



Program Management and Implementation Unit

Sindh Basic Education Program

Monitoring and Evaluation

Policies and Procedures Manual

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Version **1.0.0**
Custodian **Senior Manager Planning, M&E**

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1. Acronyms

ADS	Automated Directives System	PITE	Provincial Institute of Teacher Education
ALP	Alternative Learning Pathways		
AMEP	Activity Monitoring and Evaluation Plan	PMIU	Program Management and Implementation Unit
AOR	Agreement Officer's Representative	PMU	Performance Management Unit
ASER	Annual Status of Education Report	R&D	Research and Development
BOC	Bureau of Curriculum (now called DCAR)	SEMIS	Sindh Education Management Information System
COR	Contracting Officer's Representative	SBEP	Sindh Basic Education Program
DCAR	Directorate of Curriculum & Research	SCDP	Sindh Capacity Development Project
DO	Development Objectives	CMP	Community Mobilization Program
DMO	District Monitoring Officer	SELD	School Education & Literacy Department
EGRA	Early Grade Reading Assessment	SMC	School Management Committee
EGMA	Early Grade Math Assessment	SRP	Sindh Reading Program
EMIS	Education Management Information System	STEDA	Sindh Teachers Education Development Authority
G2G	Government to Government	TA	Technical Assistance
GIS	Geographic Information System	TLA	Teaching and Learning Assistant
GoS	Government of Sindh	USAID	United States Agency for International Development
HANDS	Health and Nutrition Development Society	USG	United States Government
ICT	Information and Communication Technology	VTT	VTT Global Strategy and Management Consultancy
IP	Implementing Partner		
IR	Intermediate Result		
IRD	International Relief & Development		
LOP	Life of Project		
M&E	Monitoring and Evaluation		
MEP	Monitoring and Evaluation Plan		
MEP	Monitoring and Evaluation Program		
MSI	Management Systems International, Inc.		
MSF	Mission Strategic Framework		
PC-1	Planning Commission Form 1		
PITB	Punjab Information Technology Board		

2. Document Information

Document	Monitoring and Evaluation Manual
Version	Version 1.0
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3. Document approvals

Role	Name	Signature	Date signed
Policies and procedures writer			
Immediate supervisor / section head			
Reviewer			
Program Director			

4. Revision History

Date	Version	Name	Designation	Description of Change

5. Filing Instructions

Updates in this manual will be circulated by Senior Manager Planning, Monitoring and Evaluation, along with the version control, whenever revision takes place. The manual holder should:

- Replace the old pages with the updated pages.
- Discard the replaced pages.
- Replace the previous version control history document with the latest version.

6. Introduction

This manual describes the policies and procedures, organization structure and reporting lines for the Monitoring and Evaluation section of PMIU.

The manual is useful to:

- Employees who are responsible to carry out their duties relating to monitoring and evaluation function.
- New employees who want to understand the policies and procedures relating to monitoring and evaluation function.

5.1 Objectives

The objectives of this manual are to provide a mechanism which:

- a) Document in detail the monitoring and evaluation policies and practices of the PMIU.
- b) Serve as a training aid for new appointees.
- c) Use the documentation as a basis for internal initiative for system improvement and strengthening of internal monitoring and evaluation controls.
- d) Develop a base document to be referred to by all SBEP partners for ascertainment of the extent to which prescribed policies and procedures are adequate and being followed.

5.2 Scope

This manual sets out the policies and procedures used by the monitoring and evaluation section in executing day to day activities of the PMIU.

5.3 Applicability

All policies, procedures and instructions contained in the manual shall be followed by each and every staff member of the PMIU involved in monitoring and evaluation function.

5.4 Clarification

Requests for clarification or explanation of the material included in this manual should be addressed to **Senior Manager Planning, Monitoring and Evaluation** of the PMIU.

5.5 Revision Procedure and Control Techniques

In case revision is required following manual revision control techniques are used:

- Ensure that the written procedures are followed without exception. The manual holders are requested to suggest revision, if the current policies seem impractical due to changing circumstances.
- Issue revised contents and index page with a request that manual holders replace the old pages with the revised pages and check their manuals for completeness.
- Senior Manager Monitoring and Evaluation is responsible for ensuring that the procedures for revision laid down in this manual are followed.

- The manual holders are responsible for updating their copies for all revisions made from time to time and ensuring that these revisions take effect as prescribed in the revision document.
- All amendments, changes and revisions in the manual are circulated to the users by the Senior Manager Planning, Monitoring and Evaluation. Users are responsible to provide their comments, if any, to the Senior Manager Planning, Monitoring and Evaluation within 15 days from the date of their receipt, otherwise the proposed amendments will be assumed as accepted.

5.6 Prior Approval for Changes

No revisions are made in the manual unless duly approved and authorized by the Program Steering Committee.

5.7 Version Control

The Version of the manual is mentioned at the cover page (version-number, Issue: mm/yy) i.e. Ver. 01.00, Issue: April 2017.

Version number consists of two parts – the number before the decimal point denotes the version number of the entire manual whereas the number after the decimal point represents revision of sections and pages.

Any minor amendment is issued as revision and only affected pages are replaced. Version number(s) is in continuous increments of 1 (Ver. 01.01). Sequential control is maintained through revision history and control sheet.

A new version is issued in circumstances where cumulative revisions exceed 30% of pages of procedural sections.

Revision number is reset to “00” with issuance of each new version.

5.8 Manual Holders

Following executives and managers of the PMIU and SBEP partners are provided with a copy of this manual:

- Program Director- PMIU
- Deputy Program Director- PMIU
- Program Manager-SBEP-USAID
- COR / COP-CMP
- COR / COP-SRP
- COR / COP-SCDP
- COR / Director Halcrow

The manual holders are responsible for updating their copies for all revisions made from time to time and ensuring that these take effect as prescribed in the revision document.

5.9 Proprietary Rights

This monitoring and evaluation manual is the property of PMIU. It is treated as a confidential document and access is granted based on prior written approval of manual holders.

Photocopy and digital imaging of this manual is strictly prohibited and no part of this manual is taken out from the premises of the PMIU.

5.10 Persons affected

All employees within the Monitoring & Evaluation section, PD-PMIU, Deputy PD-PMIU, Program Manager SBEP-USAID, CORs / COPs and M&E teams of all implementing partners.

7. Monitoring and Evaluation Section at PMIU

6.1 Reporting Structure of Monitoring and Evaluation Section at PMIU

Monitoring and Evaluation section at PMIU Office is led by Senior Manager Planning, Monitoring and Evaluation with a team of four members i.e. Manager Planning Monitoring & Evaluation and one position of Planning Monitoring and Evaluation Officer.



6.2 Functions of Monitoring and Evaluation Section

Major functions performed by Monitoring and Evaluation Section at PMIU Office are:

- I. Annual Work Plan
- II. Monthly, Quarterly and Annual Progress Report
- III. Quarterly Monitoring Report
- IV. Data Collection and Reporting
- V. M&E Database Management
- VI. Project Completion Report
- VII. Mid Term and Final Evaluation

8. Responsibilities

S. No.	Designation	Responsibilities
1.	Program Director	<ul style="list-style-type: none"> a. Ensure compliance to this policy/procedure b. Review annual updation in M&E Plan. c. Review and approve: <ul style="list-style-type: none"> i. Annual Work Plan, ii. Monthly Progress Report, iii. PC-III Report, iv. Quarterly Progress Report, v. Data uploaded in Pak Info, vi. Annual Progress Report, vii. Field Visit Plan, viii. Field Resource Plan, ix. Quarterly Monitoring Report, x. Indicator Progress Sheet, xi. Program Completion Report, xii. Scope of Work and Terms of Reference of Mid Term and Final Evaluation, xiii. Annual Training Plan.
2.	Senior Manager Planning, M&E	<ul style="list-style-type: none"> a. Ensure compliance to this policy/procedure b. Review monthly, quarterly and annual progress reports. c. Annual review and updating on SBEP M&E Plan. d. Conduct M&E Focal Group meeting on monthly basis to discuss problems and suggestions for proper implementation of M&E Plan. e. Review Annual Work Plan for M&E section. f. Review PC-III report and circulate it to Secretary SELD and P&D Department. g. Upload data against indicator and submit on Pak Info for PD approval. h. Prepare quarterly monitoring report after monitoring and validation of data reported. i. Monitor M&E database and share reports to stakeholders. j. Review Project Completion Report.
3.	Manager Planning, M&E	<ul style="list-style-type: none"> a. Prepare review monthly, quarterly and annual progress reports for submission to PSC and dissemination b. Prepare Annual Work Plan of M&E section. c. Prepare Monitoring Tools for selected sample indicators. d. Prepare draft Quarterly Monitoring Report based on the results of monitoring visit and incorporate implementing partners' comments, if any, in the report. e. Collect data from all partners against their respective indicators on quarterly basis for M&E database.

S. No.	Designation	Responsibilities
		<ul style="list-style-type: none"> f. Upload data in M&E database. g. Generate customized reports as and when required by USAID and PD PMIU.
4.	Planning, M&E Officer	<ul style="list-style-type: none"> a. Assist in preparation of monthly, quarterly and annual progress reports for submission to PSC and dissemination. b. Prepare action points of M&E Focal Group meeting. c. Prepare Annual Work Plan of M&E section. d. Prepare PC III based on the data provided. e. Prepare indicator wise progress sheet based on data provided by Engineering Consultant and SBEP partners. f. Prepare combined indicators sheet reported by implementing partners for Quarterly Monitoring Report. g. Compile data on each day end collected by the teams during quarterly monitoring visit. h. Receive data and prepare Indicator Progress Sheet.

9. Policies and Procedures

A. For Monitoring of the program

Monitoring is the regular collection and analyzing of progress against targets of activities taking place in the program. Progress will be monitored through defined indicators in M&E Plan of the program. PMIU M&E team is routinely gathering information on all aspects of the program to keep objectives on track.

8.1 SBEP Monitoring and Evaluation Plan

SBEP M&E plan is prepared to monitor the progress of program. The plan is prepared by MSI which contains Logical Framework and Performance Indicator Reference Sheet (PIRS). There are total 33 indicators of different implementing partners and they have to report progress against them on monthly, quarterly and annual basis. PMIU's task is to collect data reported by partners and prepare monthly, quarterly and annual progress report. PMIU also has to monitor progress and validate data reported by implementing partners on quarterly basis through monitoring visits.

Policies:

- M&E plan should be reviewed on annual basis.
- Implementing partners should be invited to provide their comments.
- Changes should be reviewed by PD PMIU.
- Any updating should be reviewed and approved by USAID.
- Progress reported by implementing partners on monthly, quarterly and annual basis should be validated in quarterly monitoring visits.
- On quarterly basis indicator wise targets and progress should be compared to monitor the progress on the respective indicator.
- For data validation quarterly monitoring visits should be made.
- M&E Focal Group meeting should be made on monthly basis to discuss the problems and suggestion for proper implementation of M&E Plan.

Procedures:

Step	Procedure	Responsibility
1.	Call meeting of M&E Focal Group for review on M&E Plan.	Senior Manager Planning, M&E
2.	Review M&E Plan and update where needed based on the comments provided by M&E Focal Group	Manager Planning, M&E
3.	Review and send updated M&E Plan to PD PMIU for review.	Senior Manager Planning, M&E
3.	Send updated M&E Plan to USAID for review and approval	Senior Manager Planning, M&E

Step	Procedure	Responsibility
4.	Circulate approved M&E plan to Program Manager SBEP-USAID, PD PMIU, Deputy PD PMIU, COP / COR and M&E Focal group	Senior Manager Planning, M&E
5.	Prepare Desk Monitoring Sheet (Refer Section 8.8 below) to compare quarterly targets with progress.	Manager Planning, M&E
6.	Conduct quarterly monitoring visit for data validation (Refer Section 8.8 below).	M&E Team
7.	Call M&E Focal Group meeting on monthly basis to discuss problems and suggestions for proper implementation of M&E Plan	Senior Manager Planning, M&E
8.	Prepare action points of M&E Focal Group meeting.	Planning, M&E Officer
9.	Circulate action points to PD PMIU, Deputy PD PMIU, COPs / CORs and M&E Focal Group.	Senior Manager Planning, M&E

8.2 Annual Work Plan.

Annual Work Plan (AWP) is prepared on annual basis by M&E section which describes details of activities to be performed during the year. AWP includes a plan and timeline of activities along with the deliverables.

