

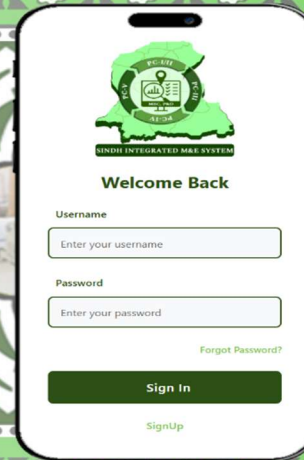


# NEWSLETTER

A QUARTER OF TRANSFORMATIONAL REFORMS

## SINDH INTEGRATED M&E SYSTEM

*From Data to Decision, For a Better Sindh*



### Launch of the SIMS – Beta Version

During the quarter, M&E Cell successfully launched the beta version of the Sindh Integrated Monitoring System (SIMS) to enhance digital monitoring, planning, reporting, PC-I compliance verification and automated performance assessment through the new Scheme Assessment Framework (SAF). The Administrative Departments and the Executing Agencies were on-boarded and orientation sessions were conducted to facilitate effective adoption of the system.

### Field Monitoring Visits

The M&E Cell teams carried out **363** field monitoring visits across the Infrastructure, Social and Production sectors throughout Sindh, covering mega development schemes, priority projects and key Government of Sindh initiatives. In addition, the M&E Cell published **603** monitoring visit reports, reflecting **128%** increase in report publication compared to the previous quarter.

[Read More on our website](#)

### Initiated Structural Reforms to Modernise and Strengthen the M&E Cell



Organisational structure of the M&E Cell was established in the 1980s and last updated a decade ago, with no significant structural reforms undertaken since then. In view of evolving management practices, advancements in ICT, staff growth and changing functional requirements, the higher management of the M&E Cell recognised the need for restructuring. Accordingly, the restructuring process was initiated during this quarter, and a formal proposal has been submitted to the Service Structure Committee, SGA&C Department for consideration & approval.

### Introduced Performance Excellence Recognition Initiative



Monitoring & Evaluation Cell has introduced a Monthly Performance Excellence Recognition Initiative to promote a culture of performance, accountability and motivation among its officers.

[Continued on page 9](#)

## KEY HIGHLIGHTS OF THE QUARTER



### Regional M&E Strengthening Workshops

During this quarter, MEC held following capacity-building sessions for MEOs and RMEOs;

- Karachi Region – Focus on Digital Reporting and SAF Scoring
- Hyderabad Region – Field Data Quality and Geo-Tagging Standards
- Sukkur & Larkana Regions – Compliance Documentation and Photographic Evidence Collection



### Streamlining M&E Field Operations

During the quarter, significant improvements were introduced in M&E operations and performance criteria, including;

- Revision in visit plan selection criteria using priority-based indicators
- Deployed geo-fencing for visit verification
- Initiated region-wise performance scorecards for MEOs and RMEOs
- Reduced average report processing time from 12 days to 5 days



### Visits of the Director General (MEC)

During the month of November 2025, the Director General (MEC) Capt. (R) Altaf H. Sario, conducted official visits to the Hyderabad, Sukkur & Larkana Regions to review the progress of ongoing development schemes of various departments and to assess the performance of the Regional Offices of MEC.

[More coverage on page 4](#)



### Special Focus on Priority Schemes

MEC executed a targeted monitoring campaign for the Chief Minister's priority schemes in Sindh and the P&D Board, subsequently submitting comprehensive status reports to the Chairman, P&D Board. Key findings included;

- Majority schemes in Karachi and Hyderabad are progressing well
- Procurement delays in some Sindh/FPA projects
- Need for revised PC-Is in selected LG schemes due to enhanced scope
- Gaps in test documentation for several infrastructure project
- MEC, where necessary, also recommended timely corrective measures and escalations



### Publication of Technical Guidelines for a Unified Mechanism

During this quarter, MEC has issued several internal guidelines for a unified mechanism on the following processes:

- Completing M&E Field Visit Forms
- Standard Operating Procedures for Photographic Evidence
- Template for RMEO Review & SMEO Technical Justifications
- Earned Value Analysis (CPI / SPI) reporting
- Minimum QA/QC documentation required from EAs

## KEY HIGHLIGHTS OF THE QUARTER



### Enhanced QA / QC Standards

During field monitoring, MEOs highlighted gaps in QA/QC, including, i.e. missing compressive strength tests, FDT results, asphalt mix design and steel verification certificates. Accordingly, MEC advised Executing Agencies to link payment milestones with the availability of complete test documentation to ensure adherence to quality standards.



### Monitoring of LTBC Schemes

To ensure effective implementation, timely completion, and reinforce credibility and transparency in schemes nearing completion in the current financial year, a special initiative to monitor likely-to-be-completed (LTBC) schemes has been launched this quarter.



### Land Allocation for MEC Regional Office Larkana

Pursuant to the request made by the Director General (MEC), in a meeting held with the Commissioner Larkana on 25th November 2025, the Office of the Commissioner Larkana has conveyed its consent vide letter No. 0-1-L.G/2500 dated 10<sup>th</sup> December 2025 for the allocation of land measuring approx. 13,900 square feet within the premises of the Commissioner's Office for the construction of the MEC Regional Office, Larkana



### Strengthened Coordination with Admin. Departments

The M&E Cell engaged with:

- Finance Department – for reconciliation of ADP Releases v/s Scheme Progress
- SPPRA – to integrate procurement compliance indicators into SIMS
- The Health, Education, Irrigation, Local Government and Works & Services Departments – for improved real-time data availability
- All departments were requested to nominate focal persons and share data requirements for digital integration



### Enhanced MEO Field Mobility

During the quarter, to strengthen logistical support, expand monitoring coverage, enhance efficiency and minimise delays in field activities, each MEO was provided with an official vehicle allotted in their name for field monitoring visits.

## VISITS OF DIRECTOR GENERAL (MEC)

On 13<sup>th</sup> November 2025, the DG (MEC) visited the Regional Office, Hyderabad and held an introductory meeting with the Monitoring Officers. Along with the regional team, he conducted field visits to key development schemes, including the Establishment of the Medical College at Hyderabad and the Sindh Solar Energy Project (SSEP). A review meeting was subsequently held to discuss field observations and official matters, during which the DG (MEC) emphasised high-quality, objective and merit-based reporting, professionalism and the facilitation of Executing Agencies in resolving implementation issues.



### Visit to Cadet College, Larkana

During visit to Larkana, the Director General (MEC) attended the “Annual Debate and Quiz Competition” at Cadet College Larkana as the Chief Guest. At his alma mater, the DG (MEC) interacted with the cadets and shared valuable insights, encouraging academic excellence, critical thinking and leadership development.



