

## DIRECTORATE GENERAL MONITORING & EVALUATION

### Planning & Development Department

#### Inside this issue:

- Importance of Monitoring and Evaluation
- Public Sector Development Projects
- Application of M&E System
- Ingredients of a Successful M&E System
- Renaissance of DGM&E: Efforts to improve M&E Mechanism After June, 2010
  - Improving Quality of M&E Information
  - Enhancing Utilization of M&E Information
- Progress of DGM&E: July to December 2010
  - Monitoring
  - Evaluation
  - Third Party Validation

#### Editorial Board

**Patron**  
Dr. Sajjad Mubin  
Director General

**Editor**  
Jamshed Sial  
Research Analyst

#### IMPORTANCE OF MONITORING AND EVALUATION

Fiscal strains, ever-rising expectations from ordinary citizens, accountability pressures from civil society and parliaments, desire for curbing and controlling leakages, and burgeoning requirements from international donors provide a continuous impetus to governments for enhancing the quantity and improving the quality of government services. However, constrained development budget leaves quality improvement as the most viable option. To achieve this objective, governments are increasing the utilization of Monitoring and Evaluation (M&E) information to significantly improve their performance vis. a vis. policies, programme, and projects. Indeed, M&E has become an essential element of Good Governance. Therefore, it is pertinent that M&E systems are developed, overhauled and strengthened.

M&E of development projects results in improvement in physical effectiveness of the projects. In **Figure 1**, the effect of different degrees of M&E on the results of World Bank projects is shown. It can be seen that the percentage of 'Highly Satisfactory' and 'Satisfactory' projects decreases gradually from 21% to 1% and 71% to 30%, respectively, with the decline in M&E level from 'High M&E' to 'Negligible M&E'. On the other hand the percentage of 'Moderately Satisfactory', 'Moderately Unsatisfactory' and 'Highly Unsatisfactory' projects increases.

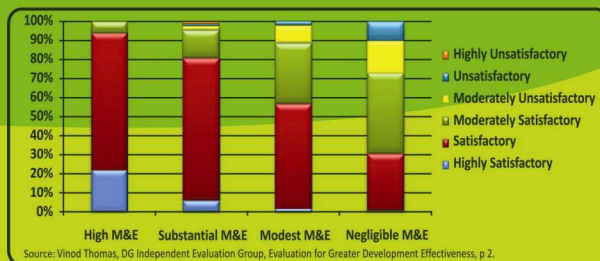


FIGURE 1 Effect of M&E on Results of World Bank Financed Projects (2007-09)

## PUBLIC SECTOR DEVELOPMENT PROJECTS

The word development may be used in numerous contexts. In all these contexts, it denotes some kind of change. It can be viewed as a process of societal change that generates some perceived benefits for people, or as a state of perceived quality of life attained through such a process. In a nutshell, development programmes and projects are unambiguously people-focused concept. Dimensions of development programs envelop various aspects encompasses economic and social betterment of the masses, industrial development and infrastructure improvement.

Although performance of public sector projects, over the years, has improved in many respects, however, M&E systems, needs to be improved at various level of project execution. Development projects are initiated with intent of providing multipurpose services. Besides providing basic necessities related to health, education, transportation, water & sanitation and housing, they generate revenue and employment.

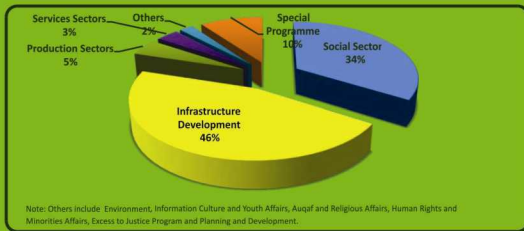


FIGURE 2 Sector-wise Breakup of Development Projects

In 2010-2011, a target of 3128 development projects (including both ongoing and new schemes) having a total investment volume of Rs. 637.5 billion (current year allocation Rs. 182 billion) has been set. Social and Infrastructure sector constitute bulk of development funds i.e. 80% as shown in Figure 2. A total of 1754 schemes, out of which 98 are new projects, belong to Social sector which includes health, education, water supply and sanitation, regional planning and local government departments. Similarly, 1039 projects, out of which 125 are new projects, are for Infrastructure sector which includes building and roads, irrigation, and urban development. DGME's team, consisting of Engineers, Statisticians and Economists, has been specifically formulated for M&E of development projects.