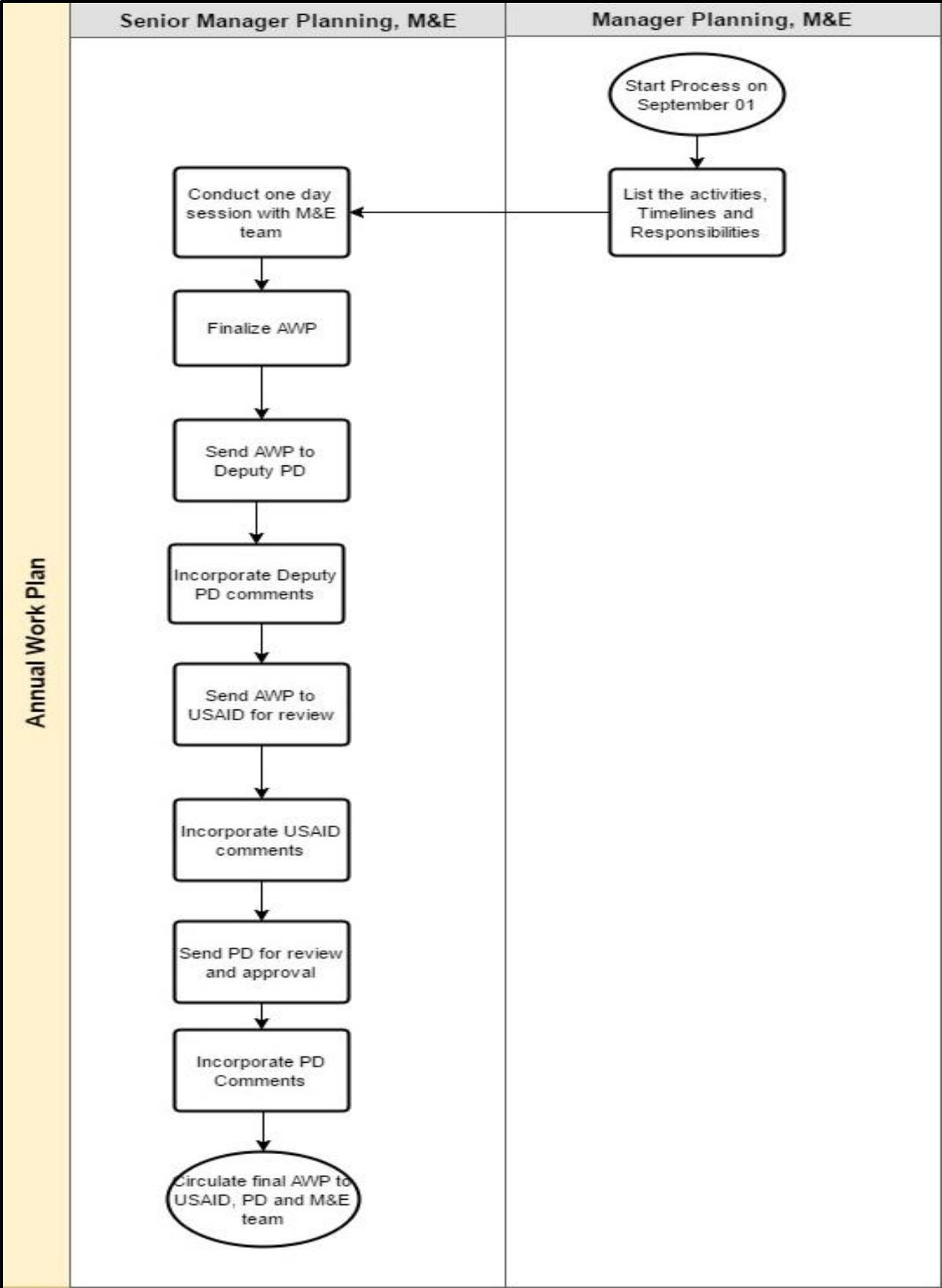
Policies:

- AWP should be prepared on annual basis.
- The process should be started before 30 days of start of year i.e. September 01 of every year.
- Week wise activities should be defined with time frame.
- Responsibilities should be defined along with the deliverables.
- Plan should be reviewed by USAID.
- Plan should be reviewed and approved by PD PMIU.

Procedures:

Step	Procedure	Responsibility
1.	Start the process on September 1 st (30 days before start of year)	Manager Planning, M&E
2.	List the activities, Timelines, and Responsibilities (Attached in Annexure-1).	Manager Planning M&E
3.	Conduct one day session with M&E team	Senior Manager Planning, M&E
4.	Finalize AWP	Senior Manager Planning, M&E

Step	Procedure	Responsibility
5.	Send AWP to Deputy PD	Senior Manager Planning, M&E
6.	Incorporate Deputy PD comments	Senior Manager Planning, M&E
7.	Send AWP to USAID for review	Senior Manager Planning, M&E
8.	Incorporate USAID comments	Senior Manager Planning, M&E
9.	Send PD for review and approval	Senior Manager Planning, M&E
10.	Incorporate PD comments	Senior Manager Planning, M&E
11.	Circulate final AWP to USAID, PD and M&E team	Senior Manager Planning, M&E



8.3 Monthly Progress Report.

SBEP Monthly Progress Report (MPR) is prepared on monthly basis by PMIU which describes key activities and progress of the project. This reports is based on the activities and progress reported by the partners in their monthly reports.

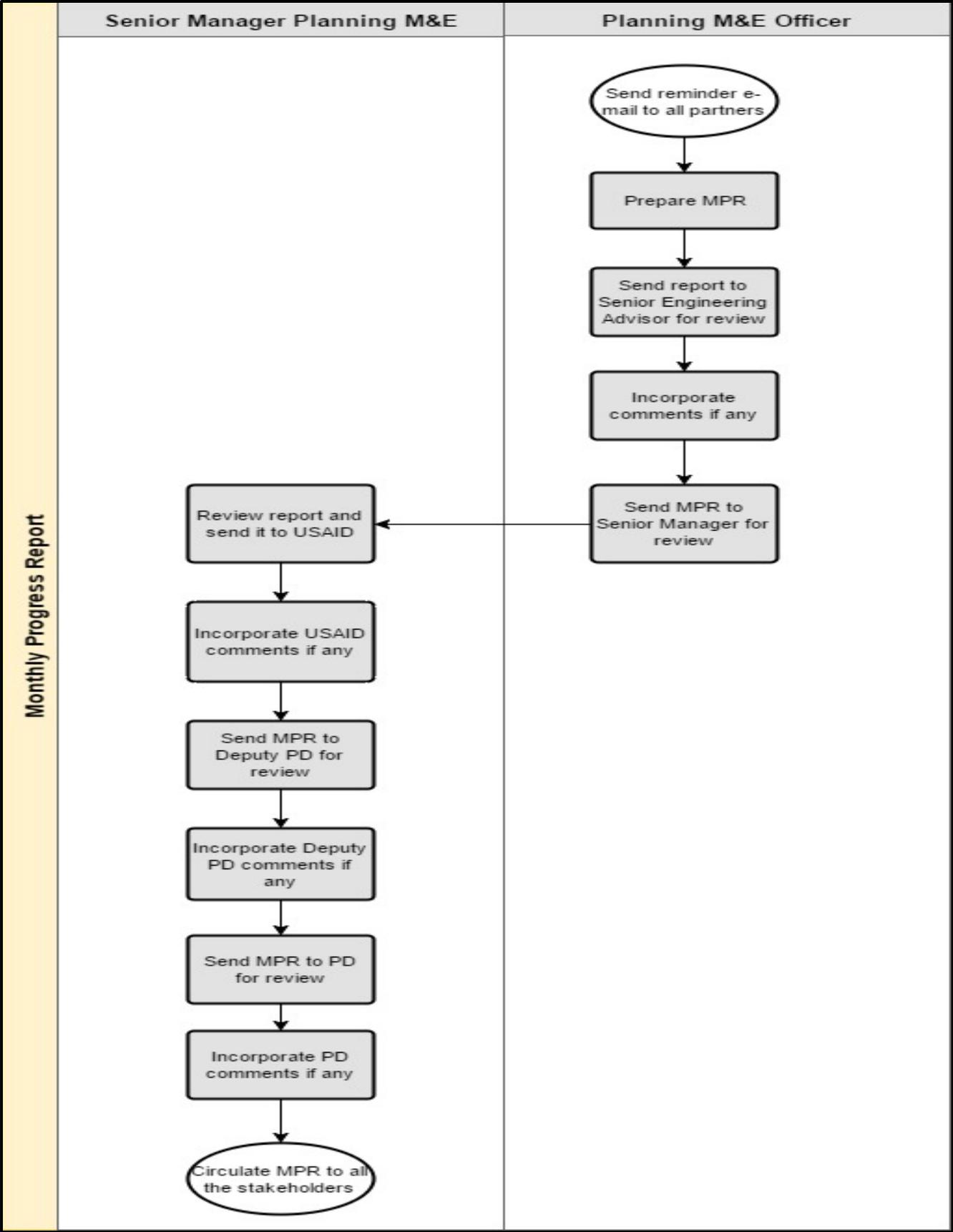
Policies:

- Report should be finalized by last week of the next month.
- Partners should submit their progress reports till 5th of next month.
- Report should be reviewed by USAID before submission of PD PMIU.
- Report should be finalized by PD PMIU.
- Report should be circulated to Secretary SELD and Program Manager SBEP - USAID through hard copy.
- Report should be circulated to Program Manager SBEP - USAID, all COPs / CORs, Deputy COPs, M&E Focal Group and other stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Send reminder e-mail to all the partners	Planning, M&E Officer
2.	Prepare MPR	Planning, M&E Officer
3.	Submit report to Senior Engineering Advisor for review	Planning, M&E Officer
4.	Incorporate Senior Engineering Advisor comments, if any	Planning, M&E Officer
5.	Send MPR to Senior Manager to review.	Planning, M&E Officer
6.	Review report and send it to USAID	Senior Manager Planning, M&E
7.	Incorporate USAID comments, if any	Senior Manager Planning, M&E
8.	Send MPR to Deputy PD for review.	Senior Manager Planning, M&E
9.	Incorporate Deputy PD comments, if any	Senior Manager Planning, M&E
10.	Send MPR to PD for review and approval.	Senior Manager Planning, M&E
11.	Incorporate PD comments, if any	Senior Manager Planning, M&E

Step	Procedure	Responsibility
12.	Circulate MPR to all the stakeholders.	Senior Manager Planning, M&E



