



Network for Change

Evaluation Challenges in Pakistan: PEN's Experience

**Workshop on
Evaluation for Development**

2015 – International Evaluation Year

14 April 2015, Islamabad

**Jointly Organized by
Pakistan Institute of Development Economics, UNICEF, CoE of Pakistan
and Pakistan Evaluation Network (PEN)**

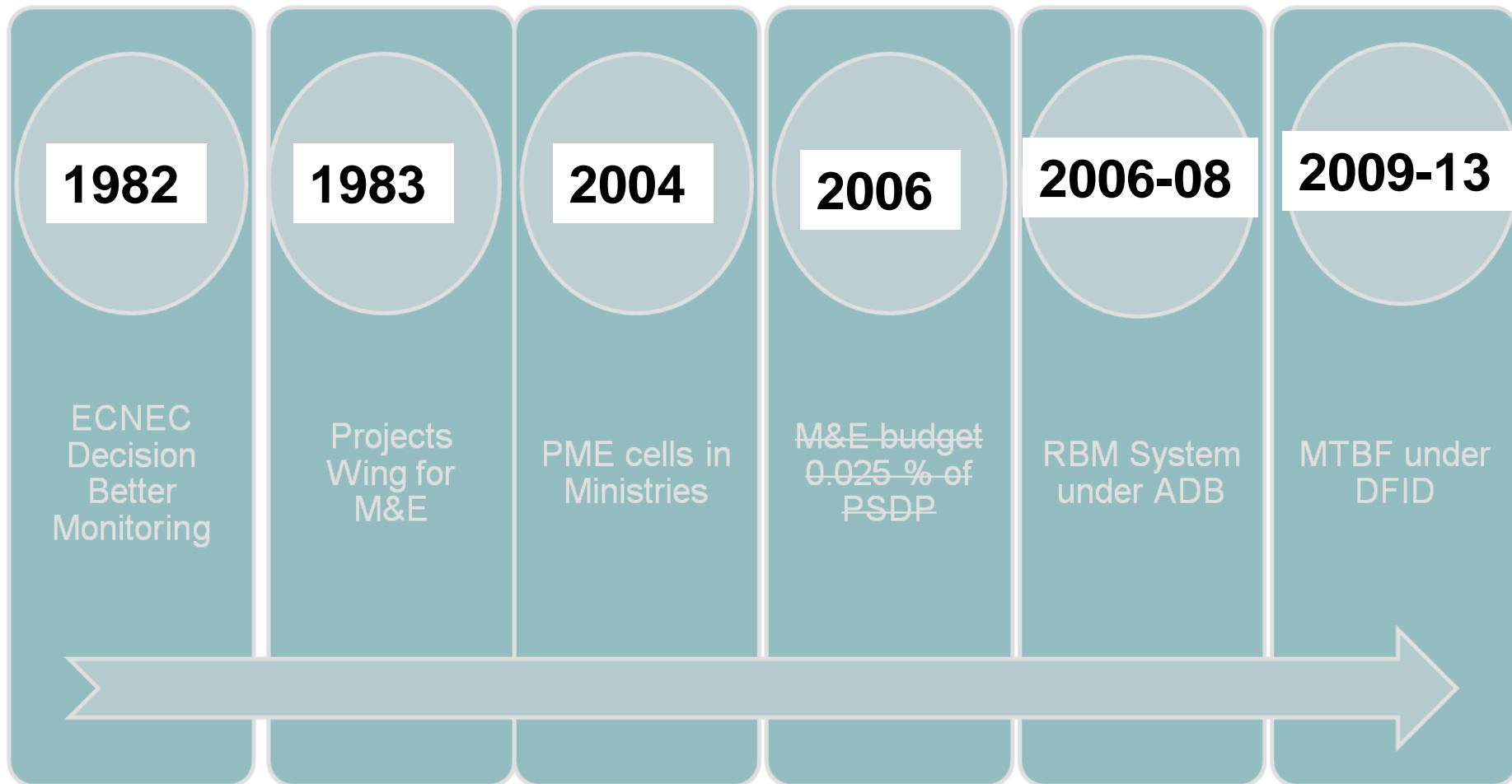


Network for Change

Recent Activities

- *Institutional Capacity Building in Integrated M&E Knowledge Management - Malaysian Evaluation Society*
- *Parliamentarians Forum on Development Evaluation in South Asia – CoE of South Asia*
- *Innovation Challenge in M&E – European Evaluation Society*