## APPLICATION OF M&E SYSTEM

Increasing number of countries are adopting M&E system to make efficient use of scarce resources. It would be important here to mention a major difference between monitoring and evaluation. Though, monitoring and evaluation are closely related, they are not identical. The former is a continuous process whereas the later is periodic. Evaluation tends to be a less frequent, more time-bound and more comprehensive effort than monitoring, commonly also focusing more explicitly on benefits to people and fulfillment of objectives of the evaluated schemes.

In Punjab periodic evaluations are not performed. Mostly, terminal or post-completion evaluations are performed. The most important aspect of this type of evaluation is to make use of the

'lessons learned'. However, more often than naught this aspect is ignored. As a matter of fact, lessons learned on the basis of evaluated schemes were circulated in December 2008 and September 2009, but nothing appreciable has been witnessed with respect to use of the lessons learned. This means that the whole evaluation exercise has gone in vain. No 'Impact Evaluation' exercise or lack of scrutiny of PC-V proves to be the last nail in the coffin of M&E information importance. DGM&E has started conditional regularization of those development projects which have failed to achieve the desired objectives i.e. the projects are to be re-evaluated after 1 year to 3 years with respect to the problems identified. As shown in Figure 3, 3. Out of 21 evaluated projects, 17 projects have been regularized on conditional basis because they desired objectives have not been achieved.



FIGURE 3 Conditional Regularization of Development Projects

Therefore, it is immensely significant that evaluation is not confined to the closeout stage of a project. It should be done periodically at different stages in a projects life cycle. Three staged evaluation, as shown in Figure 4, is applied in many countries for success of project development.

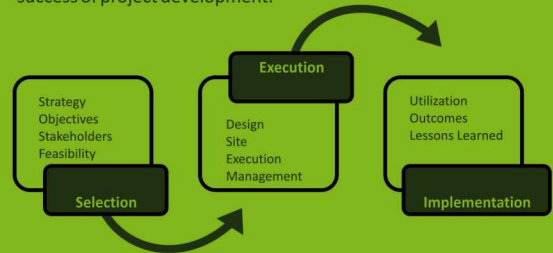


FIGURE 4 Three Staged Evaluation: At Selection, Execution and Implementation of a Project

The importance of using evaluation periodically is shown from a different perspective in Figure 5. The figure depicts that the degree of risk is at the highest and the cost are at the minimum at the first stage of the project i.e. origination. Proper scrutiny at this stage can prove to be very beneficial. It demands that the lessons learned from evaluation of earlier projects must be incorporated at this stage so that the previously done mistakes are not repeated and earlier problems are not faced again.

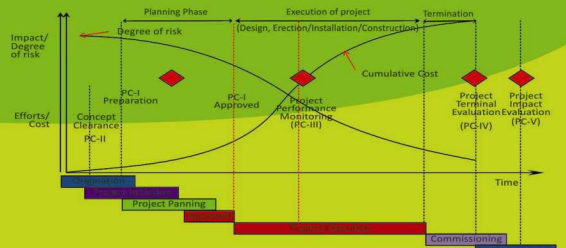


FIGURE 5 Degree of Risk and Project Life Cycle

The degree of risk decreases and cost increases as the project matures and develops i.e. through project initiation, planning, approval, execution, commissioning and implementation stages. Project executing agencies do not submit PC-III on regular basis, therefore, DGM&E performs Project Performance Monitoring for some projects. DGM&E carries out Project Terminal Evaluation (PC-IV). However, DGM&E intends to be a part policy making body for PC-I because it can give a useful input on the basis of lessons learned from monitoring and evaluation. Moreover, it desires to start Project Impact Evaluation (PC-V) so that the real impact of a development initiative can be assessed. The stages where evaluation needs to be carried out is shown in **Figure 5**.

## INGREDIENTS OF A SUCCESSFUL M&E SYSTEM

Successful institutionalization of M&E involves the creation of a sustainable, well functioning M&E system within a government, where good quality of M&E information is used intensively. Success of M&E System hinges upon three factors as shown in **Figure 6**. The first step towards strengthening of M&E System is improving the quality of M&E information. Quality refers to both authenticity of the information and the degree of its utilization. An underutilized M&E system not only constitutes a waste of resources, but is also likely to seriously undermine the quality of the information the system produces. It also puts a question mark on the sustainability of the system itself.

