

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Monitoring of Development Projects (Pakistan Case)



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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

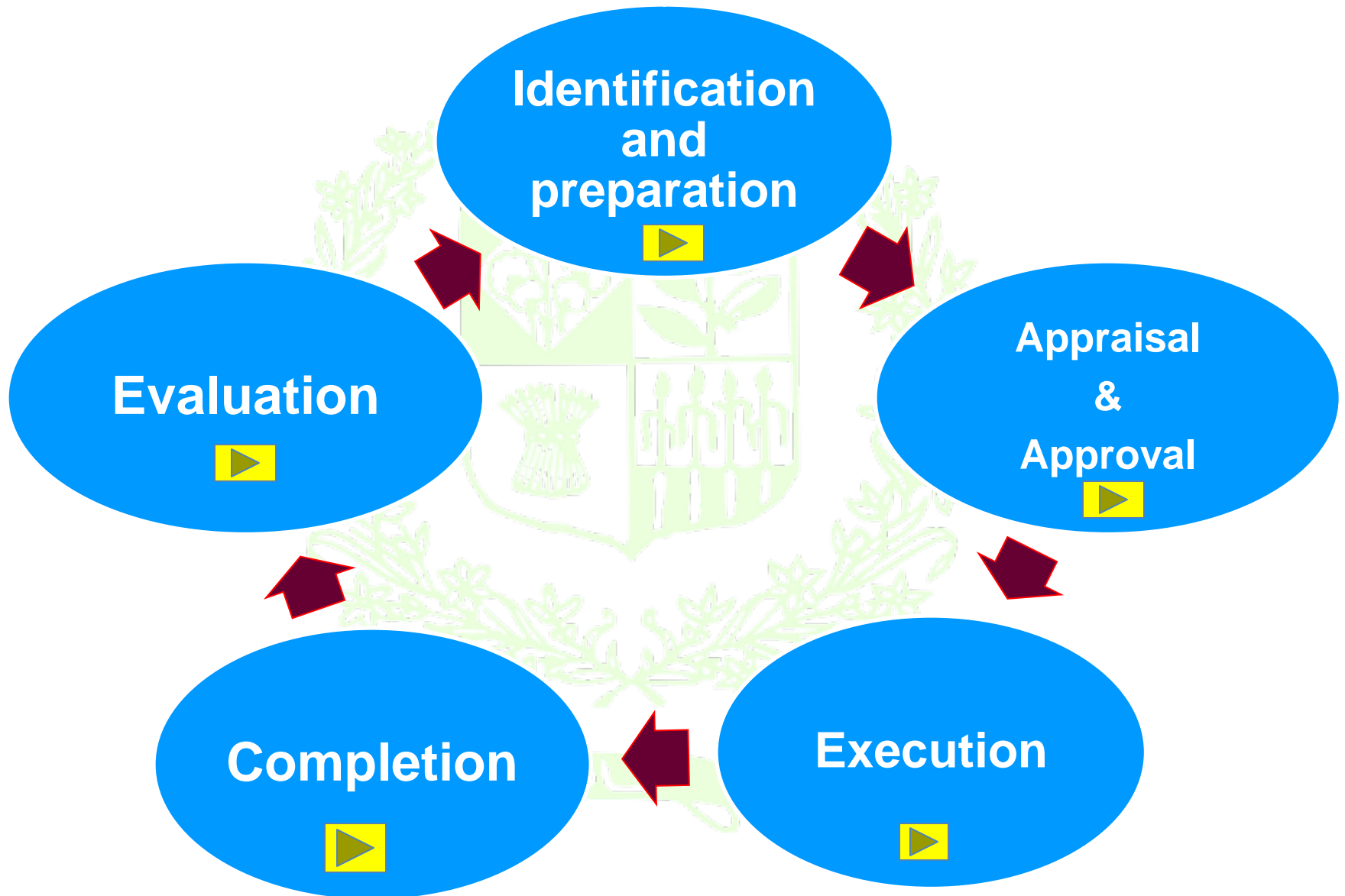
- Necessary corrective measures initiated at line Ministry level – intimation to Planning Commission
- Confirmatory Monitoring