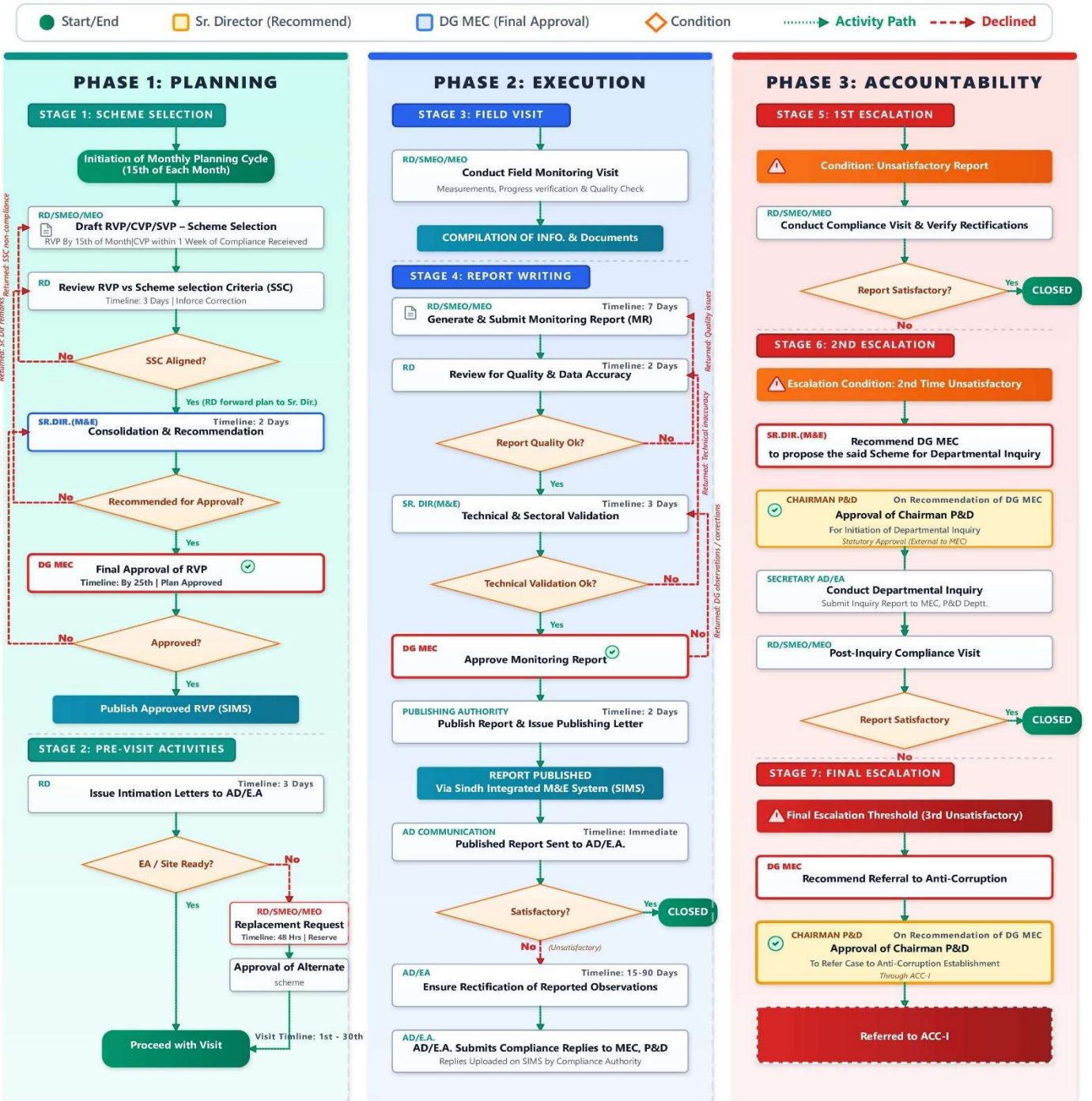
In the last week of November 2025, the DG (MEC) visited Regional Offices of Larkana & Sukkur, inspected major schemes including the Rehabilitation of Nursing College & Hostel Khairpur, CC lining of Nara Canal, Provision of sports facilities at Boys Cadet College Larkana, Estab. of Girls Degree College Bakrani, Reconstruction of District Council Larkana and construction of Women Police Stations (One Stop Protection Centers) Dadu. The DG emphasised timely execution in line with approved PC-I, technical standards, and contractual obligations, directing ADs and EAs to ensure quality, transparent procurement, proper documentation, and timely resolution of bottlenecks to prevent delays and cost overruns.

The DG held meetings with the Commissioner Larkana and the DC Sukkur to review progress of dev. portfolio and requested them for provision of alternative sites for construction of the Regional Offices. Suitable plots within their office premises were identified and inspected, RMEOs were directed to complete allotment formalities.