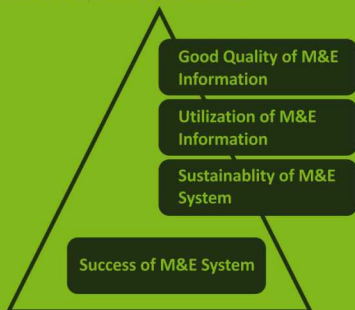


FIGURE 6 Pyramid of a Successful M&E System

## RENAISSANCE OF DGM&E: EFFORTS TO IMPROVE M&E MECHANISM AFTER JUNE, 2010

Project Management Unit (PMU) was established in November, 2003. Taking into account its benefits, in October 2007, PMU was converted into Directorate General Monitoring and Evaluation under the administrative control of Planning and Development Department (P&D). The Rules of Business of DGM&E are:

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

In May-June 2010, a new team was organized under Dr. Sajjad Mubin as Director General DGM&E. Many steps were taken in order to improve performance DGM&E in general and the process of monitoring and evaluation in particular. These steps are discussed in the following paragraphs.

## a) Enhancing Quality of M&E Information

Providing policy guidelines for project management, monitoring and evaluation falls in the ambit of DGM&E. After June 2010, the following steps were taken/ initiated in order to improve the Supply of M&E Information:

### I. Evaluation of Public Sector Projects: An Analysis of 85 Evaluated Projects:

Assessment of current standing is always a best way for prognosis of future strategy. A detailed analysis of 85 development projects, evaluated since November, 2008, was done by Mr. Jamshed Sial (R.A.) and Mudassir Ahmed (R.A.). Statistical Package for Social Sciences (SPSS) was used to carry out this analysis. Though 80% of the development funds are set for Infrastructure and Social Sectors, **Figure 7** shows that only 28% of the total evaluated projects belong to these sectors. This shows that uniformity in selection of projects to be evaluated is not being maintained. DGM&E is devising a mechanism in which the selection of projects for evaluation would be carried out on rational and uniform basis after taking into account sector-wise importance.

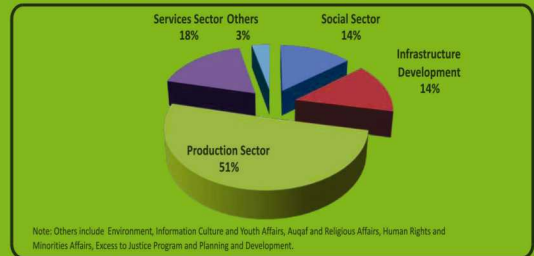


FIGURE 7 Sector-wise Breakup of Evaluated Projects

Development projects are initiated to achieve specific objectives, which if not attained, constitutes a waste of public money. However, it can be seen in **Figure 8** that in most of the cases the projects failed to achieve the desired aims.

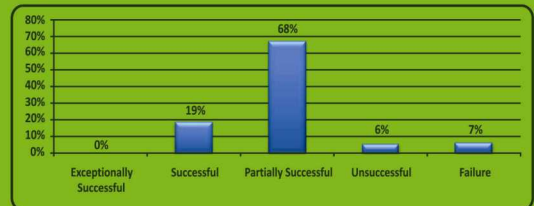


FIGURE 8 Project Success Percentage

On the other hand sector wise success rate of the projects is shown in **Figure 9**.

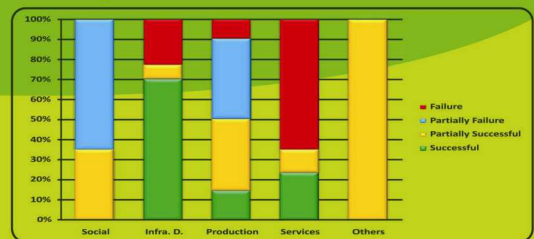


FIGURE 9 Sector-wise Success Percentage of Projects.

An important finding that throws into doubt even this meager achievement is that mostly the objectives of the projects are intangible and therefore immeasurable. This aspect is presented in **Figure 10**. In fact, in 70 out of total 85 evaluated projects more than 50% of the objectives were qualitative.