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



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



Project Monitoring & Evaluation System (PMES)

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

Result Based Monitoring (RBM)

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 **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

Monitoring	Evaluation
<ul style="list-style-type: none">• Clarifies program objectives	<ul style="list-style-type: none">• Analyzes why intended results were or were not achieved
<ul style="list-style-type: none">• Links activities and their resources to objectives	<ul style="list-style-type: none">• Assesses specific causal contributions of activities to results
<ul style="list-style-type: none">• Translates objectives into performance indicators and sets targets	<ul style="list-style-type: none">• Examines implementation process
<ul style="list-style-type: none">• Routinely collects data on these indicators, compares actual results with targets	<ul style="list-style-type: none">• Explores unintended results
<ul style="list-style-type: none">• Reports progress to managers and alerts them to problem	<ul style="list-style-type: none">• Provides lessons, highlights significant accomplishment or program potential, and offers recommendations for improvement

National Programme for Improvement of Watercourses

- ◆ Completion date : 2011
- ◆ Overall progress : 75 %



Watercourse (Chitral, NWFP)

Province	Target	Achieved
Punjab	30,000	19,618
Sindh	29,000	18,753
NWFP	10,000	11,663
Balochistan	13,466	13,254
AJK	1,000	348
FATA	1,600	645
FANA	600	421
ICT	337	177
Total	86,003	64,879



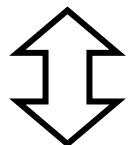
Watercourse (Sindh)



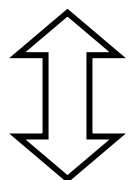
Watercourse (Punjab)

National Programme for Watercourses

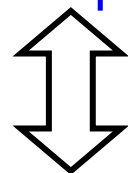
Goal/ Impact



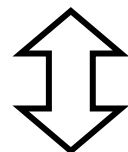
Outcome



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

Rawalpindi environmental improvement project

Objectives

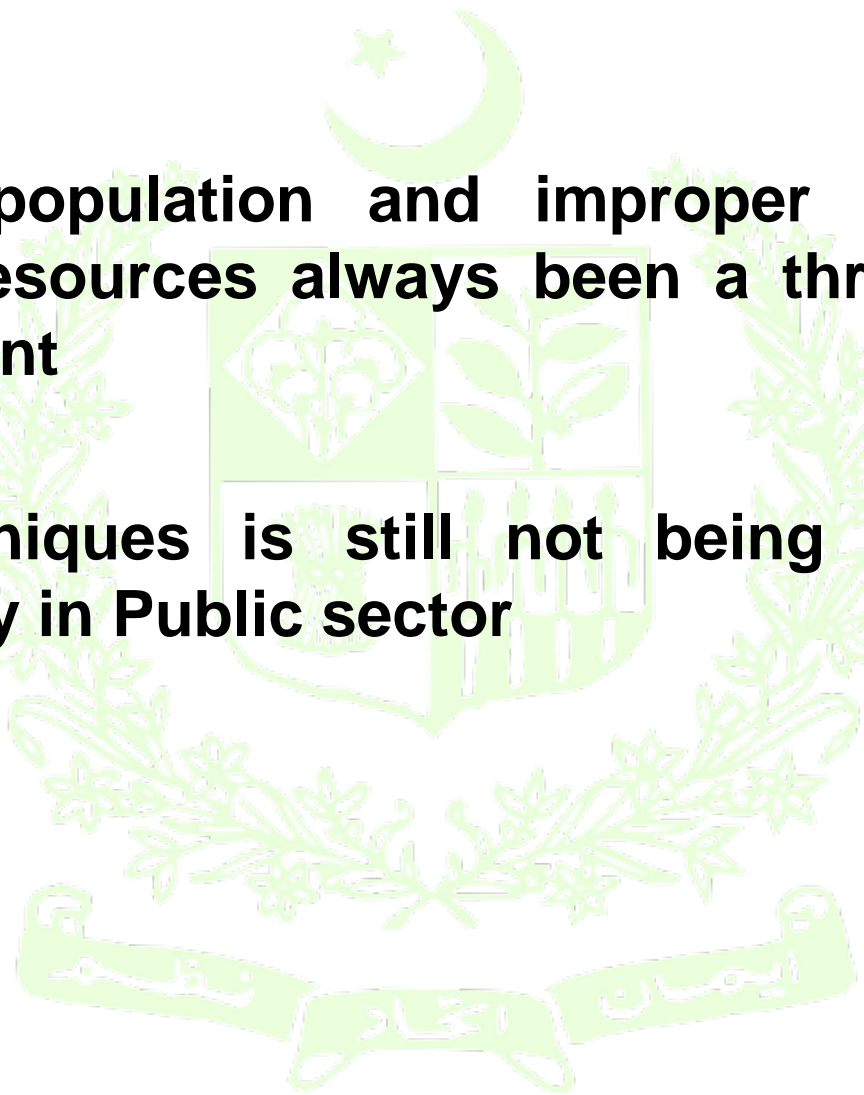
- Improve living on condition and quality life by;
- Improving water supply sanitation facility
- Solid waste management
- Waste water treatment & slaughter house
- Institutional capacity of the TMA and WASA

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)

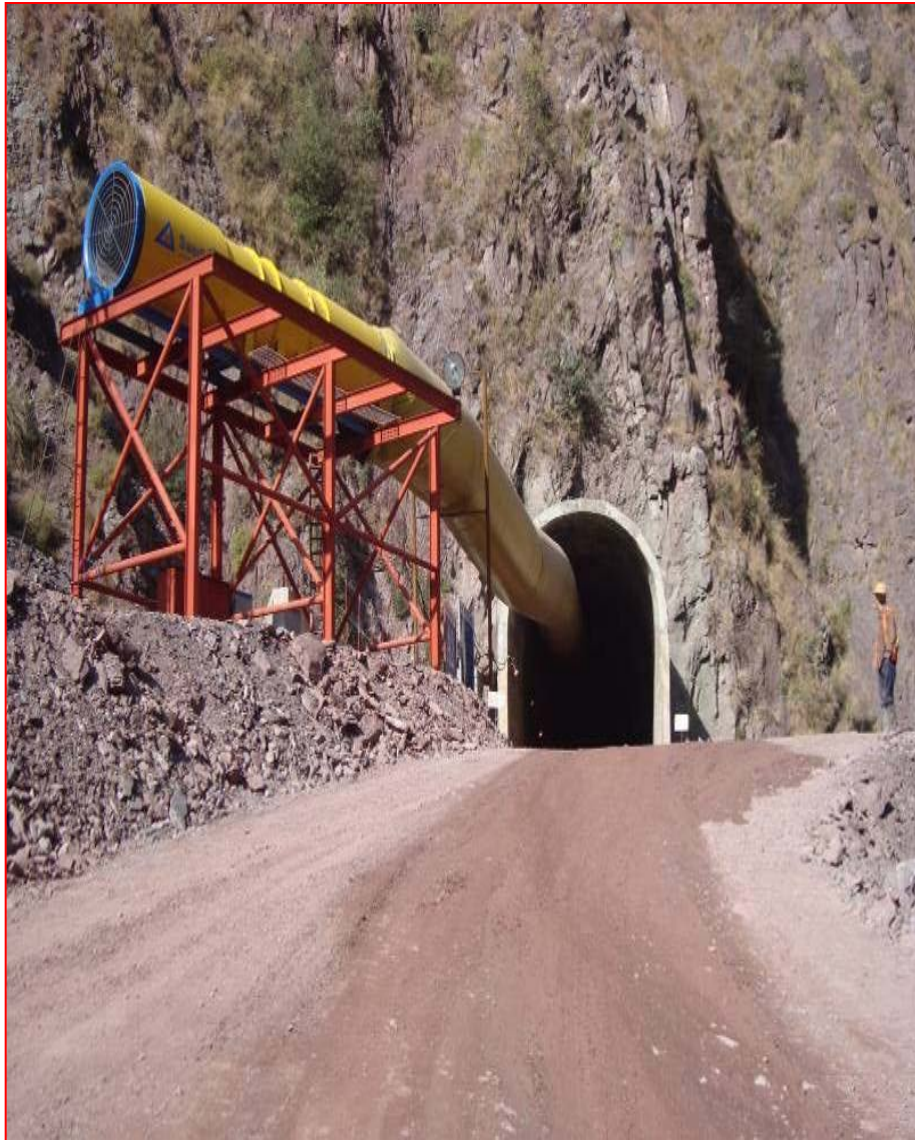
INDUS RIVER BRIDGE



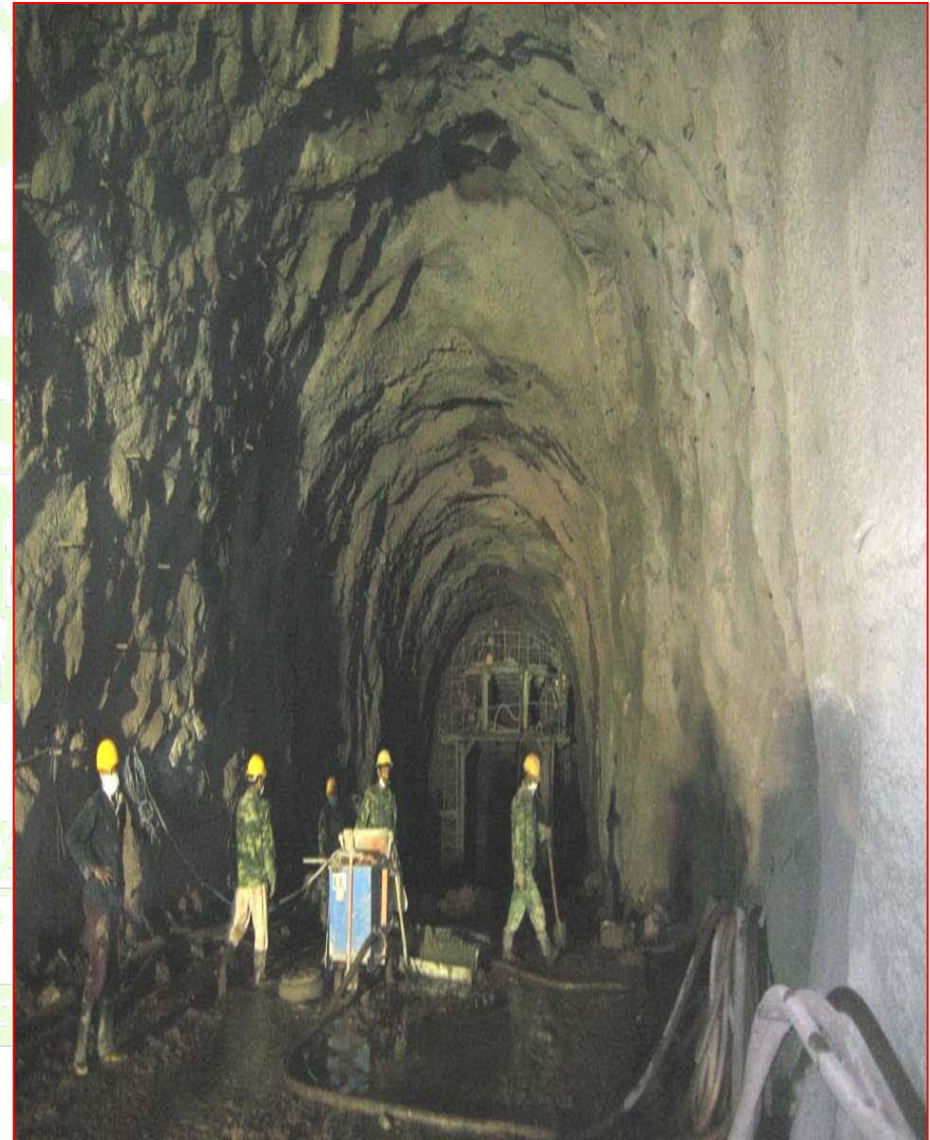
Lowari Tunnel Project



Neelum Jehlum Hydro Power Project

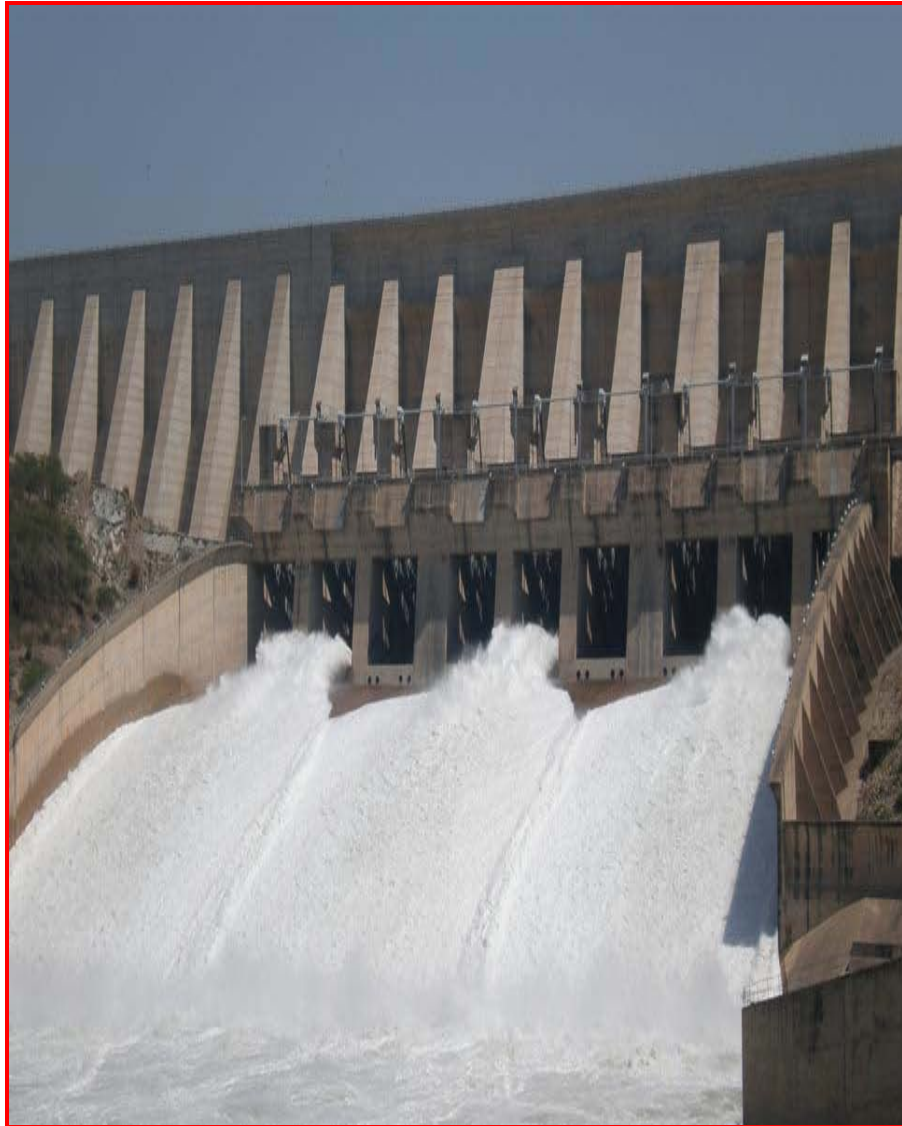


Ventilation system at adit A2



Access Tunnel

MANGLA DAM RAISING PROJECT



General View of Main Spillway

MANGLA DAM RAISING PROJECT



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

DOWNSTREAM VIEW

Mirani Dam



Rainee Canal (Phase-I) Project



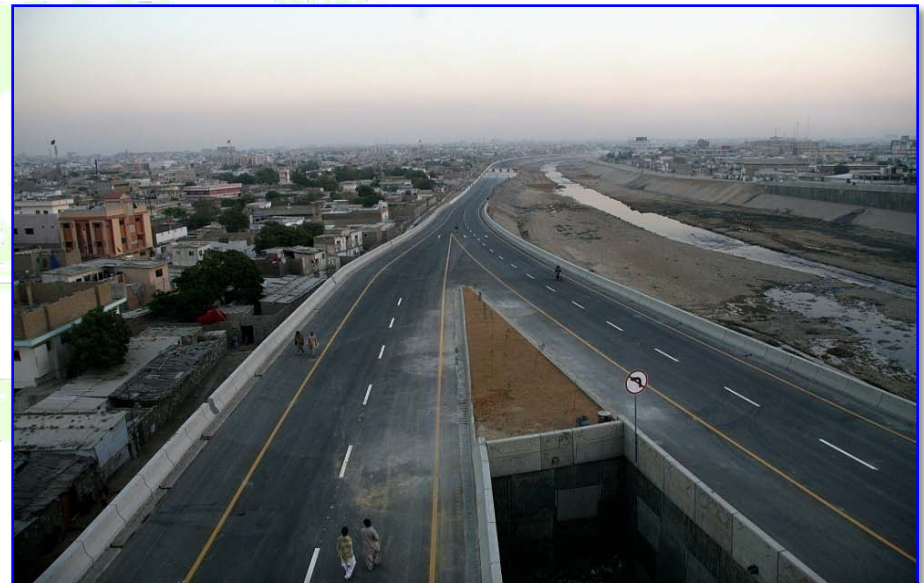
Gomal Zam Dam, DI Khan 17.4 MW



KKH, Raikot Khunjrab Road (335 KM)



Lyari Expressway, Karachi




Gwadar- Hoshab-Ratodero Road (650 km, M-8)





Project Cycle – Associated Problems (Identification and Preparation)

Sr. No.	Weaknesses	Implications
1	Feasibility studies not conducted in some projects	Projects' ill conceived, Weak project preparation
2	Lack of module based designs	Accrual of benefits dependent upon completion of full project – cannot utilize facility during the interim period
3	Ownership by Provinces / Districts	Sustainability issue during operational phase
4	Unrealistic financial phasing	Delayed, insufficient releases – delayed project execution
5	Over staffing provision against the actual requirement.	Over burden on project, higher administrative costs
6	Lack of holistic approach in planning 	Initiation of projects with overlapping objectives,

Project Cycle – Associated Problems (Appraisal & Approval)

Sr. No.	Weaknesses	Implications
1	Insufficient time (six weeks minimum – not followed)	<ul style="list-style-type: none">– Weak scrutiny– Accurate economic analysis not possible– Problems at execution stage– Desired / envisaged results of project not achieved
2	Shortage of relevant technical HR	<ul style="list-style-type: none">– Insufficient project appraisal– In-depth technical and financial analysis not carried out



Project Cycle – Associated Problems (Execution)

Sr. No.	Weaknesses	Implications
1	Delay in contract award / hiring of consultants	Delayed project commencement
2	Land acquisition	Delays/ interruptions in project execution
3	Release of Funds	Slow progress/ cost & time over runs
4	Management issues	Inefficient project handling
5	Consultancy / design	Design modifications during execution leads to delays, cost overruns
6	Civil Works	Inefficiency of executing agencies (PWD, W&S, line agencies)
7	Equipment procurement	Procurement at inappropriate time leads to blocking of public funds, warranties may expire before installation or delayed commissioning
8	Unauthorized scope creep	Revision of projects, delays and cost overruns
9	Monitoring inputs from ministries	Delayed decision making/ redressal of issues



Project Cycle – Associated Problems (Completion)

Sr. No.	Weaknesses	Implications
1	Delayed PC-IV and PC-V submission	<ul style="list-style-type: none">– Delayed financial closure– Delayed post completion evaluation– Delayed accounts / books closure
2	Delayed transfer of projects to recurring budget	<ul style="list-style-type: none">– Project cost overruns– Ownership– Facility on completion remains under-utilized– Sustainability

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Project Cycle – Associated Problems (Evaluation)

Sr. No.	Weaknesses	Implications
1	Delayed submission of required information from PDs / Ministries	<ul style="list-style-type: none">– Impact analysis delayed– Envisaged benefits to national economy remain undetermined