8.4 PC-III Report.

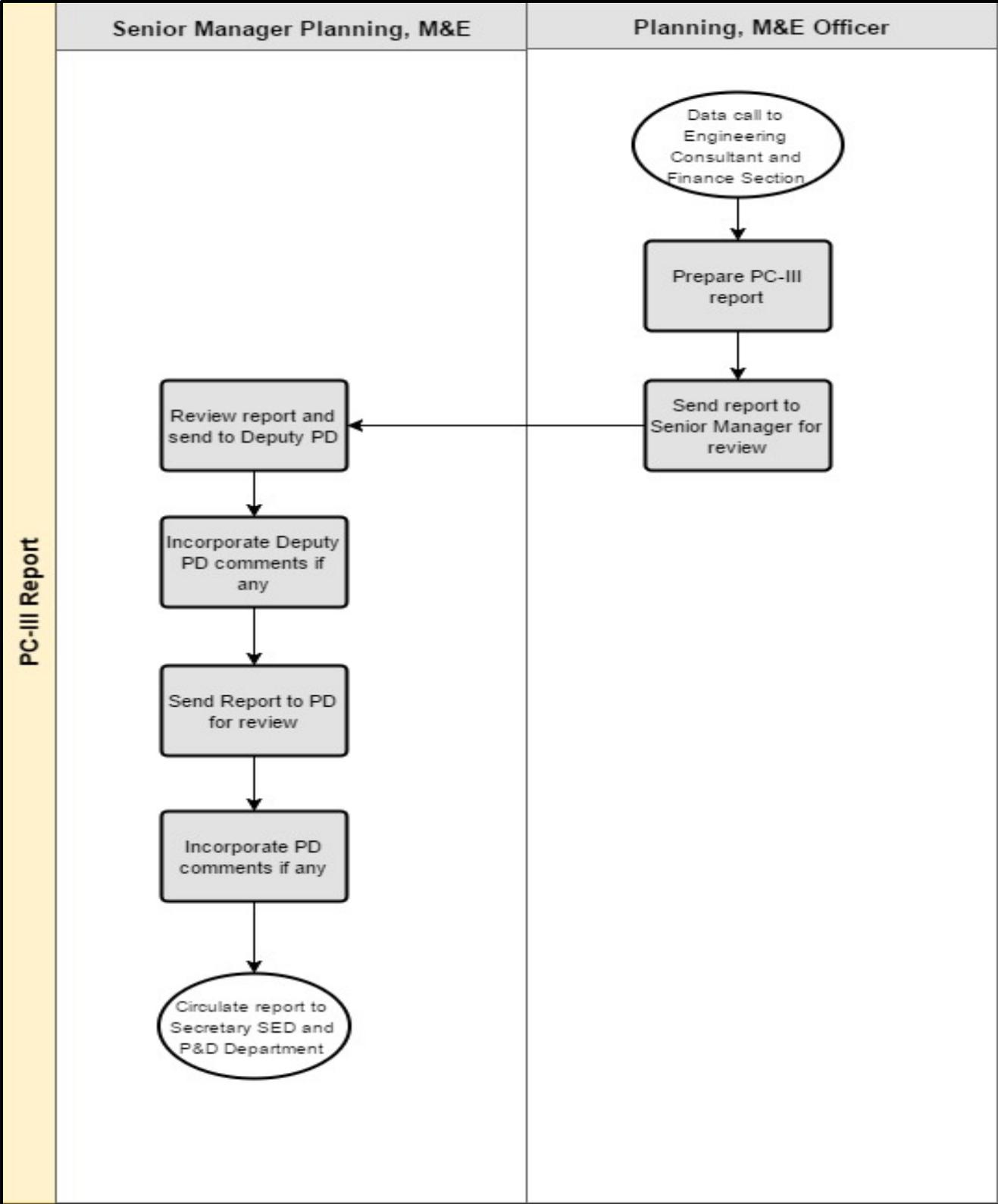
PC-III report contains information pertaining to financial status, physical status, and output indicators as well as problems/bottlenecks encountered during the implementation of the program for the reporting month.

Policies:

- PC-III (b) should be prepared by the last week of the next month.
- Report should be prepared on the PC-III (b) Proforma prescribed by the Planning Commission of Pakistan.
- Data reported should be verified by the Engineering and Finance section of PMIU.
- Report should be reviewed and approved by PD PMIU.
- Report should be submitted to Secretary SELD and Chairman Planning & Development Board, Government of Sindh.

Procedures:

Step	Procedure	Responsibility
1.	Data call to Engineering Consultant and Finance Section	Planning, M&E Officer
2.	Prepare PC III (b) (Format attached in Annexure-2)	Planning M&E Officer
3.	Send report to Senior Manager for review	Planning M&E Officer
4.	Review report and send to Deputy PD	Senior Manager Planning, M&E
5.	Incorporate Deputy PD comments, if any	Senior Manager Planning, M&E
6.	Send report to PD for review	Senior Manager Planning, M&E
7.	Incorporate PD comments, if any	Senior Manager Planning, M&E
8.	Circulate report to Secretary SELD and P&D Department.	Senior Manager Planning, M&E



8.5 Quarterly Progress Report.

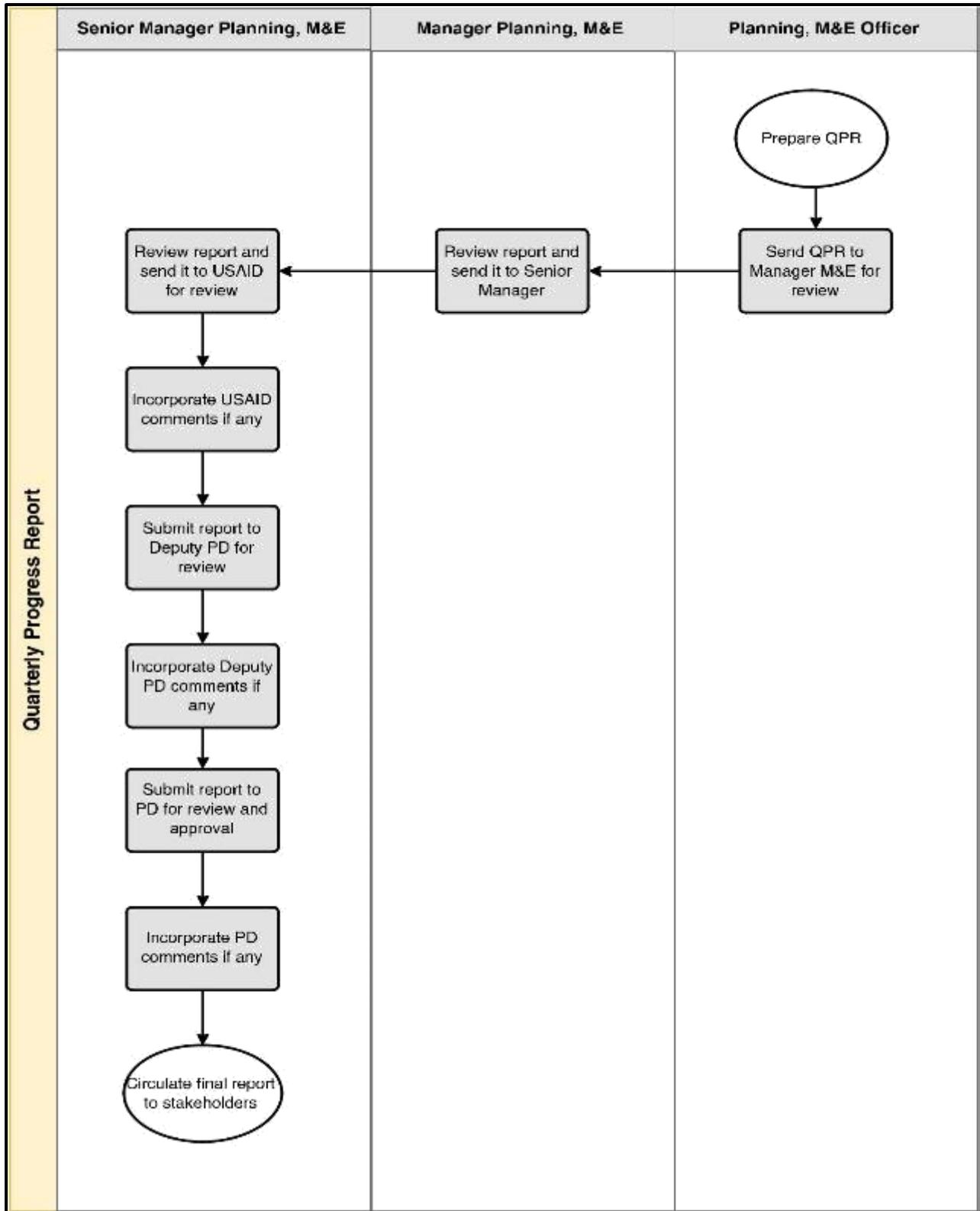
SBEP Quarterly Progress Report (QPR) is prepared on quarterly basis by M&E section of PMIU. The report describes quarterly program activities and progress. The report will be prepared based on the quarterly progress reports submitted by the implementing partners.

Policies:

- QPR should be prepared within 25 days after submission of implementing partners reports.
- QPR should contain progress of each of the implementing partners.
- Report should be reviewed by USAID before review and approval of PD PMIU.
- Report should be reviewed and approved by PD PMIU.
- Report should be circulated to Program Manager SBEP - USAID, COPs / CORs, Deputy COPs, M&E Focal Group and other stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Prepare QPR.	Planning, M&E Officer
2.	Review report and confirm activities and data from implementing partner's reports.	Planning, M&E Officer
3.	Send QPR to Manager M&E for review	Planning, M&E Officer
3.	Review report and send it to Senior Manager	Manager Planning, M&E
4.	Review report and send it to USAID for review	Senior Manager Planning, M&E
5.	Incorporate USAID comments, if any	Senior Manager Planning, M&E
6.	Submit report to Deputy PD for review.	Senior Manager Planning, M&E
7.	Incorporate Deputy PD comments, if any	Senior Manager Planning, M&E
8.	Submit report to PD for review and approval	Senior Manager Planning, M&E
9.	Incorporate PD comments, if any	Senior Manager Planning, M&E
10.	Circulate final report to stakeholders	Senior Manager Planning, M&E



8.6 Pak Info Reporting.

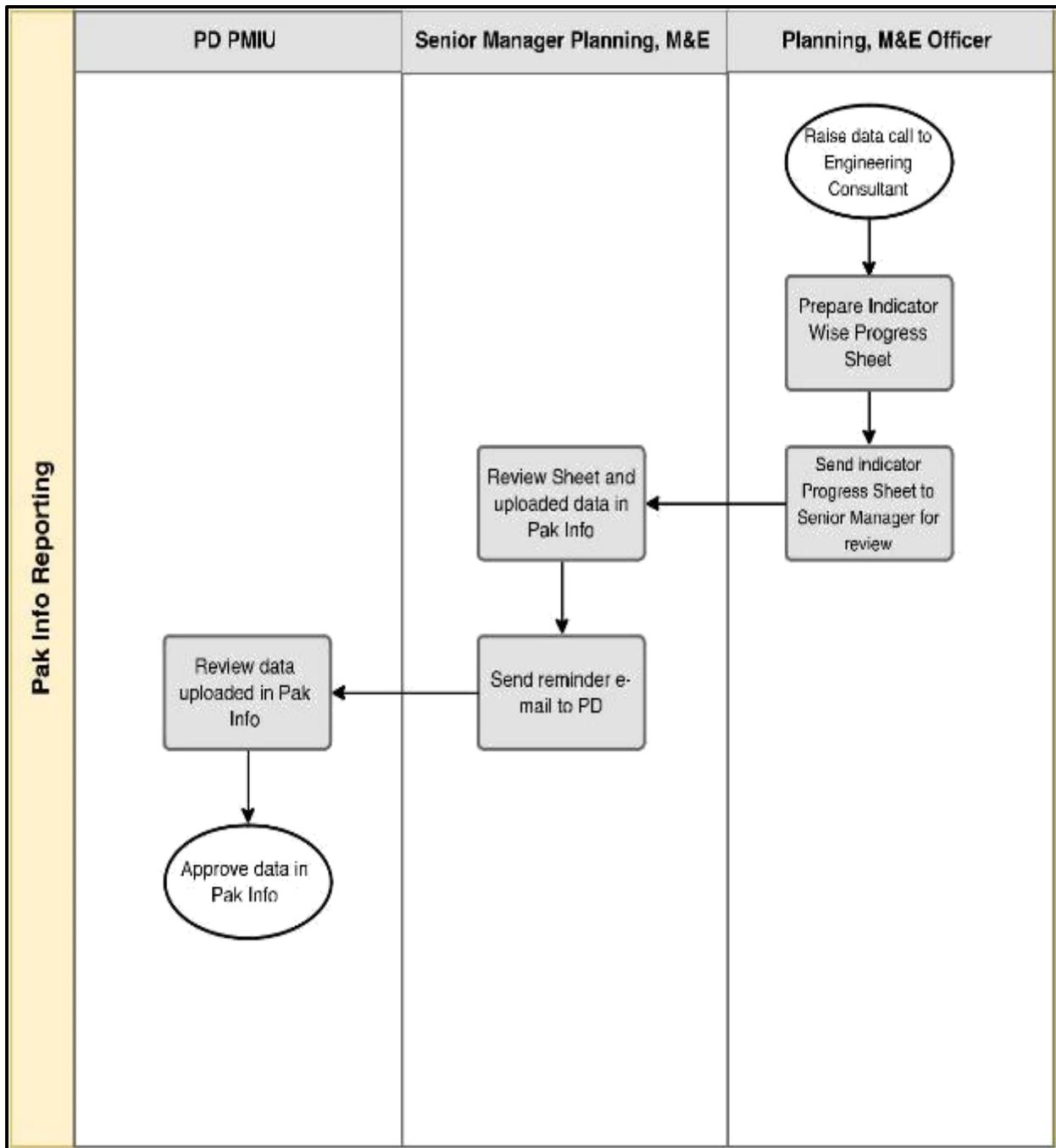
Pak Info is online data reporting against MSF indicators. Data is reported on quarterly basis during the time period given by USAID.