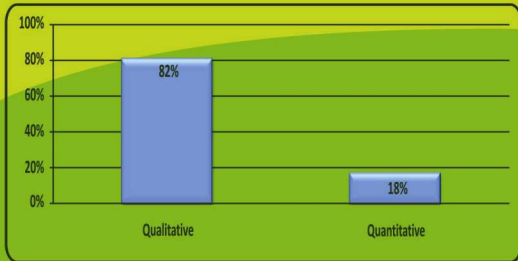


FIGURE 10 Qualitative Vs Quantitative Objectives of Projects

D. P. Gregg, former US Ambassador to South Korea, said that “Timing is everything in politics, war and peace”. The same is true for development projects. The old adage of ‘it’s better to be late than never’ cannot be applied to projects because in most cases the whole purpose of a project would be lost if it is not completed in time. **Figure 11** highlights this issue. On the other hand, **Figure 11** gives further breakup of the revised projects into time revised, cost revised, and both time and cost revised.

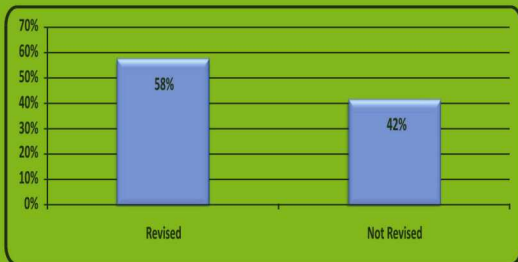


FIGURE 11 Percentage of Revised Projects

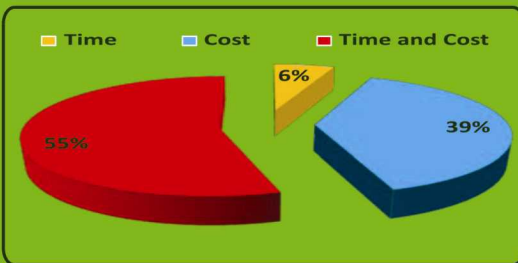


Figure 12 Break-up of Revisions

Efficiency is essential for achieving the best out of scarce resources. However, it was observed that extra resources are for used, especially human resource. This is evident in **Figure 13** which shows that recommended posts were always less than the planned project posts. DGM&E recommends the post in the Final Evaluation Meeting with the Project Management. Lower number of recommended posts show that the project can be successfully managed by using lesser manpower than the planned. This shows that extra human resource is used and public funds are wasted.

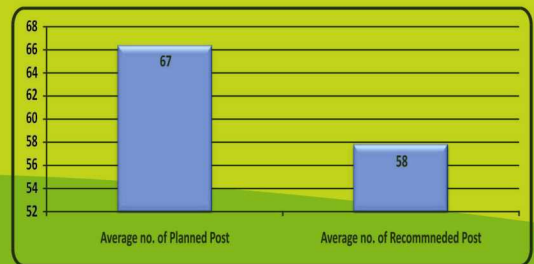


FIGURE 13 Planned vs Recommended Posts

## II. Project Appraisal and Approval by Using Project Definition Rating Index (PDRI):

PDRI for Infrastructure Projects is a powerful and simple tool that can be used to measure project scope definition for completeness in the pre-planning phase. It offers a comprehensive checklist of 38 scope definition elements in an easy-to-use score sheet format. Each element is weighted with respect to its relative importance with the other elements. PDRI can also be tailored for other sectors. Policy Guidelines for Application of PDRI was developed by Mr. Jamshed Sial (R.A.) and submitted to the competent authority on 7<sup>th</sup> September, 2010.

## III. Use of Project Evaluation Rating Index (PERI) for Project Evaluation:

It was observed in the analysis that in some cases projects were concluded as successful even though they failed to fulfill major requirements. For example, 13% of projects for which year-wise cost breakup was not available were declared to be successful. To overcome such deficiencies in the evaluation process, PERI was developed by Mr. Jamshed Sial (R.A.) on Microsoft Excel. It automatically gives the conclusion of a project after taking into account 15 elements e.g. Data maintenance and availability, quality of operational procedures, cost and schedule analysis,

## IV. Project Evaluation on the Basis of Performance Indicators (PI):

Chile has a highly developed M&E System. An important component of its system is Performance Indicators (PI). Its Ministry of Finance collects about 1,550 PI. DGM&E has also started conducting evaluation on the basis of PI. They are developed for each project separately in accordance with the objectives. For example, 21 performance indicators were made for the project titled, “Afforestation of Blank Areas in the State Forest of Murree Hills”. There were 11, 3, 5, 1, 2 and 2 indicators for Afforestation, Chinaar plantation, Nurseries, Natural regeneration, Soil conservation and Civil works objective, respectively.