# M&E OPERATIONAL FRAMEWORK

The Monitoring and Evaluation Cell has formalised a structured three-phase Standard Operating Procedures (SOPs) framework, i.e. Planning, Execution and Accountability, to institutionalise standardised, effective, timely and efficient monitoring & evaluation operations. The three-phase framework is further delineated into seven stages, ranging from scheme selection for field visit to final escalation for accountability through Enquiries & Anti-Corruption Cell, with each stage/activity assigned a specific timeline to ensure execution within the prescribed timeframe. The M&E Cell has further planned to establish a dedicated Project Monitoring Unit (PMU) within the MEC to provide strategic oversight and ensure consolidated governance assurance of the FPA portfolio. [Read More on our website](#)



**ACRONYMS**

DG = Director General  
 SMEO = Senior M&E Officer  
 SIMS = Sindh Integrated M&E System

Sr. Dir. (M&E) = Senior Director (M&E)  
 MEO = M&E Officer

RD = Regional Director  
 AD / EA = Administrative Department / Executing Agency

PMU UNIT | Oversee FPA Projects

# DIGITAL TRANSFORMATION OF M&E

The Monitoring & Evaluation Cell (MEC) has undertaken a major digital transformation by developing the in-house Sindh Integrated Monitoring System (SIMS), aimed at modernising the monitoring and evaluation framework for development schemes in Sindh. The beta version of SIMS has been implemented during the current quarter. The system integrates geo-tagged, real-time monitoring of ADP schemes with live field reporting through dedicated mobile applications, enabling timely, evidence-based decision-making.

### Key Features of SIMS rolled out include:

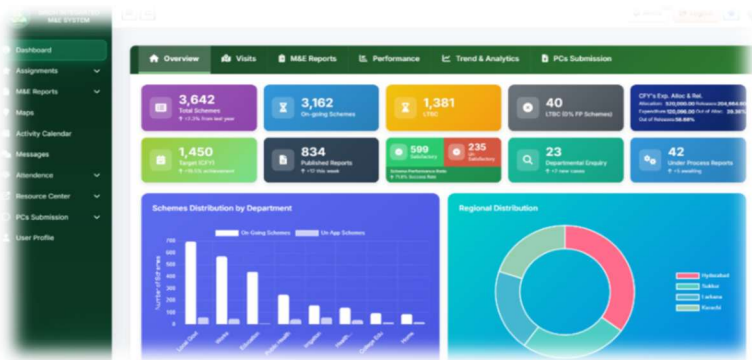
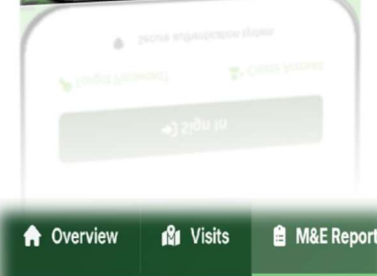
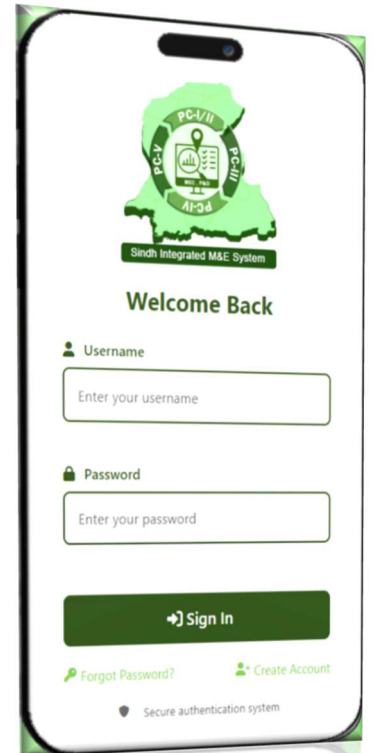
- Digital Monitoring Visits Workflow (Visit Planning → Field Reporting → Compliance Tracking)
- Role-Based Dashboards for MEOs, RMEOs, SMEOs, Director Monitoring and DG (MEC)
- Automated Alerts for delayed schemes, slow progress and missing QA/QC documentation
- Centralised Digital Repository of PC-I, TS and AA documents
- SAF-Based Performance Scoring, covering Physical, Financial, EVA, Quality and Documentation Compliance indicators

