاب کرتے ہوئے کہا کہ ہمارے ملک پاکستان میں انفراسٹرکچر ڈویلپمنٹ کی ترقی کے ساتھ ساتھ سروس سیکٹر ڈویلپمنٹ پر خصوصی توجہ دینے کی ضرورت ہے۔ سروس سیکٹر ڈویلپمنٹ کی مدد سے اکنامک گروتھ کو پروان چڑھایا جاسکتا ہے۔ سسٹم میں مزید موثر بہتری کا ادارہ دار مسلسل جدوجہد پر ہے۔

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Department, Govt. of Punjab  
(September, 2017)**

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