## V. SWOT Analysis in Evaluation Reports:

Effect of externalities is generally ignored not only during the project planning but throughout its life cycle. In order to overcome this short coming, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis has been made an integral part of the evaluation reports.

## VI. Highlighting Duplication of Projects:

In some cases it was observed that some projects were similar to one another. To highlight this aspect evaluation team scrutinizes other projects of the line department and finds out if there is duplication of any kind.

## VII. Initiating Impact Evaluation:

Development projects are initiated for improving people's quality of life. Therefore, evaluation should be seen as a main tool for ascertaining such improvements for intended beneficiaries. Impact Evaluation precisely performs this function. The importance of this concept is getting strength day by day. As a matter of fact Planning Commission of Pakistan in collaboration with International Initiative for Impact Evaluation (3ie) is organizing a two days workshop on 17<sup>th</sup> and 18<sup>th</sup> January, 2010. Jamshed Sial and Mudassar Ahmad are presenting on the topic 'Evaluation Experience in the Punjab' in this workshop. DGM&E has also initiated a move towards Impact Evaluation (PC-V evaluation) and conditional regularization of projects (shown in Figure 3) is a step towards this end.

## VIII. Guidelines for Third Party Inspection/ Monitoring (TPIM):

Monitoring and Third Party Validation of Punjab government's development projects are in the ambit of DGM&E's rules of business. Ms. Fiza Zafar (R.A.) developed TPIM Guidelines. It would go a long way in bringing uniformity in process of TPIM in Punjab. The document was circulated on 29<sup>th</sup> September, 2010.

## IX. Third Party Monitoring Index (TPMI):

TPMI has been developed to perform the same function for monitoring of projects as PERI performs for evaluation of projects. TPMI consists of 20 elements e.g. Cost performance index, Synchronization with bills of quantities, Observance of technically sanctioned estimates, and Risk mitigation and management plan, etc. It was developed by Hafiz Wahid-ul-Hassan (DPM) and Jamshed Sial (R.A.).

## X. Use of GPS Coordinates for Data Collection:

A unique method of data collection for Forest Department projects has been introduced in Punjab. In this method i.e. Practical sampling approach, GPS coordinates of each of the sample points are recorded so that they can be used in future for

observing the extent of change. Yellow place-marks, as shown in the picture from Google Earth, show total sample points which were taken during the TPV of the project titled, "Afforestation of Blank Areas in the State Forest of Murree Hills".

## XI. Moving towards ISO Certification:

A move has been initiated to get International Standard for Organizations (ISO) Certification for DGM&E's monitoring, evaluation, third party validation processes in order to provide authenticity to the working and results of DGM&E.

## XII. Initiation of DGM&E Website:

Official website of DGM&E has been launched. All of the reports of monitoring, evaluation and third party validation can be accessed from this website. In addition, it includes Minutes of Evaluation Meetings, other publications and reference material. The site will also hold information regarding the status of monitoring, evaluation and Third Party Validation.

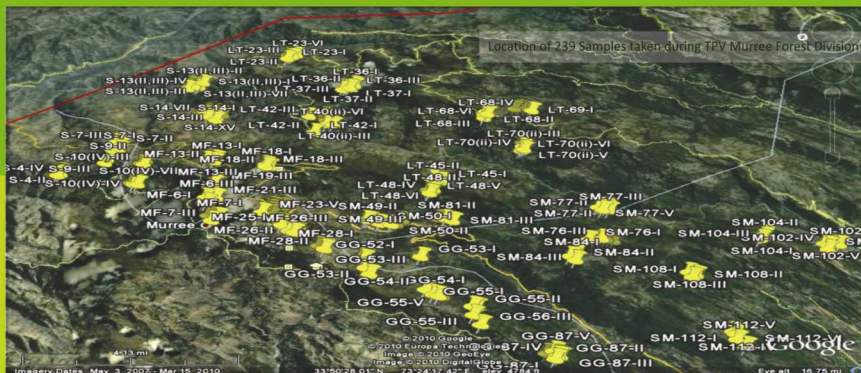
## XIII. Conditional Regularization of Development Projects:

This aspect has been discussed earlier at page 2.