Policies:

- Data in Pak Info should be uploaded after data call by COR/AORs as per the given deadline.
- Data should be uploaded against the indicators required in Pak Info.
- Data should be uploaded by Senior Manager M&E.
- Data should be reviewed and approved / submitted by PD PMIU.

Procedures:

Step	Procedure	Responsibility
1.	Raise data call to Engineering Consultant	Planning, M&E Officer
2.	Prepare indicator wise progress sheet	Planning, M&E Officer
3.	Send indicator progress sheet to Senior Manager M&E for review	Planning, M&E Officer
4.	Review sheet and uploaded the data in Pak Info	Senior Manager Planning, M&E
5.	Send a reminder e-mail to PD	Senior Manager Planning, M&E
6.	Review data uploaded in Pak Info	PD PMIU
7.	Approve data in Pak Info	PD PMIU



8.7 Annual Progress Report.

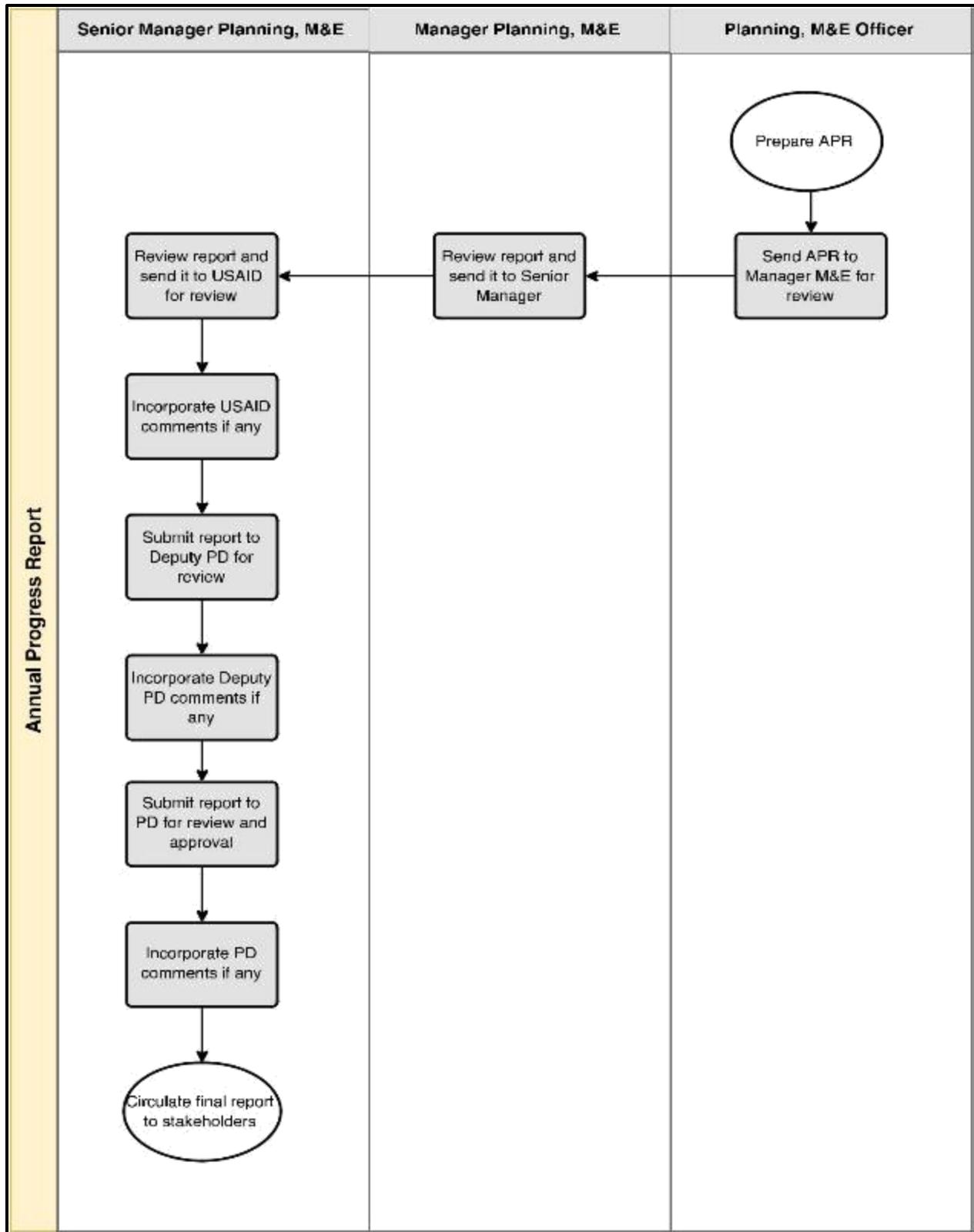
SBEP Annual Progress Report (APR) is prepared on annual basis by M&E section of PMIU. The report describes annual program activities and progress. The report will be prepared based on the annual progress reports submitted by implementing partners.

Policies:

- APR should be prepared and shared within 25 days after submission of implementing partners' report.
- APR should contain progress of each implementing partners.
- Report should be reviewed by USAID before review and approval of PD PMIU.
- Report should be reviewed and approved by PD PMIU.
- Report should be circulated to Program Manager SBEP - USAID, COPs / CORs, Deputy COPs and M&E Focal Group.

Procedures:

Step	Procedure	Responsibility
1.	Prepare APR.	Planning, M&E Officer
2.	Send APR to Manager M&E for review.	Planning, M&E Officer
3.	Review report and send it to Senior Manager.	Manager Planning, M&E
4.	Review report and send it to USAID for review.	Senior Manager Planning, M&E
5.	Incorporate USAID comments, If any	Senior Manager Planning, M&E
6.	Submit report to Deputy PD for review.	Senior Manager Planning, M&E
7.	Incorporate Deputy PD, comments if any.	Senior Manager Planning, M&E
8.	Submit report to PD for review and approval.	Senior Manager Planning, M&E
9.	Incorporate PD comments, if any	Senior Manager Planning, M&E
10.	Circulate the report to all the stakeholders.	Senior Manager Planning, M&E



8.8 Quarterly Monitoring Process

SBEP Quarterly Monitoring Report (QMR) is prepared to monitor the progress of the program. This will be prepared on the basis of information provided by the SBEP implementing partners for the quarter. The field monitoring visits will be made to validate the data reported to PMIU and USAID. The progress will be monitored in two stages:

- a. Desk Monitoring
- b. Data Validation

Policies:

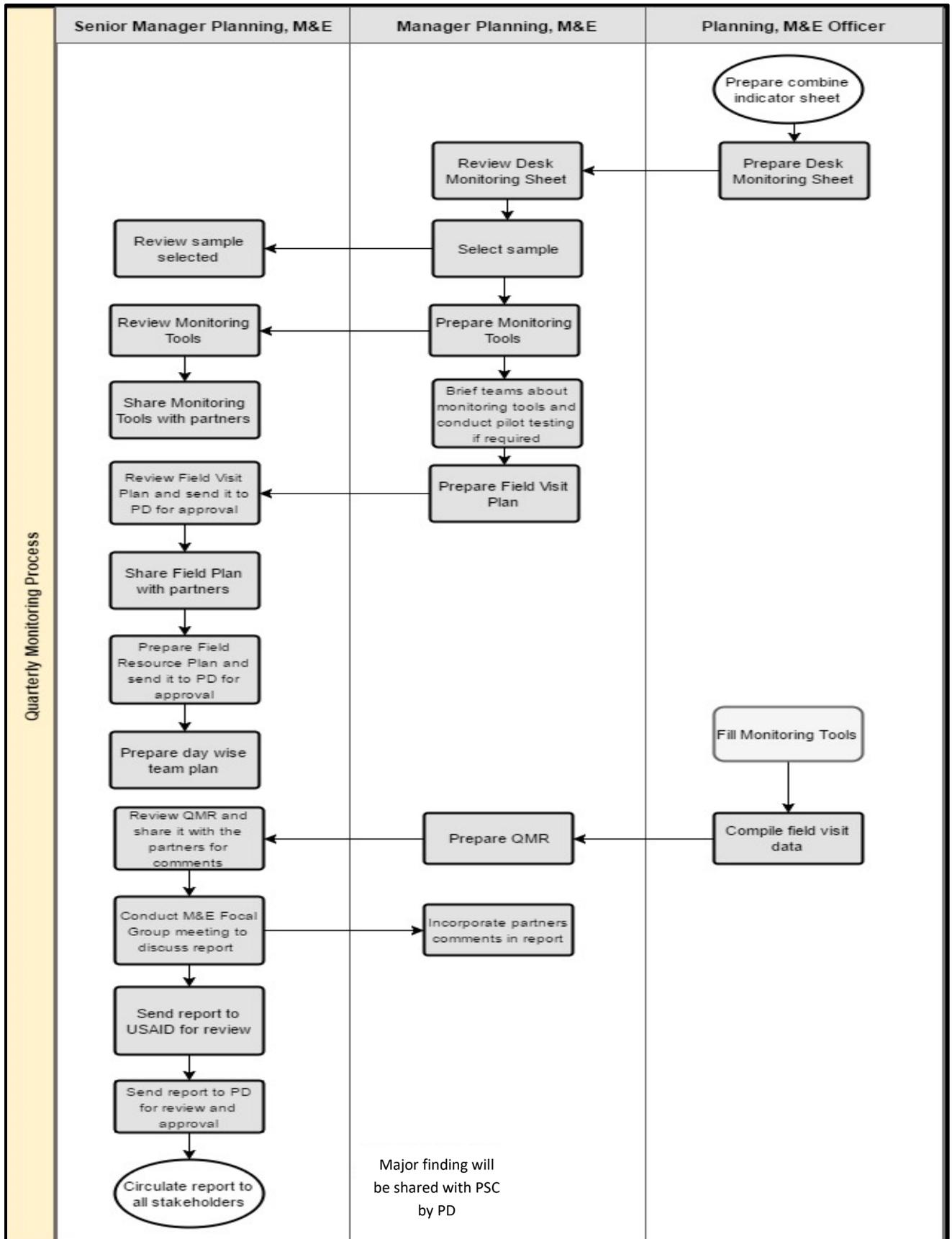
- QMR should be prepared based on the progress reported by implementing partners in quarterly progress reports.
- QMR should be prepared and shared within 30 days after submitting of partners Quarterly Progress Report.
- Implementing partners should provide progress against defined indicators in SBEP M&E Plan.
- Quarterly targets against progress reported should also be provided.
- Monitoring should be made in two stages i.e. desk monitoring and data validation.
- For desk monitoring progress should be matched with targets.
- For data validation field monitoring visit should be made.
- Sample should be selected for indicators reported and for schools and beneficiaries.
- Sample should be selected based on Sampling Scale and pre-defined criteria.
- Sample should be representative of the population to the extent possible given time and resources. Irrespective it should be reasonably large to, at least, allow indicative inferences.
- Monitoring Tools should be prepared based on indicators selected plus any other important aspect agreed with other partners e.g. sustainability factors.
- Monitoring team should be briefed about Monitoring Tools and if required pilot testing should be made to get familiar with Monitoring Tools.
- For data validation Field Visit Plan should be prepared and shared with implementing partners.
- Field Visit Plan should be approved by PD PMIU.
- Field Resource Plan should also be prepared for field visit.
- Field Resource Plan should contain budget and resources required.
- Field Resource Plan should be approved by PD PMIU.
- Day wise team plan should be prepared.
- Draft report prepared should be shared with implementing partners for review and comments.
- Partners should provide comments within five (5) working days.
- Final report containing partner's comments should be reviewed by USAID.
- Final report should be reviewed and approved by PD PMIU.

- Final Report should be circulated to Program Manager SBEP-USAID, PD PMIU, Deputy PD PMIU, COPs / CORs, Deputy COPs and M&E Focal Group.