The M&E Technology Unit developed 15 new analytical dashboards under SRMS, including:

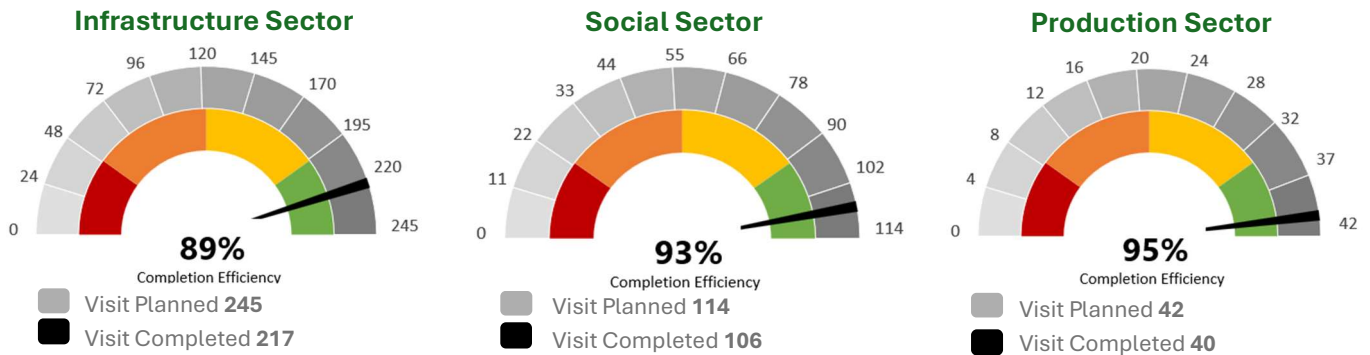
- Sector-wise progress trends
- District-wise M&E coverage
- Scheme-wise SAF scoring & traffic-light categorisation
- Quality compliance matrix
- Delayed vs. on-track scheme visualisation
- Financial releases vs. utilisation graphs

These dashboards are being pilot-tested and will go live by next quarter

The SIMS also incorporates a digitised Monthly Progress Report (MPR) mechanism, facilitating seamless online submission of scheme-wise progress by all Administrative Departments directly to the P&D Department and MEC. Looking ahead, the system is envisioned to be enhanced with AI-driven analytics, remote sensing and GIS-based imagery for real-time assessment of project progress, quality and structural integrity. Collectively, SIMS will improve transparency, accountability and operational efficiency, while strengthening data-driven governance and informed decision-making across the Government of Sindh’s development portfolio.

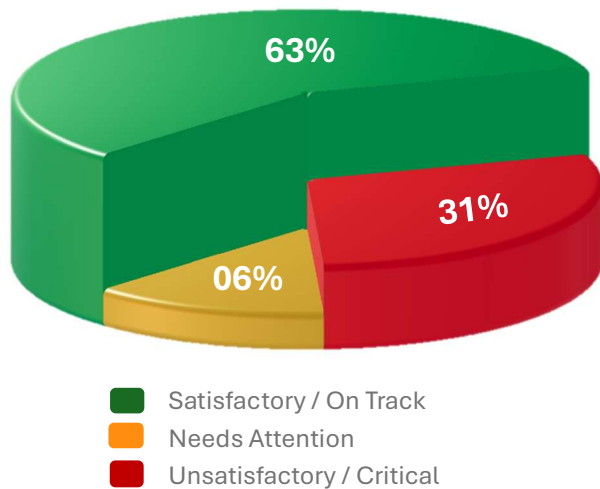


# QUARTERLY PERFORMANCE OF M&E OPERATIONS



MEC achieved an aggregate 91% visit completion efficiency (Total Planned Visits: 401 and Completed Visits: 363), demonstrating strong field performance across regions.