National Policy/Decisions/Projects on M&E



ECNEC: Executive Committee of National Economic Council

RBM: Results Based Monitoring,

ADB: Asian Development Bank, DFID: Department For International Development-UK

MTBF: Medium Term Budgetary Framework

Evaluation Challenges in Pakistan

Donors-
Projects-
External
Consultants

In-house
efforts and
leadership



Thank You

Demand

Result Based Monitoring Indicators for Development Project

b) Result Based Monitoring (RBM) Indicators

- Indicate Result Based Monitoring (RBM) framework indicators, including gender sensitive indicators wherever possible, in quantifiable terms in the following table.

S.No	Input	Output	Outcome		Targeted Impact
			Baseline Indicator	Targets after Completion of Project	
1					
2					
3					
4					
5					
6					

Project Monitoring and Evaluation System

The screenshot shows the PMES web application interface. At the top, there is a navigation bar with links for Home, My Profile, Training Videos, Help, Contact Us, and Logout. Below this is a header with the PMES logo and the text 'Project Monitoring and Evaluation System'. The main content area is divided into several sections:

- WORKING PAPER:** Contains icons for Profile, Sponsoring Agency, Executing Agency, OM Agency, CF Ministry, Cost Estimates, O & M Cost, Plan Provision, Plan Allocation, PSDP Plans, Objectives & Scope, Components, Sub Components, Physical Phasing, Financial Phasing, Financing Modes, Project Benefits & Analysis, RBM Indicators, RBM Baseline, RBM Targets, Unit Cost, Technical Appraisal, Economic Appraisal, Environmental Appraisal, and Other Appraisal.
- PROJECT PROFILE:** Contains icons for Project Information, Funding Agency, Executing Agency, Land & Utilities, Financing Plan, Loan / Grant Status, Components, Sub Components, Financial Phasing, Physical Phasing, Revised Cost, Project Director Information, Power Delegation, Staff Information, and Consultant's Information.
- PROJECT EXECUTION:** Contains icons for PSDP and other project execution related items.
- PROJECT EVALUATION AND RBM:** Contains icons for Project Evaluation, Profile, Objectives & Scope, Cost, Forum Decision, Financial Phasing, Physical Phasing, Physical Achievements, Expenditure, Income & Unit Cost, RBM, Project Benefits & Analysis, RBM, Impacts, Sustainability, Issues, Recommendations, Follow-ups, and RBM.
- REPORTS:** Contains icons for Executive Reports, Professional Reports, Summary Reports, Project Wise Reports, Coverments, Variable Data, and Project Crite.
- ADD NEW:** Contains icons for Add Project, Add Completed Project, Add Working Paper, and Working Papers.

Working Paper

Project Profile

Project Execution

Project Evaluation and RBM

Reports/ Add New

Implemented

Partially Impl.