## b) Enhancing Utilization of M&E Information

This refers to increasing the appetite for M&E Information. The first step towards increasing the demand for M&E is to **measure and judge the existing M&E Setup**. M&E system is not unknown in Punjab and is often used at project, department and provincial level. However, potential benefits of M&E are not being reaped. DGM&E has proposed to launch a programme to gauge the true nature of existing M&E setup in the province of Punjab. It would be a first step in towards achieving the best results from M&E.

The next step would be to **develop coordination** between these agencies so that a standard M&E Mechanism is developed. Subsequently, the information could be used in one or more of the four principal ways, i.e., to support government policy making, including performance budgeting or national planning; for policy development and analysis and program development; for program and project management; or for accountability purposes. Utilization of M&E information can range along a spectrum from zero or negligible to substantial (or intensive).



### a) Monitoring

In the development sphere, monitoring may be done for three main purposes: assessing the performance of a programme or project; analyzing organizational performance; and examining features and processes in the environment of an organization or scheme. The three purposes may be more or less related. In all instances, for assessment to be referred to as a monitoring, it should be of a relatively current or frequent nature. We can define it as a frequent and largely routine generation of and reporting on information about the performance of a programme or project, comparison of this with the programme or project plans and, suggesting corrective measures, if any. It mainly covers aspects of finance, the quantity and quality of inputs, as well as executors and the time use in implementation. It may also (and commonly should) encompass some regular assessment of relatively direct changes that are brought about by the scheme.



Software Technology Park (STP), shown in the picture above, is a landmark project developed for the promotion and development of Information Technology Industry in the province of Punjab. It has total cost outlay of Rs. 4.017 Billion. DGM&E has been monitoring the project by using different techniques. Earned value management (EVM) is one of the technique which is used for ascertaining the progress of a project. EVM combines measurements of scope, schedule, and cost in a single integrated system. In addition, Primavera Project Planner (P-6), the latest software used for the project planning, is used. The project was started in October 2007 and was planned to be completed in 42 months i.e. 31<sup>st</sup> December 2010. However, DGM&E monitoring team's assessment is that project completion would take atleast 46 months. DGM&E is also a member of Project Implementation Sub Committee (PISC) for Software Technology Park Lahore. This committee recently reviewed and accorded approval for the payment of Rs. 94,094,811 against IPC No. 33 in its 38<sup>th</sup> meeting held on 24<sup>th</sup> November 2010 under the chairmanship of Chairman PITB.

Lahore Ring Road is a mega project intended to facilitate traffic in and around Lahore. In 1991, JICA, an institution of Japan, proposed a road-loop in the city and the World Bank prepared a feasibility report on a 60 km ring road around the city. The plan went through many changes until it was initiated on 22<sup>nd</sup> December, 2004. The present plan conceives a 77 km road comprising 19 packages.

### b) Evaluation

Systematic evaluation of development programmes and projects was conceived and formalized from the 1960s onwards by donor agencies, which wanted a 'true' account of how well things had been done and what had been achieved. The idea was to have 'objective' assessments, done by 'independent' persons using 'professional' methods of data collection and analysis. As compared with monitoring, evaluation is a more thorough examination, at specified points in time of programmes and projects performance, usually with emphasis on impact for people and also on relevance, effectiveness, efficiency, sustainability, and replicability. The progress of evaluation reports with a 6 months breakup is shown in the **Figure 14**. It can be seen that 22 projects have been evaluated in the period July 2010 to December 2010.

