بِسْمِ اللَّهِ رَحْمَاتِ اللَّهِ وَتَعَالَى
Monitoring of Development Projects 
(Pakistan Case)

Syed Zahoor Ali Shah 
Planning Commission, 
Pakistan
Project Monitoring Mode / Methodology

**Monitoring Mode**
- Physical: site visit, meeting with PD and project teams
- Desk Monitoring: data collection / updating

**Reporting**
- Submission of Monitoring Report by concerned monitoring Officer through respective DG

**Approvals**
- Member (I&M), Secretary (P&D), Deputy Chairman (Planning Commission)

**Corrective Measures**
- Reports forwarded to the Project Director and concerned Federal Secretary for necessary corrective measures

**Feedback**
- Necessary corrective measures initiated at line Ministry level – intimation to Planning Commission
- Confirmatory Monitoring
Impact Evaluation

Evaluation means “to determine the impact of activities against the agreed objectives”

• Ex-post evaluation of completed projects institutionalized

• Gradual transformation in the Evaluation strategy/approach has been evolved from project to programme / institutional evaluation.
Project Cycle – Associated Weaknesses

- Identification and preparation
- Evaluation
- Appraisal & Approval
- Completion
- Execution
Criteria for Selection of Projects for Monitoring

- Projects to be completed during Current Financial Year
- Foreign Funded Projects
- Strategic / high impact Projects
- Special Packages for Development of deprived / remote Areas
- New Projects in line with development strategy
- Satellite Monitoring of Strategic Projects
Shift in Policy
Elaborate computer based Project Monitoring and Evaluation System (PMES), where data of projects’ physical and financial status is maintained.

Web-based system for sustained flow of e-information on projects implementation.

**Purpose:**

Enhance monitoring capacity of the Planning Commission, M&E Units / Cells of Federal ministries and Provincial P & D Departments.
RBM has a wider horizon than just monitoring.

Traditional monitoring looks into financial & physical progress, where RBM probes into outcomes and impacts of dev: projects/Prog.

Results-based management (RBM) has been promoted as an important means to improve the quality and impact of development efforts.
Result Based Monitoring (RBM)

RBM Involves

• **Inputs** (and activities)
• **Outputs** (immediate produced items/ services)
• **Outcomes** (what the project intended to achieve)

The term ‘results’ refers to internal outputs of a project and encompasses the service **outputs** that make those outcomes possible. Results are referred to as **outcomes**.

• **Impact** (long term objectives to be met)

**RBM ensures that the outputs and outcomes are measurable, monitorable and relevant to the appropriate indicators.**
## Complementary Roles of Results-Based Monitoring and Evaluation

<table>
<thead>
<tr>
<th>Monitoring</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clarifies program objectives</td>
<td>• Analyzes why intended results were or were not achieved</td>
</tr>
<tr>
<td>• Links activities and their resources to objectives</td>
<td>• Assesses specific causal contributions of activities to results</td>
</tr>
<tr>
<td>• Translates objectives into performance indicators and sets targets</td>
<td>• Examines implementation process</td>
</tr>
<tr>
<td>• Routinely collects data on these indicators, compares actual results with targets</td>
<td>• Explores unintended results</td>
</tr>
<tr>
<td>• Reports progress to managers and alerts them to problem</td>
<td>• Provides lessons, high-lights significant accomplishment or program potential, and offers recommendations for improvement</td>
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</tbody>
</table>
National Programme for Improvement of Watercourses

- Completion date: 2011
- Overall progress: 75%

<table>
<thead>
<tr>
<th>Province</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Punjab</td>
<td>30,000</td>
<td>19,618</td>
</tr>
<tr>
<td>Sindh</td>
<td>29,000</td>
<td>18,753</td>
</tr>
<tr>
<td>NWFP</td>
<td>10,000</td>
<td>11,663</td>
</tr>
<tr>
<td>Balochistan</td>
<td>13,466</td>
<td>13,254</td>
</tr>
<tr>
<td>AJK</td>
<td>1,000</td>
<td>348</td>
</tr>
<tr>
<td>FATA</td>
<td>1,600</td>
<td>645</td>
</tr>
<tr>
<td>FANA</td>
<td>600</td>
<td>421</td>
</tr>
<tr>
<td>ICT</td>
<td>337</td>
<td>177</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>86,003</strong></td>
<td><strong>64,879</strong></td>
</tr>
</tbody>
</table>