## Scheme Assessment Framework (SAF) Performance Scoring (Overall)



Category	Score Range
Satisfactory / On Track	70% - 100%
Needs Attention	40% - 69%
Unsatisfactory / Critical	< 40%

### Key factors affecting low-performing schemes:

- »»» Delays in contractor mobilisation
- »»» Outstanding land issues
- »»» Late releases by administrative departments
- »»» Incomplete QA/QC tests
- »»» Poor supervision by consultants / ADs / EAs

### Major Observations

- »»» EA has failed to ensure or provide necessary test reports
- »»» Delays and Advance Payments indicate risk of cost overruns and financials discrepancies
- »»» The Measurement Book entries for executed sections are incomplete and inconsistent
- »»» The SPI and CPI values indicate that most projects are behind schedule
- »»» Deviation from the PC-I was observed, and new work was added in the T.S.

### Compliance Review

- »»» Missing PC-I/TS/AA documents
- »»» Unapproved design changes at the site
- »»» Payment processing without mandatory QA/QC reports

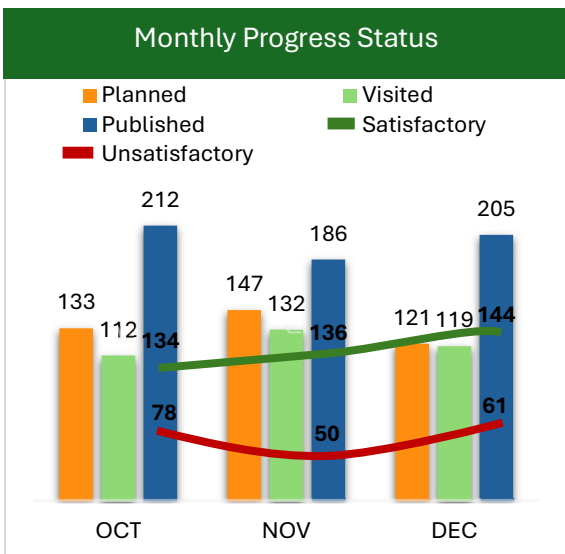
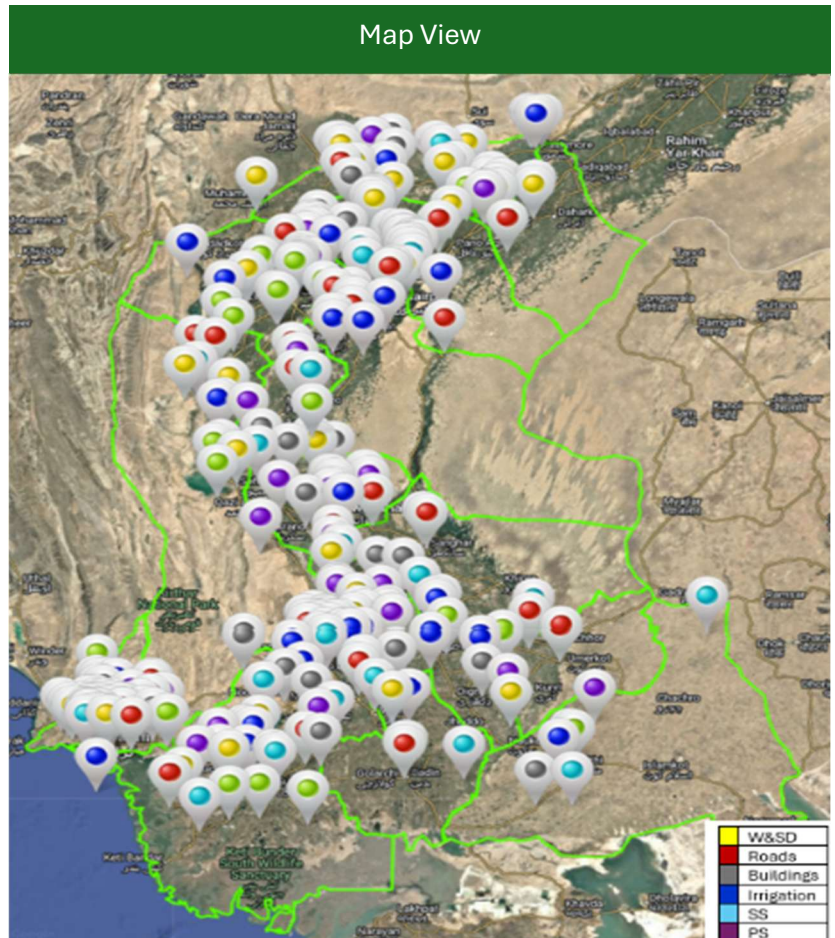
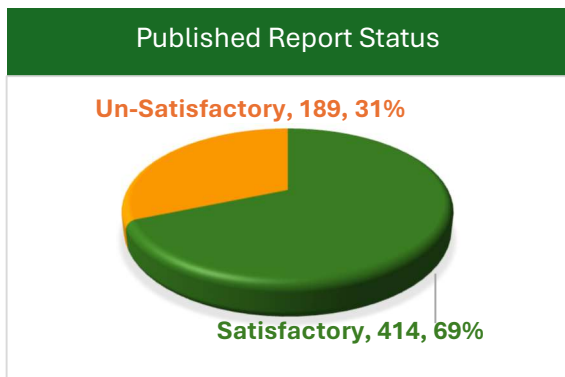
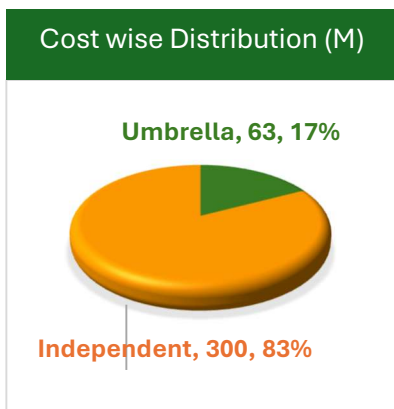
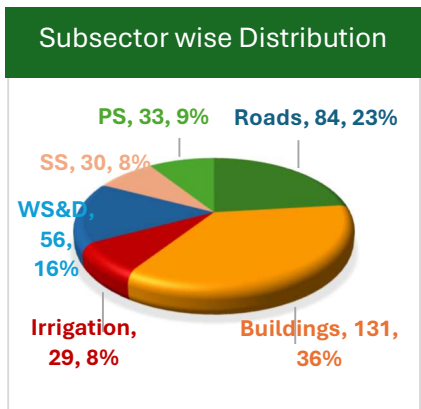
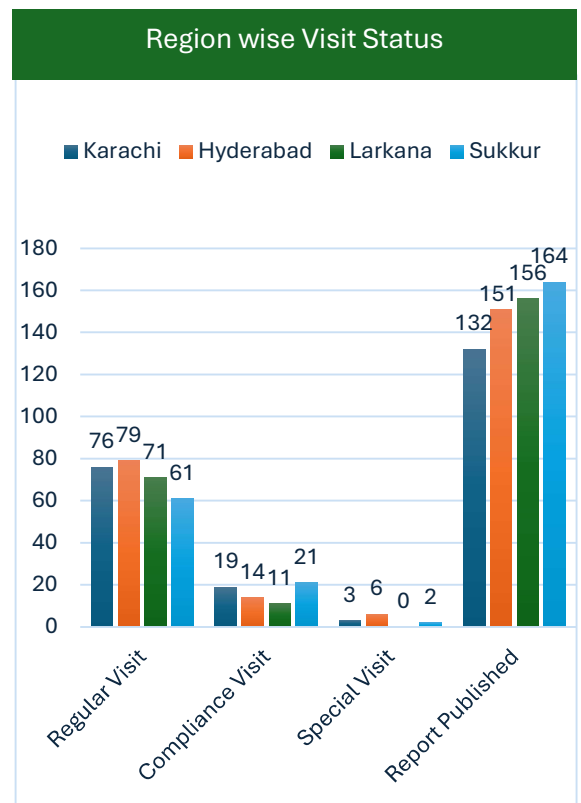
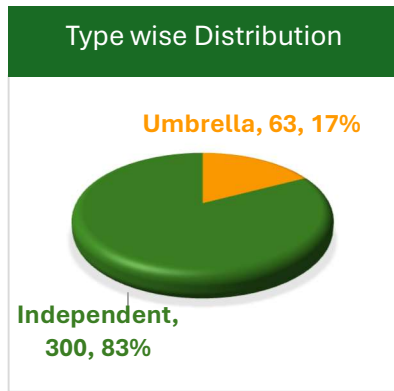
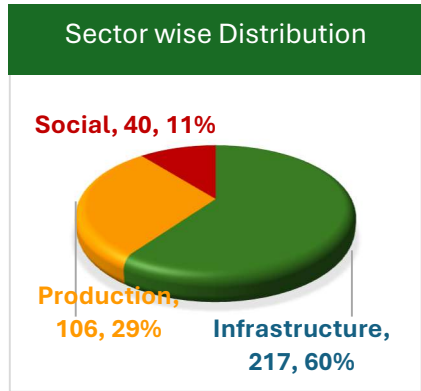
MEC formally notified EAs and requested corrective compliance submissions through SIMS