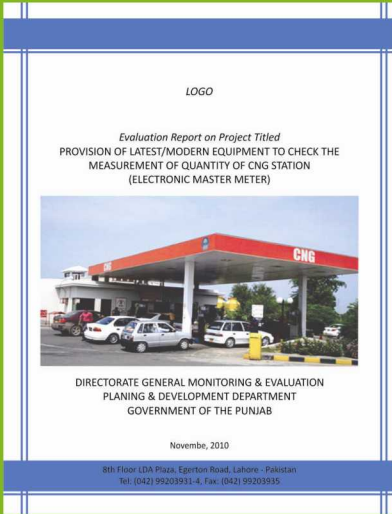


FIGURE 14 Evaluation Report Progress

Abstracts of the last three projects evaluated are given in the following paragraphs. The project titled “**Establishment of Mahseer Fish Hatchery and Seed Rearing Farm for Stock Replenishment in Semi Cold Natural Water Bodies of the Province**” was submitted for evaluation on 21<sup>st</sup> June, 2010. The objectives were to establish a fish hatchery complex, buildings, water supply and disposal system, and production and rearing of 0.7 million seeds of Mahseer fish per annum with a total cost and gestation period of Rs. 69.067 million and 48 months, respectively. After analysis of secondary and on field inspection (District Attock) PERI was found to be 71. The project was declared as a “Successful Intervention”.



The project titled “Provision of Latest/Modern Equipment to Check the Measurement of Quantity of CNG Station (Electronic Master Meter)” was submitted for evaluation on 22<sup>nd</sup> October, 2010. The main objective was to provide 9 latest equipments for measuring the quantity of CNG discharge (Electronic Master Meter) units with a total cost and gestation period of Rs. 18.38 million and 24 months, respectively. After analysis of secondary and primary data, and on field inspection in districts Lahore, Kasur, Sargodha, Rawalpindi, Gujranwala and Bahawalpur, PERI was calculated to be 64. The project was declared as a “Successful Intervention”.



The project titled “Addition of Recreational Facilities in Jallo Forest Park” was submitted for evaluation on 01 November, 2010. The main objective was to provide recreational facilities to the public to facilitate the people and children and provide them better recreational environment. The project had a total cost and gestation period of Rs. 19.280 million and 24 months respectively. After analysis of the data, and on field inspection PERI was calculated to be 74. The project was declared as a ‘successful intervention’.



The project success rate of the departments having a highest number of projects in the 85 evaluated projects is shown in the Figure 15.



FIGURE 15 Department-wise Success Percentage of Projects

The projects which are being evaluated at present are listed below:

- Establishment of PEER KATAL Government Technical Training Institute at Jalal Pure Pirwala
- Establishment of Quality Control Laboratory (QCL), Central Reference Laboratory (CRL) and Provision of Cold Storage / Cold Chain Facilities at Veterinary Research Institute (VRI), Lahore
- Development of sericulture activities in Punjab
- Establishment of Diagnostic Lab and Facilities for Water / Soil Quality and Diseases Muzaffargarh
- Establishment of Govt. Technical College at Shorkot

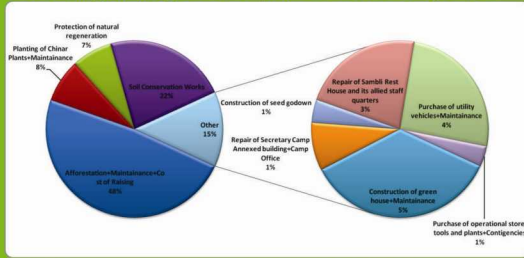
It would be pertinent to mention here that 12 projects have been deferred due to non availability of essential documents. Out of these projects, 3 are of Information Technology Department, 8 are of PITB and 1 is of agriculture.

### c) Third Party Validation

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. Good governance is not a luxury; it is a vital necessity not only for development but also survival. Keeping in view the basic economic problem i.e. scarcity, there is no way forward except to make the best use of scarce resources. Governments and organizations all over the world are grappling with internal and external demands and pressures for improvements and reforms in public management. Whether it calls for accountability and transparency, enhanced effectiveness of development programs or real results of political promises made, governments ought to be increasingly responsive to internal and external stakeholders to demonstrate tangible results. According to Mahatma Gandhi, “I can retain neither respect nor affection for a government which has been moving from wrong to wrong in order to defend its immortality.”<sup>14</sup>In short, TPV can help to an agency to find operational or execution flaws that are hampering the progress of a project, and avoid repetition of such failures.

The Chief Minister Punjab, during a meeting regarding the 'Affairs of Murree' on 04.04.2010, gave directions for conducting TPV in order to verify the plantation carried out by the Punjab Forest Department in Murree Forest Division. TPV of the project titled, “Afforestation of Blank Areas in the State Forests of Murree Hills” having a total cost of 155.795 million was conducted according to the new 'Policy Guidelines' of DGM&E.