Not implemented

Snap-shot of Green Book for MTBF

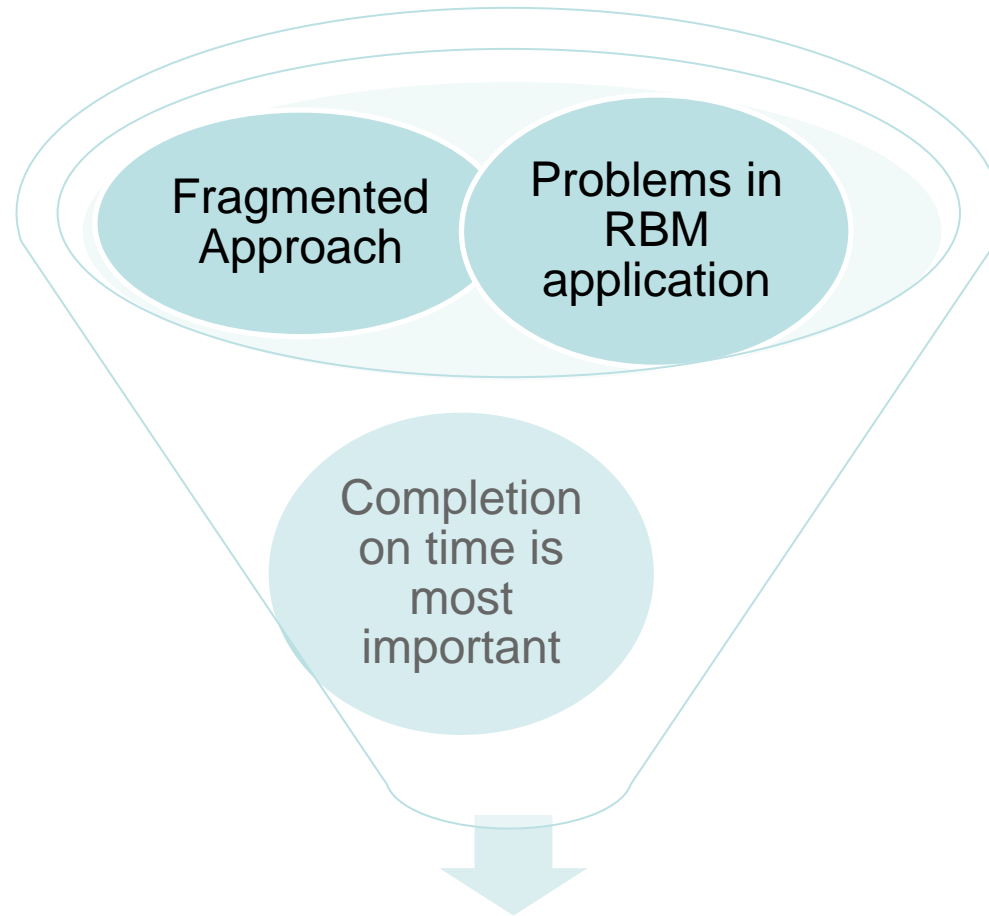
Medium Term Budget Estimates for Service Delivery

Budget by Outcomes

Rs. '000

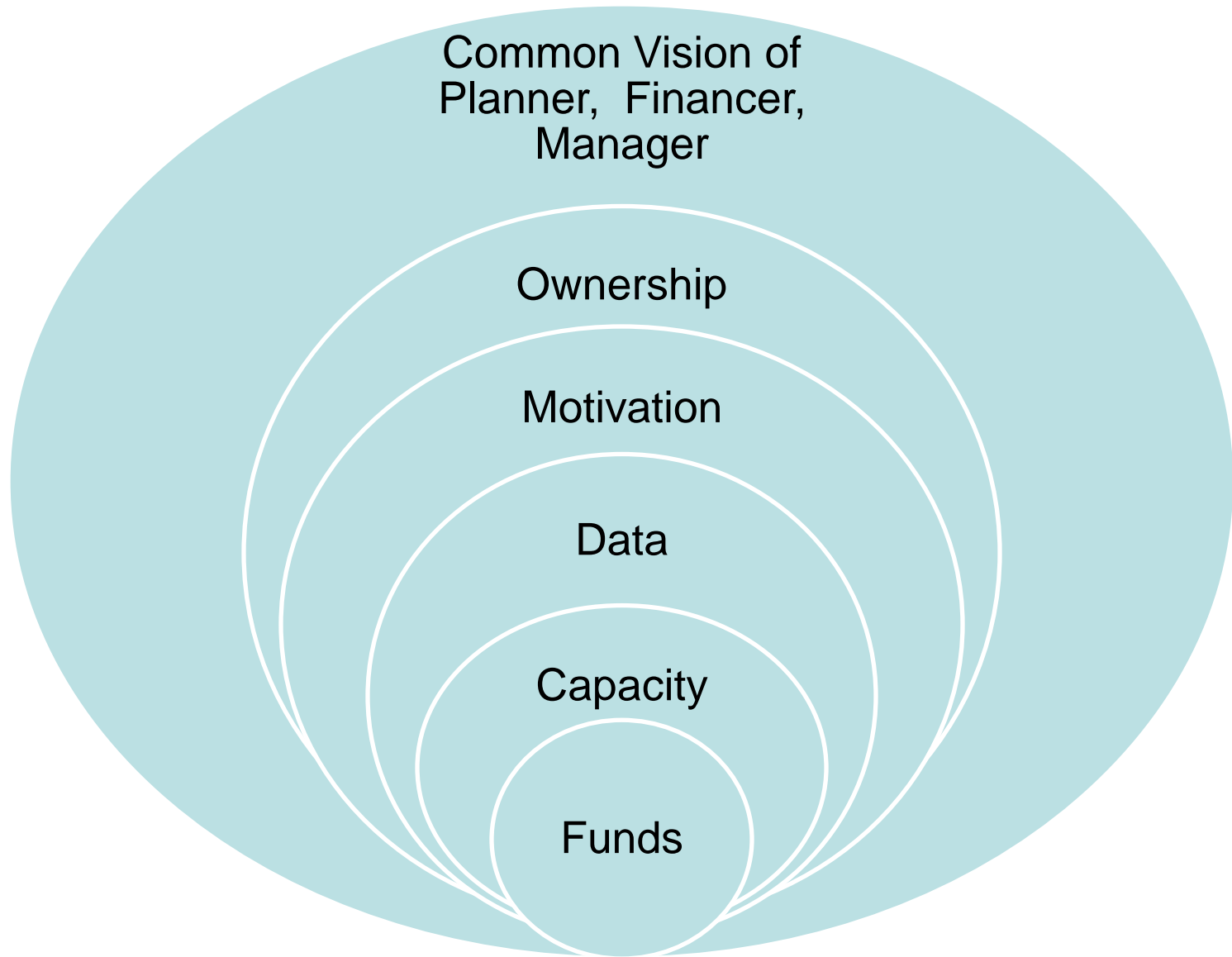
S. #	Outcome(s)	Actual Expenditure (Preliminary) 2010-11	Original Budget 2011-12	Medium Term Budget Estimates		
				2012-13	2013-14	2014-15
Cabinet Division						
1	Smooth Functioning of Administration and Policy Implementation.	4,459,290	2,958,831	4,022,152	4,150,815	4,198,665
2	Ensuring quality in these areas. - Relief Measures - Manpower - Health - Urban Development	6,018,446	6,681,303	16,733,445	7,456,502	7,551,346
3	To implement the Mandated Role / Task	198,105	489,515	180,964	156,804	164,564
4	Providing a Regulatory Environment	112,442	128,860	139,611	141,220	147,800
5	Poverty Reduction through cash transfer programme	150,000	1,844,346	120,000	120,000	120,000
6	Social Protection, Welfare of the Poor People and vulnerable groups of Population	40,000	48,218	667,995	667,995	667,995
7	Promotion of Volunteerism	30,000	18,082	60,000	60,000	60,000
8	Child Welfare and Rights	30,000	22,416	501,150	501,150	501,150
9	Rural & Community Development	15,311,961	33,000,000	27,000,000	25,000,000	25,000,000
Prime Minister's Secretariat						

Experience in Implementation of RBM Model



Monitoring is more important than Evaluation

Problems in Implementation of RBM Model





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Evaluation Challenges

- Resistance to change
- Lack of Confidence
- Opportunity to improve vs fear of being blamed