### Monitoring Progress Review

In this Quarter

- »»» 401 monitoring visits were planned
- »»» 363 visits were conducted
- »»» 603 monitoring reports were published (including reports from previous quarters)

# QUARTERLY PERFORMANCE OF M&E OPERATIONS



# PERFORMANCE RECOGNITION

Continue from Page 1

Under this initiative, *the Best Region of the Month and the Best MEO from each region* are formally recognized based on defined performance criteria/KPIs and awarded with the Best Performance Certificates. This mechanism aims to acknowledge merit, encourage healthy competition and sustain employee motivation while strengthening overall organisational performance.



Best MEO for the month of Nov-25  
Karachi Region



Best RMEO for the month of Nov-25  
Larkana Region



Best MEO for the month of Nov-25  
Karachi Region



Best MEO for the month of Nov-25  
Sukkur Region



Best MEO for the month of Nov-25  
Hyderabad Region



Best MEO for the month of Nov-25  
Larkana Region



Appreciation Received for  
MEC Website Development



Appreciation Received for  
Newsletter Sep-25



Appreciation Received for  
Monthly M&E Report

# PICTORIAL VIEW OF FIELD ACTIVITIES

MEOs visiting road, building, irrigation, and water supply schemes across Karachi, Hyderabad, Sukkur, Larkana and Mirpurkhas



Provision of fodder seeds saplings to progressive farmers



Construction of DC Office including Allied Building & Compound Wall for District West Karachi (Phase-I)



Visit along with Worthy DG MEC Floating Jetty at Lath Basti Karachi



Conducted rebound hammer tests on the constructed collection tank using a Schmidt Hammer



Capacity Building of Human Resources P&DD and its attached officers



Visit of Construction of 50 Bedded Hospital at Gulshan-e-Hadeed Karachi



Establishment of Psychiatry and Accident / Emergency Unit at Sindh Government Hospital Saudabad, Karachi



E/A Team Member Briefing MEC Team Regarding Various Floor Plans of Building



Modification beautification of Junctions of different areas of Karachi

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