Watercourse (Chitral, NWFP)  
Watercourse (Sindh)  
Watercourse (Punjab)
National Programme for Watercourses

Goal/ Impact

Outcome

Output

Activities

Inputs

- Improved water management techniques
- Self sufficiency in food
- Poverty reduction
- Employment generation
- Change in cropping pattern
- More area to be brought under cultivation
- Mobilization of community through capacity building
- Improvement in socio-economic condition of farmers
- Saving of electricity by less operation of tube wells
- Multiplier effect on other industries

- Water logging and Salinity affected areas reclaimed upto 10%
- Cropping intensity increased up to 20%
- Average crop yield increased upto 15%
- Water losses reduced up to 15-20%
- Availability of water increased
- Command area increased by 20-25%
- Availability of water to the tail end in time
- Reduced water disputes/thefts

- Improvement of 86003 watercourses
- Lining of 86003 watercourses upto 30% (30% in Saline Area, 15% in Sweet Water Zone)

- Social mobilization of WUAs
- Registration of WUAs
- Collection of farmers shares
- Survey and designing
- Earthen improvement
- Installation of Nukkas and construction of culvert /structure
- Lining of watercourses
- Back earth filling of lined section and structure

- Capital Rs. 66.4 billion
- Labour (Manpower)
- Materials like cement, bricks, PVC pipes, Precast Parabolic Structure (PCP) etc.
The Power of Measuring Results

• If you do not measure results, you cannot tell success from failure
• If you cannot see success, you cannot reward it
• If you cannot reward success, you are probably rewarding failure
• If you cannot see success, you cannot learn from it
• If you cannot recognize failure, you cannot correct it

If you can demonstrate results, you can win public support
Thanks
Objectives

- Improve living on condition and quality life by;
- Improving water supply sanitation facility
- Solid waste management
- Waste water treatment & slaughter house
- Institutional capacity of the TMA and WASA

Economic Benefits

- Improved;
  - Health condition
  - Air quality,
  - Reduce water borne disease
Challenges

• Increase population and improper management of national resources always been a threat for Pakistan environment

• EIA- techniques is still not being used efficiently particularly in Public sector
Islamabad–Peshawar Motorway (M-1)

INDUS RIVER BRIDGE
Lowari Tunnel Project
Neelum Jehlum Hydro Power Project

Ventilation system at adit A2

Access Tunnel
After monitoring, Rs. 4.0 billion were released and work resumed for construction of new towns
Basha Diamer Dam

- **Capital Cost**: US$ 11.34 billion
- **Implementation period**: 10 years
- **Preparatory works in progress**

Command area
6.5 Million acre feet

- Seismic instruments embedded
- Insitu Rock stress analysis
- Thakot bridge under construction
- Access road project given to NHA
- Project Staff Colony construction in progress 3 out of 8 packages tender evaluation in progress

Thakot Bridge

**DOWNSTREAM VIEW**
Mirani Dam

Development of Command Area: 33200 Acres
Financial Progress: 102%
Physical Progress: completed

Reservoir Level EL 228.00 ft

28 02 2007
Rainee Canal (Phase-I) Project

- Canal Lining completed
- Canal Lining in progress at RD 217+000
- Escapes Channel
- Head Regulator
- Downstream view of Outfall Structure
Gomal Zam Dam, DI Khan 17.4 MW
KKH, Raikot Khunjrab Road (335 KM)
Lyari Expressway, Karachi
## Project Cycle – Associated Problems (Identification and Preparation)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Weaknesses</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Feasibility studies not conducted in some projects</td>
<td>Projects’ ill conceived, Weak project preparation</td>
</tr>
<tr>
<td>2</td>
<td>Lack of module based designs</td>
<td>Accrual of benefits dependent upon completion of full project – cannot utilize facility during the interim period</td>
</tr>
<tr>
<td>3</td>
<td>Ownership by Provinces / Districts</td>
<td>Sustainability issue during operational phase</td>
</tr>
<tr>
<td>4</td>
<td>Unrealistic financial phasing</td>
<td>Delayed, insufficient releases – delayed project execution</td>
</tr>
<tr>
<td>5</td>
<td>Over staffing provision against the actual requirement.</td>
<td>Over burden on project, higher administrative costs</td>
</tr>
<tr>
<td>6</td>
<td>Lack of holistic approach in planning</td>
<td>Initiation of projects with overlapping objectives,</td>
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</tbody>
</table>
## Project Cycle – Associated Problems (Appraisal & Approval)

<table>
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<tr>
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<th>Weaknesses</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Insufficient time (six weeks minimum – not followed)</td>
<td>– Weak scrutiny&lt;br&gt;– Accurate economic analysis not possible&lt;br&gt;– Problems at execution stage&lt;br&gt;– Desired / envisaged results of project not achieved</td>
</tr>
<tr>
<td>2</td>
<td>Shortage of relevant technical HR</td>
<td>– Insufficient project appraisal&lt;br&gt;– In-depth technical and financial analysis not carried out</td>
</tr>
</tbody>
</table>
## Project Cycle – Associated Problems (Execution)

<table>
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<th>Sr. No.</th>
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<tbody>
<tr>
<td>1</td>
<td>Delay in contract award / hiring of consultants</td>
<td>Delayed project commencement</td>
</tr>
<tr>
<td>2</td>
<td>Land acquisition</td>
<td>Delays/ interruptions in project execution</td>
</tr>
<tr>
<td>3</td>
<td>Release of Funds</td>
<td>Slow progress/ cost &amp; time over runs</td>
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<tr>
<td>4</td>
<td>Management issues</td>
<td>Inefficient project handling</td>
</tr>
<tr>
<td>5</td>
<td>Consultancy / design</td>
<td>Design modifications during execution leads to delays, cost overruns</td>
</tr>
<tr>
<td>6</td>
<td>Civil Works</td>
<td>Inefficiency of executing agencies (PWD, W&amp;S, line agencies)</td>
</tr>
<tr>
<td>7</td>
<td>Equipment procurement</td>
<td>Procurement at inappropriate time leads to blocking of public funds, warranties may expire before installation or delayed commissioning</td>
</tr>
<tr>
<td>8</td>
<td>Unauthorized scope creep</td>
<td>Revision of projects, delays and cost overruns</td>
</tr>
<tr>
<td>9</td>
<td>Monitoring inputs from ministries</td>
<td>Delayed decision making/ redressal of issues</td>
</tr>
<tr>
<td>Sr. No.</td>
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<tr>
<td>---------</td>
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</tr>
<tr>
<td>1</td>
<td>Delayed PC-IV and PC-V submission</td>
<td>- Delayed financial closure</td>
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<td>- Delayed post completion evaluation</td>
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<td>- Delayed accounts / books closure</td>
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<tr>
<td>2</td>
<td>Delayed transfer of projects to recurring budget</td>
<td>- Project cost overruns</td>
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<td>- Ownership</td>
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<td>- Facility on completion remains under-utilized</td>
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<td></td>
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<td>- Sustainability</td>
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## Project Cycle – Associated Problems (Evaluation)

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<tr>
<td>1</td>
<td>Delayed submission of required information from PDs / Ministries</td>
<td>– Impact analysis delayed</td>
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<tr>
<td></td>
<td></td>
<td>– Envisaged benefits to national economy remain undetermined</td>
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