Procedures:

Step	Procedure	Responsibility
1.	Prepare combine indicator sheet	Planning, M&E Officer
2.	Prepare Desk Monitoring Sheet (Attached in Annexure-3) .	Planning, M&E Officer
3.	Review Desk Monitoring Sheet.	Manager Planning, M&E
4.	Select sample (Attached in Annexure-4) .	Manager Planning, M&E
5.	Review sample selected.	Senior Manager Planning, M&E
6.	Prepare Monitoring Tools.	Manager Planning, M&E
7.	Review Monitoring Tools.	Senior Manager Planning, M&E
8.	Share Monitoring Tools with partners.	Senior Manager Planning, M&E
9.	Brief teams about the Monitoring Tools and conduct a pilot testing, if required.	Manager Planning, M&E
10.	Prepare Field Visit Plan (Attached in Annexure-5) .	Manager Planning, M&E
11.	Review Field Visit Plan and send it to PD for approval.	Senior Manager Planning, M&E
12.	Share Field Visit Plan with partners.	Senior Manager Planning, M&E
13.	Prepare Field Resource Plan (Attached in Annexure-6) .	Senior Manager Planning, M&E
14.	Send Field Resource Plan to PD for approval.	Senior Manager Planning, M&E
15.	Prepare day wise team plan.	Senior Manager Planning, M&E
16.	Fill Monitoring Tools at school for selected indicator.	Field Monitoring Team
17.	Compile field visit data.	Planning, M&E Officer

Step	Procedure	Responsibility
18.	Prepare QMR.	Manager Planning, M&E
19.	Review QMR and share it with the partners for comments.	Senior Manager Planning, M&E
20.	Share draft report with implementing partners for their review and comments.	Senior Manager Planning, M&E
21.	Conduct M&E Focal Group meeting to discuss the report.	Senior Manager Planning, M&E
22.	Incorporate partners' comments in the report.	Manager Planning, M&E
23.	Sent report to USAID for review.	Senior Manager Planning, M&E
24.	Incorporate USAID comments if any in the report.	Senior Manager Planning, M&E
25.	Send report to PD for review and approval.	Senior Manager Planning, M&E
26.	Incorporate PD comments if any in the report.	Senior Manager Planning, M&E
27.	Circulate report to all the stakeholders.	Senior Manager Planning, M&E
28.	Major finding with sustainability issues should be presented to Program Steering Committee (PSC) for consideration.	PD-PMIU



8.9 Data Collection and Reporting of PMIU Indicators

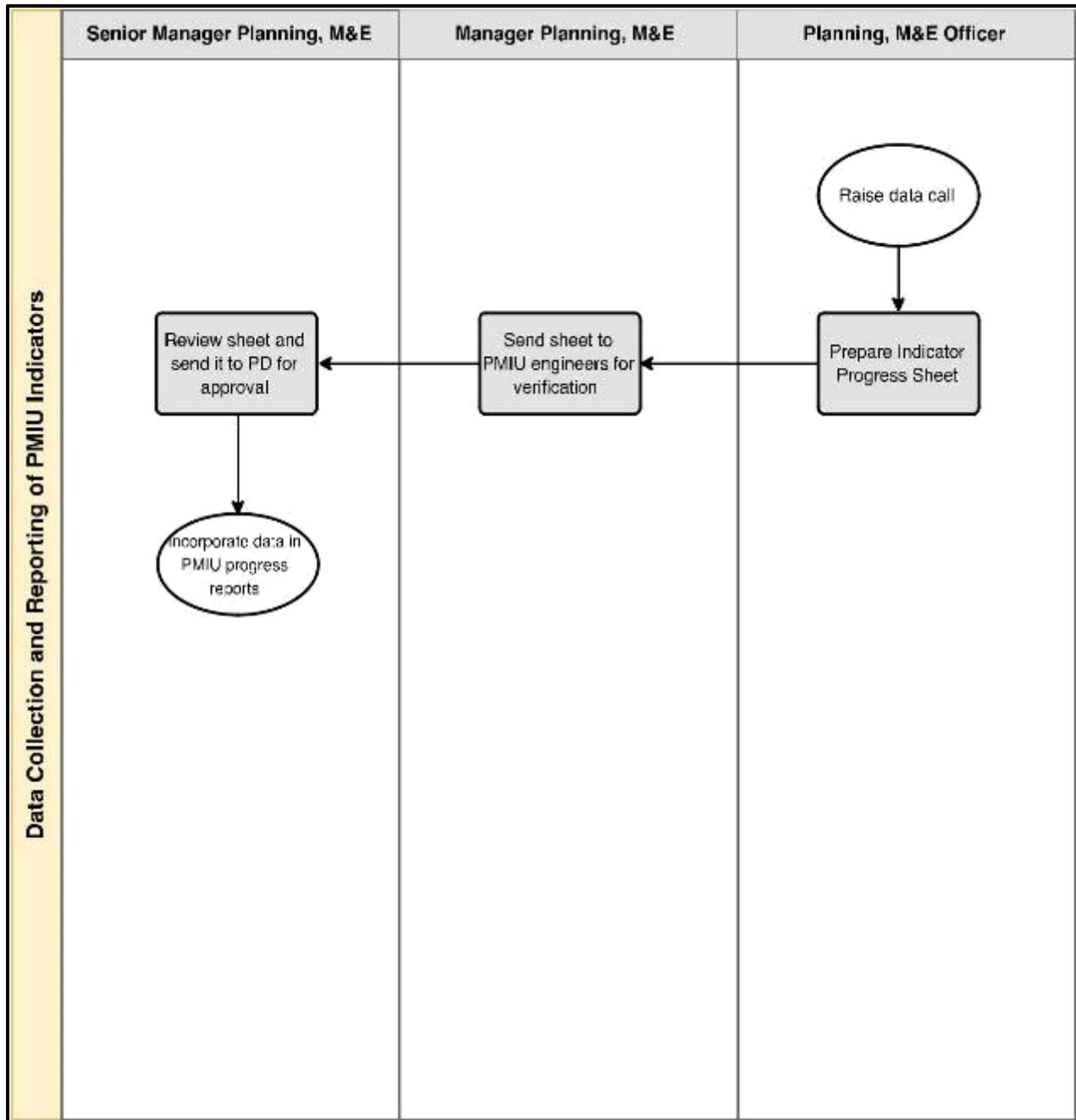
For monitoring tasks assigned to PMIU data will be collected against the indicators. This data will be reported in monthly, quarterly and annual progress reports.

Policies:

- Data should be collected from Engineering Consultant and RSU for two assigned indicators.
- PMIU engineers should verify the data.
- Data should be collected on monthly, quarterly and annual basis.
- Data collected should be reported in monthly, quarterly and annual progress reports.
- Data collected and reported should be reviewed and approved by PD PMIU.

Procedures:

Step	Procedure	Responsibility
1.	Raise data call	Planning, M&E Officer
2.	Prepare Indicator Progress Sheet (Attached in Annexure-7).	Planning, M&E Officer
3.	Review the sheet and send it to PMIU engineers for verification.	Manager Planning, M&E
4.	Review the sheet and send it to PD for approval.	Senior Manager Planning, M&E
5.	Incorporate data progress reports.	Senior Manager Planning, M&E



8.10 SBEP M&E Database

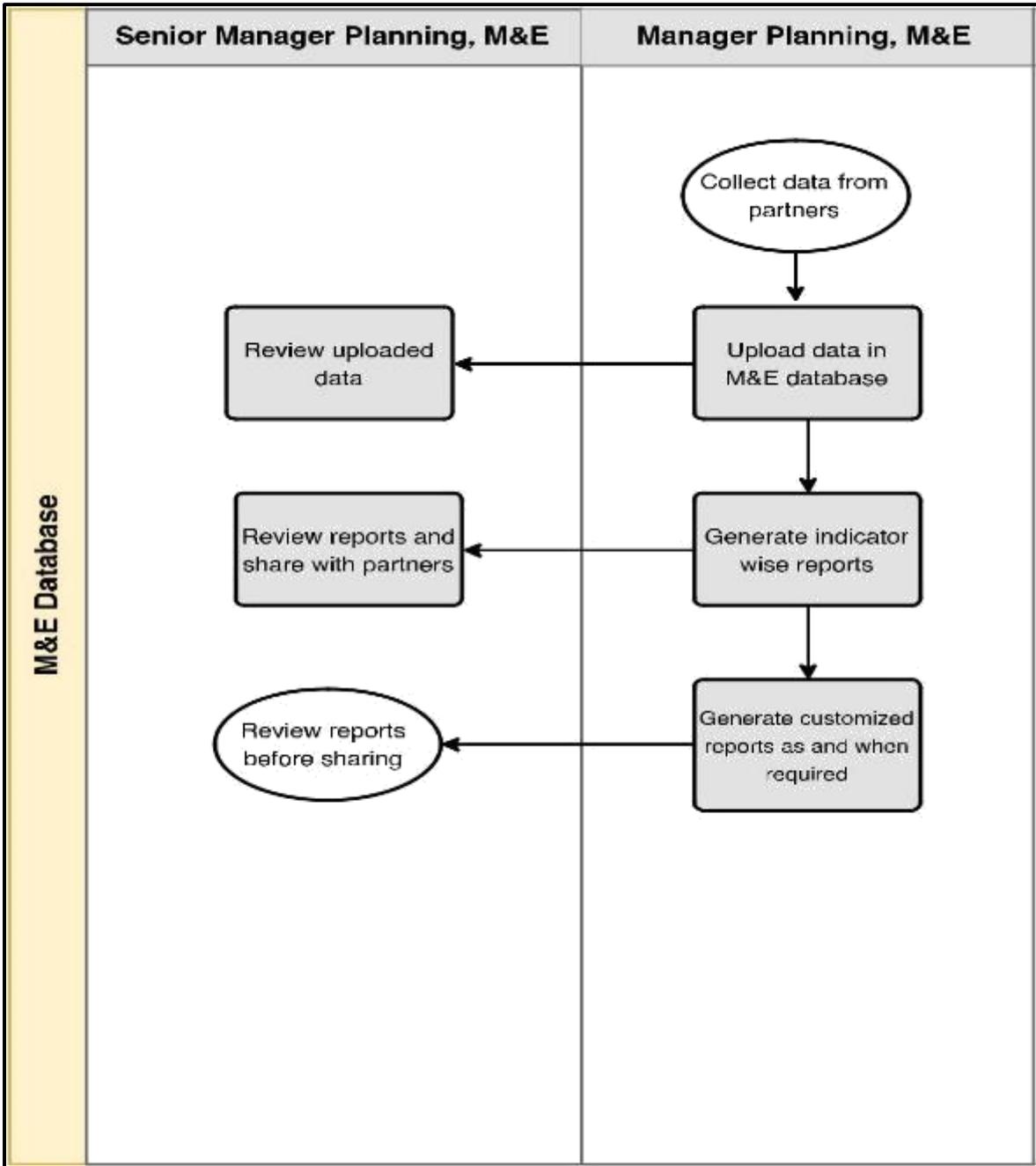
M&E Database is prepared to manage centralized data for all SBEP indicators. Database Dashboard is developed for tracking the program inputs and outputs and generating reports on time. This database is developed by the M&E Section of the Program and will be updated by Manager Planning, Monitoring and Evaluation with the coordination of Manager IT. There is also a close linkage between SBEP M&E database and Directorate General M&E (DG M&E) database to share the information in common districts. SBEP M&E data base will be transferred to DG M&E after the completion of the project.

Policies:

- M&E database should be managed by Manager M&E as part of the overall MIS for PMIU.
- Manager M&E will coordinate with Manager IT for data entry, updation, data base structure and retrieval options etc. for the M&E data base.
- Database should include data from all SBEP indicators.
- Indicators data should be shared by implementing partners on quarterly basis.
- Reports should be generated by Manager M&E and shared with all the stakeholders.
- Database should be linked with DG M&E database to share information.

Procedures:

Step	Procedure	Responsibility
1.	Collect data from all the partners.	Manager Planning, M&E
2.	Upload data in M&E database.	Manager Planning, M&E
3.	Review data uploaded in M&E database.	Senior Manager Planning, M&E
4.	Generate indicator wise progress reports.	Manager Planning, M&E
5.	Review reports and share with partners.	Senior Manager Planning, M&E
4.	Generate customized reports as and when required.	Manager Planning, M&E
5.	Review reports before sharing it with the stakeholders.	Senior Manager Planning, M&E



8.11 School Monitoring through SMC.

Monitoring of schools is technology supported and android based application is developed for the purpose. This application is used by SMCs for real time monitoring and reporting. All selected SMCs of 106 schools are provided a smart phone (2 per SMCs) with the installed android application.