The exercise not only ushered DGM&E into the domain of other agencies which carry out TPV as a reliable, efficient, and economical TPV agency but also set a benchmark for future TPV's. After receiving directions for the TPV, an in-house meeting was held in which the Director General Dr. Sajjad Mubin assigned the task of TPV Report to Jamshed Sial (R.A.). It was decided that Hafiz Wahid-ul-Hassan (DPM, Civil Engineer) will work on the objectives related to civil works and Mudassar Ahmed (R.A.) will provide technical and statistical expertise. Cost break-up of the project with respect to its objective is shown in **Figure 16**. TPV Questionnaire and 21 TPV indicators were formulated for ascertaining the progress of the project vis. a vis. its objectives.

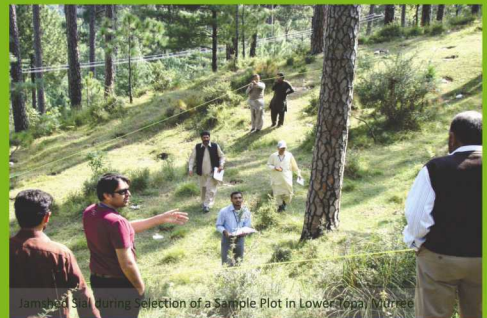


**FIGURE 16** Percentage Breakup of the Projects's Planned Cost i.e. 155.79 million

Taking into account the nature of the terrain it was decided that 50x50 feet plot would be taken instead of 1 acre plot which would later projected to 1 acre. In order to provide reliable and authentic data which could be used for future inspection of this project, Global Positioning System (GPS) coordinates of all sample plots were recorded. Images from Google Earth were presented in the report to show the plantation exercise in the 43 compartments where plantation has been carried out. Similarly, 6 sample beds were taken from each of the 13 nurseries, 60 checkdams were inspected for soil conservation works and 27 sample plots of 50x50 feet were taken from the 10 patches where Chinar plantation has been carried out. In addition, all sites of construction and repair were visited and purchased vehicles were checked. It is important to mention that many expert were explored during the TPV exercises which have not been dug earlier, e.g. impact of stone protection on survival rate of plants, affect of feasibility of approach on number of plants planted and survival rate of plants, and affect of age of plant, etc.



On the basis of the findings the following recommendations were given. GPS Coordinates of the planned planted area should be given in the PC-I. In order to achieve intended results from afforestation projects periodic inspection or monitoring is necessary. Therefore, it is pertinent that quarterly or at-least bi-annually inspection should be done. Plant protection through stones should be guaranteed and done uniformly at all sites. It is important that in the nurseries, plants should be kept for atleast 3 to 5 years before they are planted in the field. Project executors should guarantee that the distance from the road or the difficulty of the terrain should not in any case impede plantation and subsequent maintenance efforts of the lower staff. Full use of natural regeneration should be made. However, GPS Coordinates of those areas should be mentioned in the PC-I of the project. Soil conservation works are important and should be completed at the earliest but their location should be specified and reason for construction/ suitability should be mentioned. In the Cheer Zone, it should be guaranteed that cheer foliage is not accumulated for long in order to avoid devastating fire. The quality of civil work especially seed godowns and green houses need to be improved. If indigenous resources are not sufficient then technical expertise of professionals should be hired to ensure construction quality.



DGM&E has recently received a request for TPV of the project titled, "Socio-economic Development of Destitute and Neglected Children's Families (SDDNCF)". It has a gestation period of 36 months and a total cost of Rs. 366.04 million. After initial in-house meeting, the task of conducting TPV of the above mentioned project has been assigned to Jamshed Sial (R.A.). The project is supported by the Home Department of the Punjab Government. National Rural Support Programme (NRSP) Child Protection and Welfare Bureau (CPWB) are the key implementation partners. The project aims at creating employment and diversifying sources of incomes of 10,250 poor families of destitute and neglected children by providing Skills Training, Income Generating Grants (IGG) and improved access to services including microfinance services. The project is serving in five districts of Punjab province (Lahore, Rawalpindi, Gujranwala, Multan and Faisalabad).