Policies:

- Technology based monitoring should be performed through selected 240 SMC members from 106 constructions schools. District wise schools are:

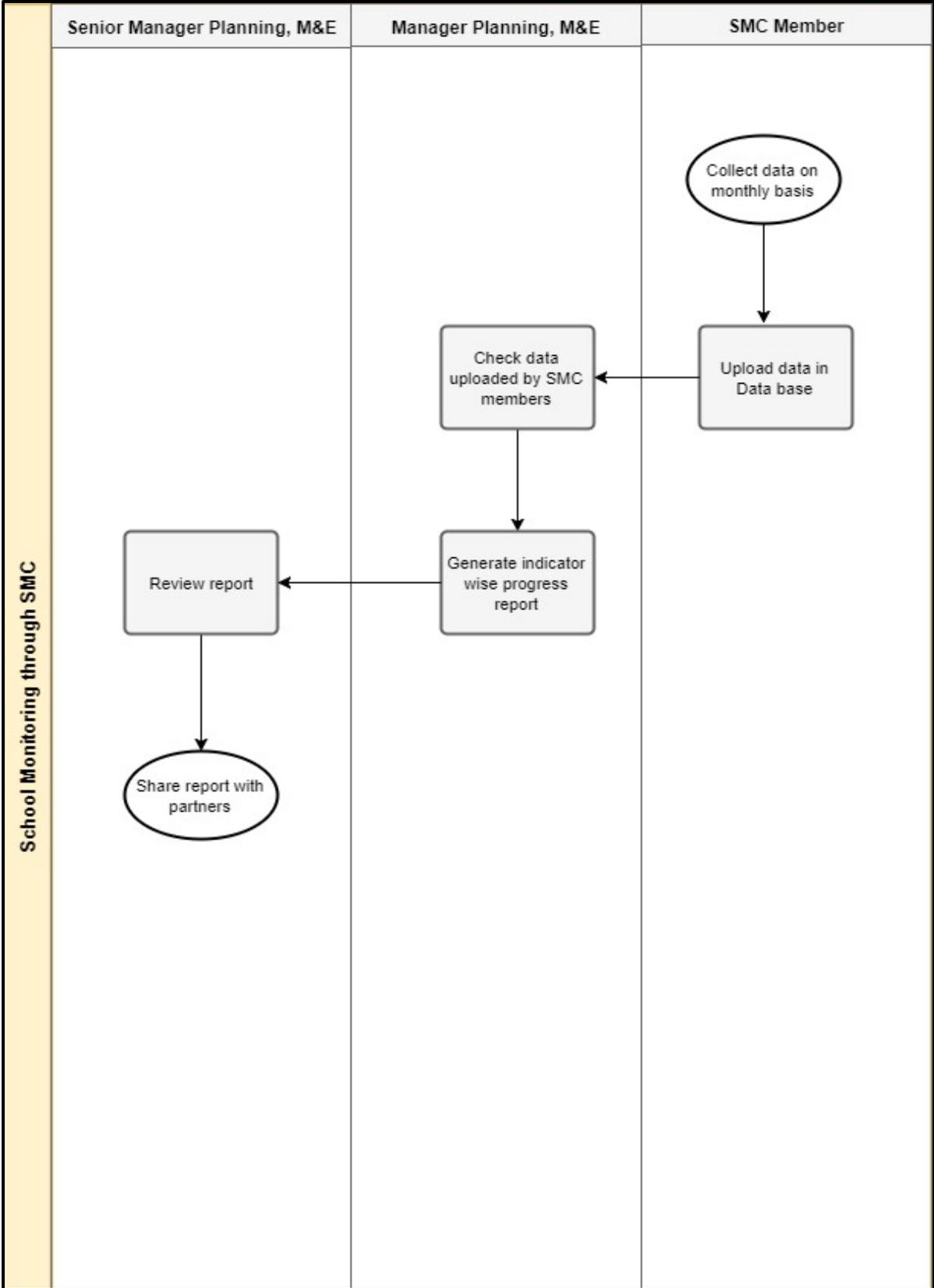
District	No of Schools
Khairpur	15
Sukkur	13
Larkana	13
Kambar ShahdadKot	21
Dadu	12
Jacobabad	13
Ksahmore	10
Karachi-Bin Qasim	2
Karachi-Gadap	3
Karachi-Orangi	2
Karachi-Lyari	1
Karachi-Keamari	1
Total	106

- Indicators should be selected to monitor progress in certain areas.
- At least two smart phones per SMC should be provided.
- Android base application should be developed and installed in all smart phones provided to SMCs members.
- Monthly progress report against selected indicators should be generated and reported to stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Collect data for selected indicators on monthly basis through mobile phones.	SMC Member
2.	Upload data in data base.	SMC Member
3.	Check data send by SMC members.	Manager Planning, M&E
4.	Send back the data to SMC members if data is incomplete and having errors.	Manager Planning, M&E

Step	Procedure	Responsibility
5.	Generate indicator wise progress reports.	Manager Planning, M&E
6.	Review reports and share with partners.	Senior Manager Planning, M&E
7.	Generate customized reports as and when required.	Manager Planning, M&E
8.	Review reports and share them with partners.	Senior Manager Planning, M&E



8.12 Program Completion Report.

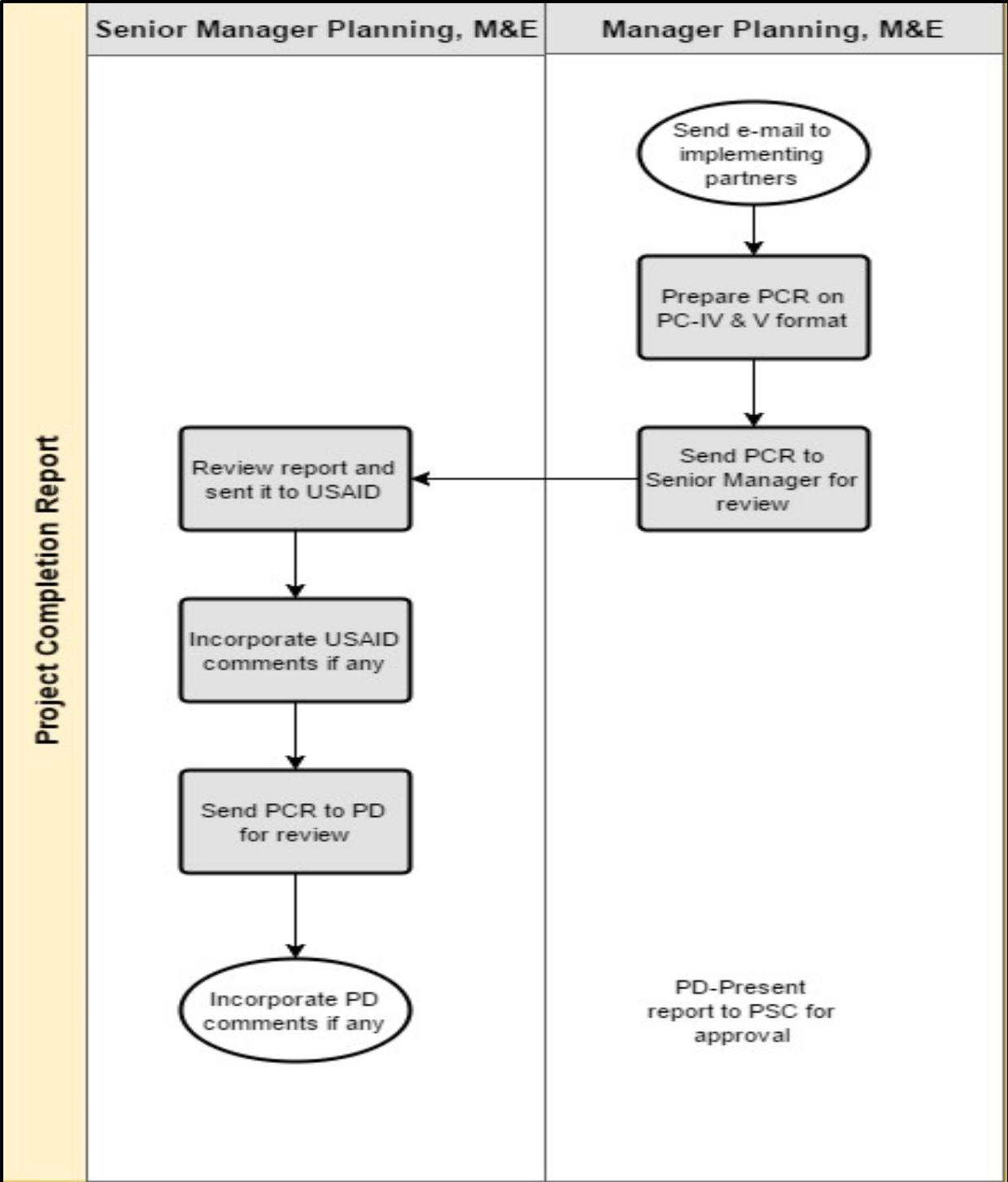
Program Completion Report is prepared at the end of program. It is prepared on PC-IV and PC-V format after the end of program activities.

Policies:

- Program Completion Report should be prepared after the end of program activities.
- Report should be prepared in PC-IV and PC-V format.
- Report should be reviewed by PD PMIU.
- Report should cover all activities of all components of the program.
- Report should be reviewed and approved by Program Steering Committee.

Procedures:

Step	Procedure	Responsibility
1.	Send e-mail to all implementing partners and PMIU staff.	Manager Planning, M&E
2.	Prepare PCR report on PC-IV and V format (Attached in Annexure-8) .	Manager Planning, M&E
3.	Send PCR to Senior Manager to review.	Manager Planning, M&E
4.	Review report and send it to USAID.	Senior Manager Planning, M&E
5.	Incorporate USAID comments if any.	Senior Manager Planning, M&E
6.	Send PCR to PD PMIU for review.	Senior Manager Planning, M&E
7.	Incorporate PD comments if any.	Senior Manager Planning, M&E
8.	Present report in Program Steering Committee for review and approval.	PD PMIU



B. For Evaluation of the program

Evaluation is to determine the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved.

8.13 Mid Term Evaluation (Formative Evaluation):

Mid Term Evaluation will be performed in middle of the program to evaluate how program is going, identify problematic areas and plan to put things back on track.

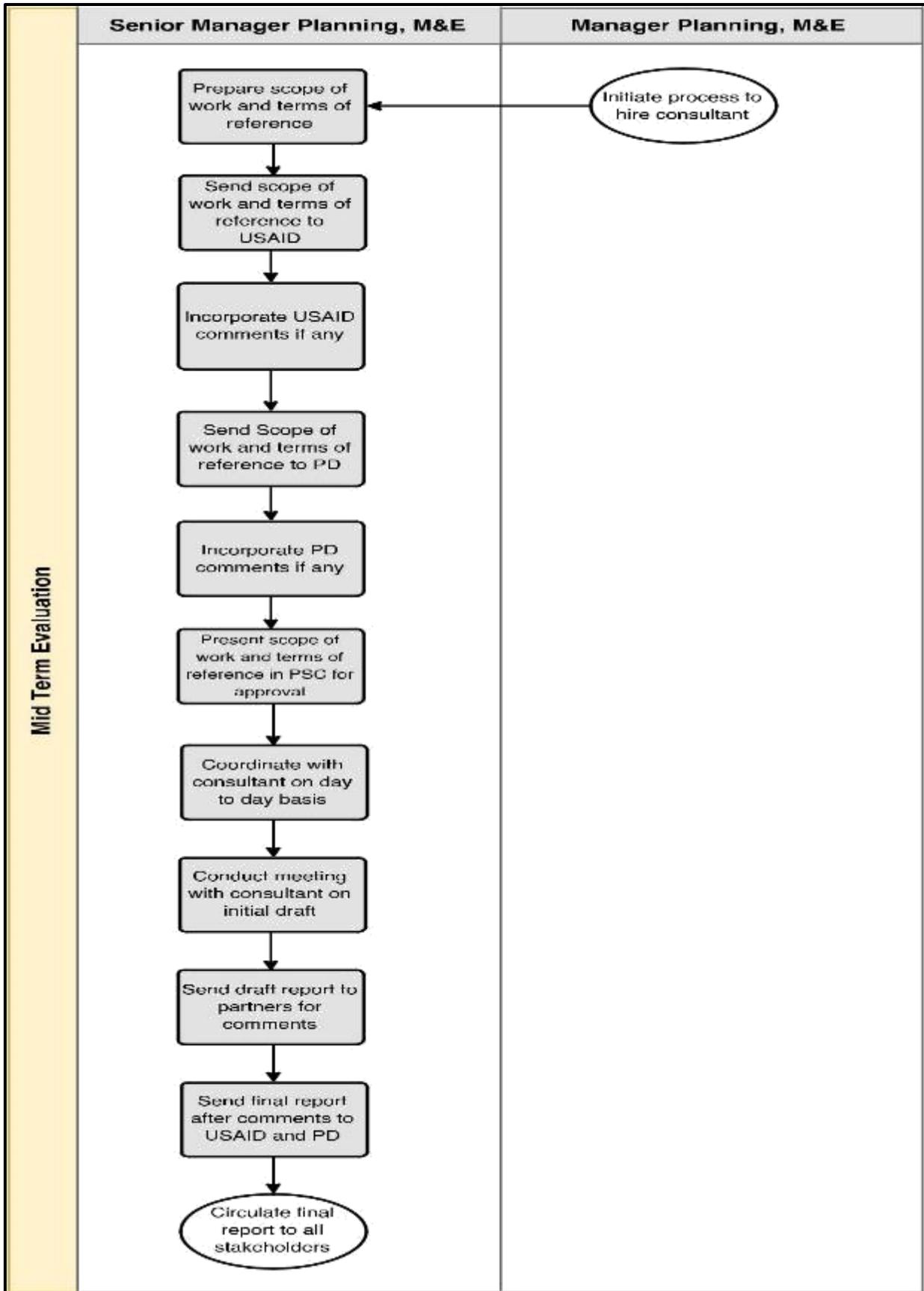
Policies:

- Mid Term Evaluation should be conducted through third party consultants.
- Consultants should be hired by following procurement rules applying.
- Scope of work and terms of reference should be defined after the internal consultation.
- Scope of work and terms of reference should be reviewed by PD PMIU and approved by PSC.
- Senior Manager Planning, M&E should be the focal person from PMIU.
- Primary finding meeting should be made with the consultants by the Senior Manager Planning, M&E and PD PMIU.
- Draft evaluation report should be discussed in partners meeting to take initial feedback.
- Comments should be received from partners in writing with action points.
- Final report should be circulate by Senior Manager Planning, M&E to all the stakeholders.
- Follow up meeting should be made with the partners to improve progress.

Procedures:

Step	Procedure	Responsibility
1.	Initiate process to hire consultants.	Manager Planning, M&E
2.	Prepare scope of work and terms of reference.	Senior Manager Planning, M&E
3.	Send scope of work and terms of reference to USAID.	Senior Manager Planning, M&E
4.	Incorporate USAID comments if any.	Senior Manager Planning, M&E
5.	Send scope of work and terms of reference to PD.	Senior Manager Planning, M&E
6.	Incorporate PD comments if any.	Senior Manager Planning, M&E
7.	Present scope of work and terms of reference in PSC for approval.	PD PMIU

Step	Procedure	Responsibility
8.	Coordinate with consultant on day to day basis.	Senior Manager Planning, M&E
9.	Conduct meeting with consultant on the initial draft.	Senior Manager Planning, M&E
10.	Send draft report to partners for comments.	Senior Manager Planning, M&E
11.	Conduct meeting between all stakeholders to discuss issues and make comments with action points.	Senior Manager Planning, M&E
12.	Send final report after comments to USAID and PD.	Senior Manager Planning, M&E
13.	Circulate final report to all the stake holders.	Senior Manager Planning, M&E



8.14 Final Evaluation (Summative Evaluation):

Final evaluation (Summative assessment) is to compare the results with objectives of the program. It will be conducted at the end of the program.

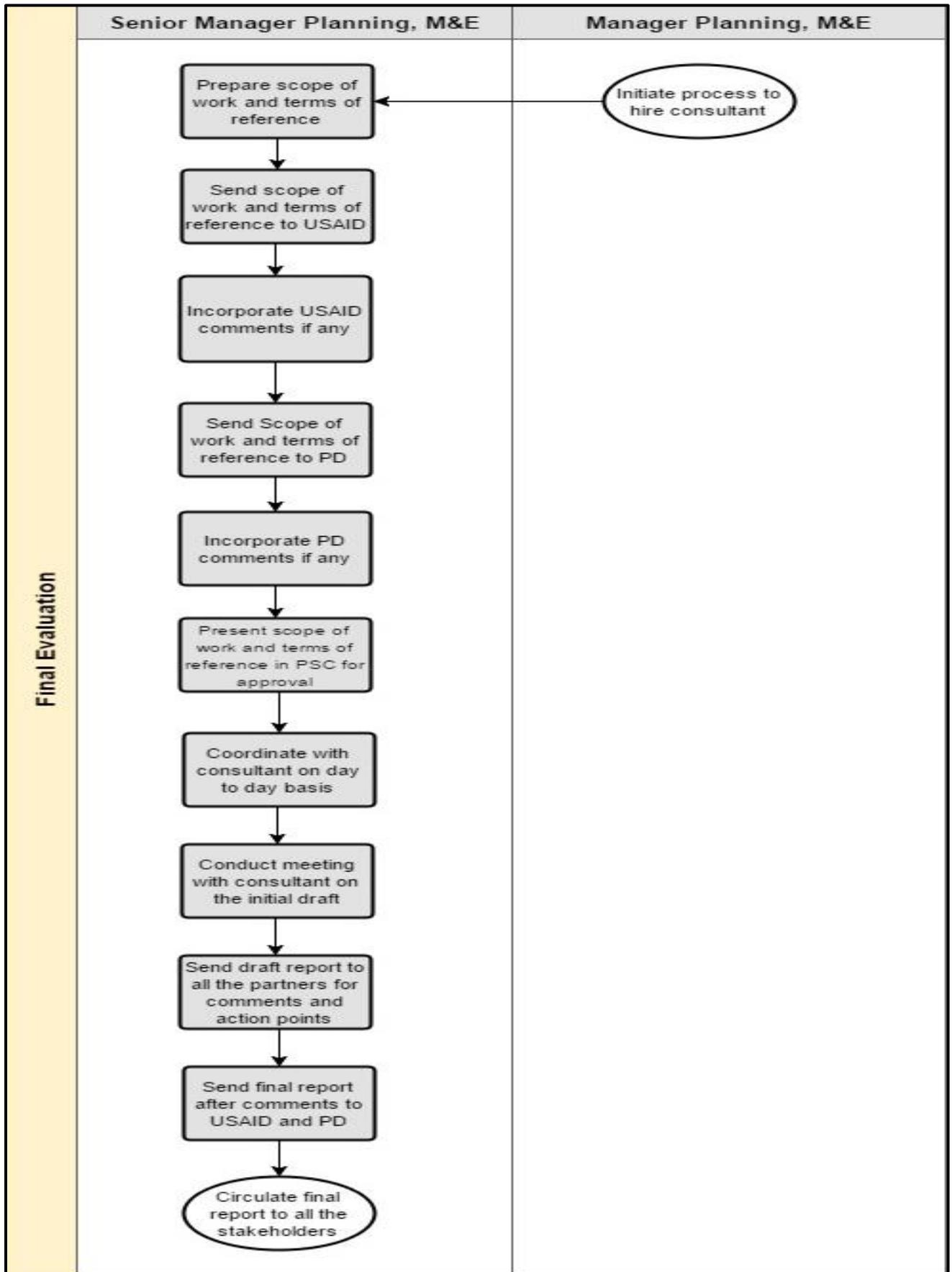
Policies:

- Final Evaluation should be conducted through third party consultants.
- Consultants should be hired by following all procurement rules that apply.
- Scope of work and terms of reference should be defined after internal consultation.
- Scope of work and terms of reference should be reviewed by PD PMIU and approved by PSC.
- Senior Manager Planning, M&E should be the focal person from PMIU.
- Primary finding meeting should be made with consultant by Senior Manager Planning, M&E and PD PMIU.
- Draft evaluation report should be discussed in partners meeting to take initial feedback.
- Comments should be received from partners in writing with action points.
- Final report should be circulated by Senior Manager Planning, M&E to all stakeholders.

Procedures:

Step	Procedure	Responsibility
1.	Initiate process to hire consultants.	Manager Planning, M&E
2.	Prepare scope of work and terms of reference.	Senior Manager Planning, M&E
3.	Send scope of work and terms of reference to USAID.	Senior Manager Planning, M&E
4.	Incorporate USAID comments if any.	Senior Manager Planning, M&E
5.	Send scope of work and terms of reference to PD.	Senior Manager Planning, M&E
6.	Incorporate PD comments if any.	Senior Manager Planning, M&E
7.	Present scope of work and terms of reference in PSC for approval.	Senior Manager Planning, M&E
8.	Coordinate consultant on day to day basis.	Senior Manager Planning, M&E
9.	Conduct meeting with the consultant on the initial draft.	Senior Manager Planning, M&E
10.	Send draft report to all the partners for comments and action points.	Senior Manager Planning, M&E
11.	Send final report after comments to USAID and PD.	Senior Manager Planning, M&E

Step	Procedure	Responsibility
12.	Circulate final report to all the stakeholders.	Senior Manager Planning, M&E



10. Training for M&E Team

Regular trainings should be provided to M&E section and for this Annual Training Program should be prepared. Training need assessment should be made at the time of annual appraisal of employee in accordance with Human Resource policies. Based on training need assessment Annual Training Program should be prepared before the start of year and duly approved by PD PMIU.

Policies:

- Annual Training Program (ATP) should be prepared on all annual basis.
- ATP should be based on training need assessment, of each employee.
- ATP should be prepared at the start of each year.
- ATP should be prepared by Senior Manager Planning, M&E and approved by PD PMIU.
- ATP should be reviewed at mid of the year to update any new requirement.

Annual Training Program

Employee	Designation	Training Required	Estimated Cost	Month

11. M&E Dissemination Framework

M&E Dissemination Framework describes M&E section products, their frequency, time lines and audience.

S. No.	Deliverable	Frequency	Timeline	Responsibility	Audience
1.	Annual Work Plan	Annual	October 01	Senior Manager Planning, M&E	I. PD PMIU II. Deputy PD PMIU III. M&E section PMIU
2.	SBEP Monthly Progress Report	Monthly	15 th of next month	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs VI. M&E Focal Group and VII. Other stakeholders.
3.	PC-III Report	Monthly	15 th of next month	Senior Manager Planning, M&E	I. Secretary SELD II. Chairman Planning & Development Board
4.	SBEP Quarterly Progress Report	Quarterly	Within 25 days after submission of implementing partners reports	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs VI. M&E Focal Group and VII. Other stakeholders.
5.	Pak Info Reporting	Quarterly	After data call by COR/AORs in given deadline	Senior Manager Planning, M&E / PD PMIU	N/A
6.	SBEP Annual Progress Report	Annual	Within 25 days after submission of implementing partners reports	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs VI. M&E Focal Group and VII. Other stakeholders.
7.	SBEP Quarterly Monitoring Report	Quarterly	Within 30 days after sharing of partners Quarterly	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs

S. No.	Deliverable	Frequency	Timeline	Responsibility	Audience
			Progress Report		VI. M&E Focal Group and
8.	Evaluation reports	Mid of Program / End of Program	N/A	Senior Manager Planning, M&E	I. Program Manager SBEP – USAID II. PD PMIU, III. Deputy PD PMIU IV. All COPs / CORs V. Deputy COPs

Annexure-2- PC-III Report:

**PC-III
(B)
Form
(Revise
d -
2005)**

Government of Pakistan
Planning Commission

Implementation of Development Projects
(To be furnished by 5th day of each month)

1 Name of the Project: Program

USAID – Sindh Basic Education

2 Financial Status

i) PSDP allocations for the current year

PKR _____ million for operational expenses of PMIU

ii) Current quarter requirements as per cash plan

PKR 0.00

iii) Releases during the month

PKR 0.00

iv) Expenditure during the month

PKR 0.00

3 **Physical Status**

Physical achievements during the month under report

S.N	Items	Unit	Quantities

4 Output Indicators

5 Problem/Bottlenecks
in Projects
Implementation

- | | |
|---|--|
| <input type="checkbox"/> Ban on Recruitment | <input type="checkbox"/> Law & Order |
| <input type="checkbox"/> Delay in Consultants Appointments | <input type="checkbox"/> Situation Management |
| <input type="checkbox"/> Lack of coordination between Fed/Provincial Govts. | Capacity Non Existence of PMUs |
| <input type="checkbox"/> Land Acquisition | <input type="checkbox"/> Intra-Departmental Problems |
| <input type="checkbox"/> Turn over PD/Staff | <input type="checkbox"/> Procurement problems |
| <input type="checkbox"/> Concept & Design Problems | <input type="checkbox"/> Contractor's Problem |
| <input type="checkbox"/> Delay in Release of Fund | <input type="checkbox"/> Others |

Annexure-3- Desk Monitoring Sheet:

Indicator	Implementing Partner	Quarter	Target	Progress	Variance	Variance in %

Annexure-4- Sampling Scale:

Sampling process is dependent on the means of verification required for validation of an indicator. In some cases it is simply a document and does not require any sampling. Only where large numbers are involved that sampling is invoked. An example can be 4000 teachers trained.

Sampling in case of large numbers can be indicative or representative. In case of the former, a reasonable large number (not less than 30) should be used. In case of representative sampling for larger numbers sample sizes will have to be calculated using various confidence levels and margins of errors. Normally when the population exceeds 20000 the representative sample at 95% confidence level and 5% margin of error is 384 and at 90% confidence level and 10% margin of error it is 281. For population sizes below 20000 the numbers would be smaller and can be calculated through any of the sample calculators for sample size given online.

As samples have resource implications representative sampling should be done only where they can be afforded. The best option is to use them for annual monitoring and summative evaluations. For quarterly monitoring and formative evaluations sample should be large to enough to be indicative of the situation. Eventually it will be a judgment based on ground situation.

For representative sampling a 90% confidence level and 10% margin of error are acceptable if the larger samples with higher confidence levels and lower margins of errors are expensive to pursue.

Table below shows values of representative sampling for various populations at two different confidence level and margin of errors. This can be used as a guideline.

Population (Unit: Schools, NFE Centers, Individuals, Libraries etc.)	Sample Size- Minimum 90% confidence level 10 % MOE	Sample Size 95% confidence level and 5% MOE
Below 9 or 9	All reported units	All reported units
10	9	10
100	41	80
500	60	218
1,000	64	278
5,000	67	357
10,000	68	370
20,000 and above	68	377

Note: Cost effectiveness must be considered while selecting sample whereas nature of indicator must also be taken into account.

Annexure-5- Field Visit Plan:

Sindh Basic Education Program Quarterly Field Monitoring Visit Plan For the Quarter – XXXXX Field Visit Plan

1. Introduction:

Under SBEP, it is the mandate of PMIU to carry out a quarterly monitoring visit to target districts of the program to validate and verify data reported by implementing partners against indicators defined in the Logical Framework of SBEP M&E plan. To meet this mandate, PMIU M&E team is planning their XXX Field Monitoring Visit to visit intervention areas in districts XXXXXXXX selected on sample basis.

2. Objective of Visit:

The objectives of the visit are:

1. To carry out monitoring of selected project activities and indicators as laid in the logical framework and reported by implementing partners for the quarter XXXXXXXX.
2. Identify any outstanding impacts associated with the selected progress indicators and recommend mitigation measures where required.

3. Scope of Work:

Mapped to the SBEP M&E indicators, the scope of field monitoring visit will be to observe interventions reported in the quarter XXXXXXXX by SBEP Partners (SRP, CMP, SCDP, Halcrow/PMIU).

1. To observe schools constructed /handed over and under construction by SBEP in selected districts.
2. Track the progress of learning and teaching environment/materials and trained teachers and material provided/distributed to schools.
3. To observe the status of libraries established and refurbished during the period.
4. To monitor development of School Improvement Plan and Community Mobilization Plan and their implementation.
5. To get feedback on training of SMC/community members trained on enhanced accountability and school governance.
6. To observe the implementation of ICTs Training at in-school and out of school level in target districts.

4. Period of Visit:

Visit will be for XXX days, **Month date** to **Month date, year**.

5. Sampling:

Sampling for districts has been made on following basis:

1. Construction schools' presence in the districts.
2. SRP, CMP and SCDP interventions in place in the selected districts.
3. Data against indicators as reported by implementing partners for the quarter XXXXX.

Sampling or selection of schools is made on following basis:

1. Schools were selected from all four categories, i.e. a. construction schools, b. SRP interventions, c. CMP interventions, d. combined interventions, and SCDP interventions.
2. Schools were selected randomly with confidence level where appropriate and confidence interval and on the basis of data reported by partners against SBEP M&E indicators.
3. Gender sensitive selection was made i.e. Boys, Girls and Mixed schools.
4. Each sample selected represents a combination of Primary, Middle and High schools.

A complete list of schools selected and to be visited has been prepared by PMIU based on information provided by partners which is for the internal use of PMIU teams during the monitoring.

6. Teams:

Two teams have been mobilized with combination of PMIU and SCDP M&E team members:

S. No.	Team	Team Member
1.	Team-A	1. Mr. XXX 2. Mr. XXX 3. Mr. XXX
2.	Team-B	1. Mr. XXX 2. Mr. XXX 3. Mr. XXX

7. Data Collection Tools:

Data collection tool have been prepared based on the scope of work. The tools include;

1. SBEP-Tool-1-Basic School Information
2. SBEP-Tool-2-School Improvement Plan
3. SBEP-Tool-3-Social Mobilization Plan
4. SBEP-Tool-4-Training on Accountability
5. SBEP-Tool-5-Libraries Constructed
6. SBEP-Tool-6-ICT Training
7. SBEP-Tool-7-Teacher Training and Learning Material
8. SBEP-Tool-8-Construction School
9. SBEP-Tool-9-EMO Schools

8. Field Schedule:

S. NO.	Date	Day	District	Teams
1.			Travel to Districts	
2.				Team A Team B
3.				Team A

				Team B
4.				Team A Team B
5.				Team A Team B
6.			Travel to Karachi	Team A Team B
			Share draft report with partners	
			Comments from Partners	

Annexure-6- Field Resource Plan:

Sindh Basic Education Program
Quarterly Field Monitoring Visit Plan
For the Quarter - XXXXX
Field Resource Plan

Visit Period	From	To
Number of Days		
Number of Staff		
District		
Team Leader		

Travelling and Transportation		Unit	Rate	Amount
1	Mode of Transportation (XXXXXXXX)			
2	Diesel Requirement (PMIU Vehicle)			
Accommodation, Boarding, Lodging and Transportation				
1	Accommodation Required (Hotel / Guest House / Private)			
2	Rooms Required (XXX rooms for XXXX days @ XXX rate)			
4	Lunch + Dinner + Breakfast (XX Persons for XX Days @ XXX per days)			
5	Laundry, Refreshment , Others (8 Persons for 12 Days @ 250)			
Travelling / Daily Allowance, Per DIEM				
1	Travelling Allowance (XXXXX)			
2	Daily Allowance (XXXXX)			
5	Per DIEM (XXX @ XXXXX)			
6	Others			
	Total			

Annexure-7- Indicator Progress Sheet:

Indicator	
Reference Number	
Quarter	
Target	
Progress	
Variance	
Variance in %	

Annexure-8- Program Completion Report:

PCR – 01
(Revised-2010)

GOVERNMENT OF PAKISTAN
PLANNING COMMISSION

PROJECT COMPLETION REPORT

(PC – IV PROFORMA)

To be furnished immediately after completion of the project regardless the project accounts have been closed or not.

1.	Name of the Project/Program/Study		
	Location		
2.	Sector		
	Sub-Sector		
3.	Sponsoring Ministry/Agency		
4.	Executing Agency (s)		
5.	Agency for Operation & Maintenance after Completion		
6.	Date of Approval & Approving Forum (DDWP/CDWP/ECNEC/PDWP/Other)		
	• Original		
	• Revised		
7.	a) Implementation Period	Date of Commencement	Date of Completion
	• As per PC-I		

	• Actual					
	b) Extension(s) in the Implementation Period (if any)	Date	Period (Months/Days)			
		•	•			
		•	•			
		•	•			
(Rs. Million)						
8.	Capital Cost	PC-I Cost (approved)		Actual Expenditure		
		Local	FE/Loan/ * Grant	Total	Local	FE/Loan/ * Grant
	• Original					
	• Revised					
* Clearly specify the source and mention exchange rate						
(Rs. Million)						
9.	Financing of the Project	Local	FE/Loan/* Grant	Total		
	• Federal Share					
	• Provincial Share					
	• Donors/Others					
	Total:					

*Mention the Rupee exchange rate, if applicable.

10. Project Accounts

a) Nature of Account	Type	Date of Opening	Lapsable/ Non-lapsable
		PLA	
	Assignment Account		
	Current Account		
	Saving Account		

	Other		
b) Status of Account	• If closed, mention the date		
	• If not closed, mention reasons thereof & tentative closure date		

11. Financial Phasing as per PC-I and Expenditure

(Rs. Million)

Year	PC-I Phasing		PSDP Allocation		Releases		Expenditure	
	Total	FE/Loan/* Grant	Total	FE/Loan/* Grant	Total	FE/Loan/* Grant	Total	FE/Loan/* Grant
	2	3	4	5	6	7	8	9
1								
Total								

* Clearly specify the source

12. Physical Targets and Achievements

S. No.	Items (as per PC-I)	Unit	Quantity	Actual * Achievements

* Attach/Annex detailed information for each item separately

13. Item-wise Planned & Actual Expenditure

(Rs. Million)

S. No.	Items (As per PC-I)	PC-I Estimates			Actual Expenditure		
		Total	Local	FEC	Total	Local	FEC
	Total:						

14. Recurring Cost after Completion of the Project

(Rs. Million)

S. No.	Components	PC-I Estimates*			Actual Expenditure*		
		Total	Local	FEC	Total	Local	FEC
	Total:						

* Mention source and agency responsible for financing the recurring cost after completion of the project

15. Achievement of Objectives

S. No.	As Contained in the PC-I	Actual Achievement*

* Attach/Annex detailed information for each objective separately. In case of not achieving the objectives fully/partially, indicate reasons thereof

16. Year-wise Income from Services/Revenue Generation

(Rs. Million)

S. No.	As Estimated in the PC-I	Actual

17. RBM Indicators as given in the PC-I

S. No.	Input	Output	Outcome		Targeted Impact
			Baseline Indicator	Targets after Completion of Project	

18. List of Project Directors (PDs) till Completion

S. No.	Name & Designation	From	To

19. Responsibility/Ownership of Assets (Procured/Acquired/ Developed) after Completion of the Project

- a) Indicate Agency
- b) List of Assets (Moveable/Immoveable)

20. Impact after Completion of the Project

- a) Financial
- b) Economic
- c) Technological

- d) Social (Education, Health, Employment, Area Development, etc.)
- e) Environmental
- f) Any other

21. Mechanism for Sustainability of Activities after Completion

Indicate mechanism how the project activities will be continued on sustainable basis

22. Financial/Economic Analysis

S. No.	Components	As Per PC-I	After Completion
a)	Financial		
	Net Present Value (NPV)		
	Benefit Cost Ratio (BCR)		
	Internal Financial Rate of Return (IFRR)		
	Unit Cost Analysis		
b)	Economic		
	Net Present Value (NPV)		
	Benefit Cost Ratio (BCR)		
	Internal Economic Rate of Return (IERR)		

23. Issues Faced during Implementation

- a) Organizational Management
- b) Capacity of the department concerned
- c) Decision making process
- d) Any other

24. Lessons learned

- a) Project identification
- b) Project preparation
- c) Project approval
- d) Project financing
- e) Project implementation

25. Suggestions for Future Planning & Implementation of Similar Projects

Submitted by:

Signature

**Name &
Designation**

Telephone No.

E-mail Address

Date

Government of Pakistan

Planning Commission

To be furnished by 31st July of each years for 5 years after completion of Project indicating Projects operational results during the last financial year.

1. Name of the Project:
2. Objectives & scope of project as per approved PC-I and state as to what extent the objectives have been met:
3. Planned and actual recurring cost of the project, with details:
4. Planned & actual manpower employed:
5. Planned and actual physical output of the project:
6. Planned and actual income of the project:
7. Planned and actual benefits to the economy:
8. Planned and actual social benefits:
9. Planned and actual cost per unit produced/sold:
10. Marketing mechanism:
11. Arrangement for maintenance of building & equipment.
12. Whether output targets as envisaged in the PC-I have been achieved. If not, provide reasons:
13. Lessons learned during the year in:
 - Operation
 - Maintenance
 - Marketing
 - Management
14. Any change in project management during the year:
15. Suggestions to improve projects performance: