



## Rural Support Programmes Network (RSPN)

# Terms of Reference

## Second Evaluation of Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme – RSPN Component

### 1. Introduction, Background and Rationale:

The European Union funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme is a flagship programme for RSPN and three partner RSPs, NRSP, SRSO and TRDP. RSPN and the RSPs partnership with the Delegation of the European Union to Pakistan is an example of an ideal partnership with a donor that is committed to the long term sustainability of community institutions and mainstreaming their work with government. To the extent that as SUCCESS focuses on the province of Sindh, the EU is also partnering with the Sarhad RSP for a large rural development project in Khyber Pakhtunkhwa, as well as with Balochistan RSP for a similar programme in the south-western province.

SUCCESS is a six-year (2015-2021) long programme implemented by RSPN, NRSP, SRSO and TRDP in eight districts of the Sindh province (Kambar Shahdaddkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan). A unique feature of SUCCESS is that it focuses exclusively on rural women. SUCCESS builds on its predecessor, the Sindh Union Council Based Poverty Reduction Programme (UCBPRP), which was spearheaded and supported by the Government of Sindh in three districts.

The objective of SUCCESS is to reduce poverty through an intensive, integrated, tested and proven approach of the RSPs. SUCCESS aims to demonstrate the efficacy and effectiveness of the RSP three-tiered social mobilisation approach to Community Driven Development, with emphasis on policy level impact. SUCCESS will support poor, rural women to form 32,400 Community Organisations; 3,240 Village Organisations and 307 Local Support Organisations. Community institutions will cover an estimated 770,000 households in eight districts. SUCCESS includes specific interventions targeting the poor and poorest and aims to impact rural poverty on a large scale. These objectives (and contributing activities) support all four “results” of the overall logframe of the SUCCESS programme, but especially results 0 and 4. The overall SUCCESS programme Logframe is attached in Annex – I and Logframe for the RSPN component is attached at Annex - II.

Key features of SUCCESS are its concentration on working with rural women in Sindh; a structured poverty targeted approach based on the use of the Poverty Scorecard (used by the Government of Pakistan for BISP) and targeted programme interventions; a deliberate effort to link women’s organisations (mainly LSOs) to government entities and services, and an on-going dialogue with government to replicate programme lessons within Pakistan and beyond. To show its continuing commitment to poverty reduction, the Sindh government has called for an expansion of this approach to a further six districts in the province. Additionally, the SUCCESS programme has a unique Technical Assistance (TA) component which will work closely with the Government of Sindh to formulate a budgeted CDD policy framework for the province, working in close collaboration with the RSPs.

This first evaluation of the RSPN Component in SUCCESS programme was undertaken by an independent management consultant in October 2016 with an aim to examine its performance against four standard evaluation criteria such as relevance, efficiency, effectiveness and sustainability. This document outlines the Terms of Reference (TORs) to conduct a second round of rapid evaluation of the RSPN component of SUCCESS programme on the given mandate envisaged in the Logframe of the EU-funded SUCCESS programme (RSPN component).

## **2. Purpose of the evaluation:**

The second round of SUCCESS programme evaluation has two primary purposes, which are as follows:

- Learning to improve effectiveness: The evaluation shall aim to provide lessons learned and recommendations in order to refine the designs and introduce improvements into the efforts for subsequent programme timelines.
- Accountability to stakeholders: The evaluation findings shall be disseminated to a broad range of stakeholders including implementing partners (NRSP, SRSO, TRDP and EU-TA), the donor (EU), and relevant government institutions of the government of Sindh and other development organisations.

The findings of the evaluation shall be based on the following criteria:

### **I. Relevance:**

- Was the programme needed in the context of the target areas?
- Whether or not the most vulnerable communities within the programme areas had been targeted?

### **II. Efficiency:**

- How efficiently were resources used to produce intended outputs?
- How could resources have been used more efficiently?

### **III. Effectiveness:**

- To what extent did the programme achieve its intended results?
- What factors contributed to the achievement of intended results or the lack thereof?

### **IV. Sustainability:**

- To identify and disseminate the experiences and lessons learnt from the design and implementation of SUCCESS programme, so that it can inform and improve any future operations, especially to ensure a more effective and sustainable impact in remaining programme duration.

## **3. Scope of Work:**

This round of independent and external evaluation will provide a snapshot on the implementation of SUCCESS programme at a given moment in order to inform stakeholders about the performance and also will articulate the lessons learnt for further programming, design and implementation of interventions as per given mandate.

Under this assignment, the independent consultant will collect, compile and rate the results and productivity of the major components of SUCCESS programme (RSPN component) towards the overall programme objective. This will entail:

- Reviewing and analysing key documents related to SUCCESS programme. This will include an examination of financial documents, periodic progress reports, programme implementation manuals and guidelines, event reports, and other various monitoring data and documents related to SUCCESS programme. Documents are available at [www.success.org.pk](http://www.success.org.pk).
- To evaluate the log-frame against the achievements.
- Gather additional information through visiting programme areas, FDGs with programme beneficiaries, key informant interviews and consultative meetings with the programme implementing partners and key stakeholders including officials of government of Sindh and EU.

#### 4. Indicative Methodology:

A consistent, highly structured methodology will be used in this round of evaluation focusing on the quality and the comparability of the collected data during the evaluation. Interventions will be scored against OECD evaluation criteria (relevance, efficiency, effectiveness, impact, and sustainability) substantiated by concise explanatory texts.

An individual consultant recruited will review the overall objectives and indicators of SUCCESS programme (RSPN component) for relevance, and to evaluate achievements against the log-frame indicators on the basis of efficiency, effectiveness, and sustainability. The consultant will conduct the assessment using the EU's Results Orientation Monitoring (ROM) approach and methodology<sup>1</sup>, combining the review of project documents, field observations and interviews with RSPN and RSP representatives.

The following are the step-wise assignment's approach will be used by the individual consultant:

- a) Preparation for the desk phase (acquire and analyse programme documents, manual and guidelines developed for programme implementation, available progress and monitoring data).
- b) Programme briefing sessions with RSPN and EU.
- c) Submit an inception report explaining consultant's plan of action and timeline for conducting the evaluation along-with final evaluation approach and methodology in line with the TORs for review and approval.
- d) Visit programme implementation locations in Sindh and meeting with local programme implementation teams, undertake FDGs with targeted communities, consultative meetings with government officials and programme TA.
- e) De-briefing sessions with RSPN and EU.
- f) Submit draft report to RSPN and EU for initial review and feedback, incorporation of feedback/comments and approval of final draft report.

#### 5. Timeframe (Duration) and Activity Schedule:

The RSPN requires that the evaluation should be completed shortly after completion of second year programme operations and are circulated to the EU and related stakeholders. Total time required for this assignment is 6-8 weeks (30 work days). Expected date for the assignment to start is 19<sup>st</sup> September 2017.

The following activities are proposed to guide the consultant in preparing the methodology and establishing a timeframe for the evaluation:

Item	Activity/ Deliverable	No. of Working Days
1	Acquire and analyse programme documents, manual and guidelines developed for programme implementation, available progress and monitoring data.	5
	Meeting with RSPN core and SUCCESS team, EU officials, EU-TA team and relevant SUCCESS RSPs management and staff.	2
2	Submit an inception report explaining consultant's plan of action and timeline for conducting the evaluation along-with final evaluation approach and methodology in line with the TORs for review and approval.	2
3	Debriefing meetings with RSPN core and SUCCESS team and EU officials on sharing key findings and learning from the evaluation.	2

<sup>1</sup> [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/news\\_corner/monitoring-and-evaluation/20160817-rom-handbook.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/news_corner/monitoring-and-evaluation/20160817-rom-handbook.pdf)

4	Visit programme implementation locations in Sindh and meeting with local programme implementation meeting, undertake FDGs with targeted communities, consultative meetings with government officials and other programme stakeholders in the field.	9
5	Submit draft report to RSPN for comments by the RSPN.	7
7	Incorporate comments of the RSPN, and submit final report to RSPN.	2
8	The consultant to hold a meeting at RSPN to share the evaluation findings and recommendations.	1
	<b>Total number of days for the evaluation</b>	<b>30</b>

#### 6. Qualification of the Consultant:

The evaluation will be conducted by an international/national expert (an individual consultant) who will meet the following criteria:

- Relevant experience of more than 10 years in programs management in developing countries.
- Minimum of 5 years' experience in conducting evaluations of community demand-driven development projects in Pakistan or South Asia region.
- Knowledge of community mobilisation and livelihoods components within the context of Pakistan.
- Excellent history of report preparation and data analytics for large CDD programs.
- Able to meet deadlines and work under pressure.

#### 7. Supervision and Reporting:

The successful individual consultant will report to the M&E Specialist, RSPN and have close coordination with the Programme Manager SUCCESS RSPN.

#### 8. Language

The reports shall be written in English language.

#### 9. Financial Proposal

Financial Proposal for consulting services will be given by the individual consultant on basis of scope of work provided in the assignment's TORs and approach/methodology proposed in the technical/narrative proposal. Please note that the field visits to programme areas will be arranged by RSPN that includes travel, boarding, lodging etc. Consultant's financial proposal should not include these costs.

#### 9. Payments

Payments will be effected upon submission and acceptance of satisfactory quality deliverables as follows:

- (i) Inception report prepared and approved 40%
- (ii) Consolidated first draft of evaluation report prepared and submitted 30%
- (iii) Approval of final evaluation report 30%

#### 10. Selection Method and Code for Proposal

An individual consultant will be selected in accordance with the procurement policy and guidelines set out by RSPN. The following basic elements are required to be articulated in the evaluation proposal are:

- I. **Approach and methodology (30%):** explain in detail the approach and methodological framework that will be employed in the evaluation.

- II. **Work plan and timeline (10%):** briefly identify key tasks and goals to be associated with the evaluation assignment and a rough timeline for carrying out, developing and/or implementing them.
- III. **Qualification of the relevant experience (40%)** of the applicant.
- IV. **Cost (20%):** charges for undertaking the evaluation in the light of time dedicated for work.

## 11. How to Apply

Interested applicants are required to submit a technical/narrative proposal that must include approach and methodology, work plan and timeline and detailed CV along-with a financial proposal.

The technical and financial proposals must be submitted in separate sealed envelopes, in one larger envelop. Technical & Financial proposal and name of the assignment should be clearly written on the envelops.

The application should be submitted to the following via post to the address:

Reference No # **RSPN/EU-SUCCESS/201708-30** should be clearly written on the envelop.

**Mr. Asad Khan,**

Procurement and Admin Officer, SUCCESS Programme

Rural Support Programme Network

Office # G-3, Islamabad Stock Exchange Towers, Blue Area, Islamabad

Deadline for application: 15/Sep/2017 Not later than 12:00 pm PST

## Annex I: SUCCESS Programme Logframe (RSP Grant Component)

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
<b>Overall objective: Impact</b>	Enable the Government of Sindh from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.	<p>Reducing the number of targeted "poor" households (those having poverty scores 0 - 23)</p> <p>Policy changes due to community advocacy</p>	Not available now. To be estimated after the poverty scorecard census in the programme area [Year: 2016-17]		30% numbers of target poor reduced by the end of the programme (2021)	<p>Sample based community poverty scorecard rankings pre and post programme</p> <p>Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post -assessment</p> <p>Policy change initiatives</p>	
<b>Specific objective(s): Outcome(s)</b>	OC 1: Stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women	<p>GoS has a local development policy with an emphasis on community driven development with corresponding budgetary allocation.</p> <p>Increased levels, and more diverse sources of income of target households who join COs, VOs, and LSOs in targeted districts.</p> <p>Percent of targeted households are actively mobilized, via their female members.</p>	<p>SPDC formed</p> <p>Not available now. To be estimated after the poverty scorecard census in the programme area</p> <p>0%</p>		<p>Approved CDD policy &amp; budget framework</p> <p>Income increased by 70% of target HHHs' [at least PKR 1,200 per month in constant 2016 terms]</p>	<p>Sample based community poverty scorecard rankings pre and post programme</p> <p>Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post -assessment</p> <p>Midterm review, external and internal evaluations by EU</p> <p>Thematic sectoral assessment studies by RSPN</p> <p>Access to and use of public services survey as part of the Third party baseline sample surveys as ante-programme assessment and</p>	<p>Programme areas remain safe and secure for implementation activities</p> <p>Increased capacities of district authorities for service delivery are sustainable after the Programme</p> <p>District authorities give priority to poverty reduction and good governance</p> <p>Programme benefits are spread over the whole community including vulnerable groups such as</p>

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>Percent of targeted poor households (poverty score of 0- 23) will report a better access to and use of public services, such as access to water and sanitation, education, health, civil acts registration, etc.</p> <p>Percent reduction of the stunting rate of under-5 year old children in the targeted districts.</p>	<p>Not available now. To be estimated after the poverty scorecard census in the programme area</p> <p>MICS 2014-15 (year 2016)</p>		<p>70% of target poor households through 32,400 COs, 3,240 VOs and 307 LSOs</p> <p>70% of the targeted poor households will report better access to services</p> <p>10% stunting rate (under 5 age group) reduced</p>	<p>final programme evaluation as post -assessment</p> <p>Nutrition survey as part of the Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post -assessment</p>	women, landless, and disabled
<b>Outputs</b>	<p><b>Result/Op -1</b> Approximately 770,000 rural households in 8 districts mobilized and capacitated through community organizations of which at least 70% will continue to function effectively at the end of the programme.</p>	<p>Number of target households actively mobilized through their female members.</p> <p>Number of Community institutions (COs/VOs/LSOs) created or capacitated to form mature organizations</p> <p>Number of Community Resource Persons /</p>	<p>0</p> <p>0</p>		<p>770,000 target households mobilised</p> <p>32,400 COs, 3,240 VOs &amp; 307 LSOs formed</p>	<p>Sample based Community institutions maturity index surveys on annual basis</p>	<p>Continuous support from the Government</p> <p>Adequate participation by women</p>

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>community Activists engaged at LSO level, trained in social mobilisation, development, cross-cutting themes and advocacy</p> <p>Number of organizations provided with at least awareness raising or training on adopting coping mechanisms and resilience, disaster risk reduction, planning, savings, and crosscutting themes (nutrition, WASH, gender, human resources, environmental awareness, etc.)</p> <p>Number of Committees composed of local authorities and community representatives at various levels are created to enhance community-driven planning, financing, and implementation of development interventions</p> <p>Number of Networks of LSOs created at district level to advocate with government for better service delivery</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>(year 2016)</p>		<p>3,360 institutional &amp; sectoral CRPs</p> <p>Selected members of all 32,400 COs attended sectoral awareness sessions</p> <p>8 joint development committees at district and 35 at taluka level created</p>		

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
					8 district level LSOs networks created		
	<b>Result/Op-2.</b> An average sustainable increase of poor household incomes by 30%	Percent increase in household incomes derived from income generating grants and CIF as productive investments  Technology adoption by all trained farmers and livestock owners, or inputs provided for food security and nutrition  Number of community members especially females receiving technical and vocational training  Percent of poorest community members benefit from a micro-health insurance.	0  0  0  0  (Year 2016)		Income increased by 30% of target households  50% of households benefitted from IGGs  108,000 trained females/ household siblings  25% of poorest households (PSC 0-23)	Income surveys undertaken as part of the third party baseline sample surveys as ante-programme assessment and final programme evaluation as post-assessment  Community Book Keeping	Strong partnership and trust among stakeholders  There are no delays / hurdles in registration and bank account opening of community institutions i.e., CO / VO / LSOs
	<b>Result/Op-3.</b> Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement	Number of community small scale infrastructure schemes completed, fully operating and maintained by the communities.	0  (Year 2016)		2,800 completed CPIs	Quarterly and annual progress reports  EC monitoring mission reports	Communities are able to operate, monitor and maintain these infrastructure schemes

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Activities	<b>GENERAL ACTIVITIES:</b> GA-1: Office setup GA-2: Recruitment of Programme Staff GA-3: Orientation training for key staff on PIM / CAT GA-4: Programme orientation training for programme staff GA-5: Sector specific training for programme staff GA-6: Design and testing of MIS for all interventions GA-7: Printing of CO/VO/LSO record keeping material & manuals GA-8: Baseline and End line Socio economic survey GA-9: Annual institutional Maturity Index (IMI) surveys						
	<b>Major ACTIVITIES for Result/Op-1:</b> <b>A-1.1 Community members in the targeted rural areas are capacitated and assisted so that they can mobilise and form active, operational and mature organisations, from COs to VOs, then LSOs and networks of LSOs.</b> A-1.1.1 Poverty scorecard census A-1.1.2: Formation of Community Organisations (COs) A-1.1.3: Formation of Village Organisations (VOs) A-1.1.4: Formation of Local Support Organisations (LSOs) A-1.1.5 LSO Networks established at the district and taluka level <b>A-1.2. Community members are sensitised, trained and capacitated on important number of topics including community management, advocacy, women specific human right, family planning, nutrition, WASH, environment and DRR</b> Community Management Skills trainings including CAT organised for CO activists/office bearers A-1.2.2: Management and leadership skills training for VO office bearers A-1.2.3: Management, Advocacy and leadership training for LSO office bearers A-1.2.4: Activists workshops for office bearers of COs/VOs/LSOs A-1.2.5: Training of field staff on cross-cutting critical issues (CAT) A-1.2.6: CRP Training on CIF / CAT (VO-based CRPs) <u>A-1.2.7: Strengthen local communities through skill development and access to resources</u> A-1.2.7.1: Program planning and review meetings with CRPs A-1.2.7.2 Expansion and deepening of social mobilisation through CRPs A-1.2.7.3 Training of book-keepers /accountants (at UC level) A-1.2.7.4 Establishment of LSO offices			<b>Means and Costs:</b> Total cost EUR 72.63 million with EUR 69 million as EU contribution and EUR 3.63 million as 3-RSPs contribution		Security situation remains good in the targeted districts  Continuous support of Sindh Government and local authorities  Ethnic, religious and tribal harmony among CO members  There are no delays / hurdles in registration and bank account opening of community institutions i.e., CO / VO / LSOs	

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p><b>A-1.3: Joint development committees for both local authorities and community representatives will be institutionalised at the District and Taluka level.</b></p> <p>A-1.3.1: Support to establish joint development committees at taluka and district level</p> <p>A-1.3.2: Meetings of joint development committees at taluka and district level</p> <p><b>A-1.4: Training of local government, district line department officials and LSO representatives in participatory development planning.</b></p> <p><b>Major ACTIVITIES for Result/Op-2:</b></p> <p><b>A-2.1: Community members, especially women, provided vocational and technical skills, especially farmers and livestock owners</b></p> <p>A-2.1.1: Identification and selection of vocational and technical skills training participants</p> <p>A-2.1.2: Finalisation of training trades</p> <p>A-2.1.3: Assessment and selection of training institute / service-provider</p> <p>A-2.1.4: Training of selected beneficiaries in vocational and technical skills</p> <p>A-2.1.5: Post-training linkage and support services (linkages, placement etc.)</p> <p><b>A-2.2: Identify and support innovative economic activities and access to efficient markets</b></p> <p>VDPs are finalised to compile information about the identified economic opportunities, required support and list of beneficiaries</p> <p>A-2.2.2: Based on the VDP and individual assessment, provision of income generating grants</p> <p>A-2.2.3 Support to establish links of community members to efficient markets</p> <p><b>A-2.3: Develop an approach to facilitate income generation of community members through CIF</b></p> <p><b>A-2.4: Provision of micro health insurance to the poorest households</b></p> <p>A-2.4.1: Provision of micro-health insurance to the poorest households</p> <p><b>Major ACTIVITIES for Result/Op-3:</b></p>						

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p><b>A-3.1 Community identified basic infrastructures built &amp; maintained by communities</b></p> <p>A-3.1.1: Community needs identified for basic infrastructure</p> <p>A-3.1.2: Studies conducted to prepare estimates and feasibility of infrastructure schemes</p> <p>Sharing of information about infrastructure projects with the joint development committees and local authorities</p> <p>A-3.1.4 Initiation of approved infrastructure project</p> <p>A-3.1.5 Completion of infrastructure projects</p>						

## Annex II: SUCCESS Programme Logframe (RSPN Component)

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
<b>Overall objectives</b>	Support to SUCCESS partners to enable the Government of Sindh from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.	Reducing by 30% the number of targeted “poor” households (those having poverty score below 23) Policy changes due to community advocacy	Community poverty scorecard ranking pre and post programme Third party baseline income survey as ante-programme assessment and final programme evaluation as post-assessment, with control group included Policy change initiatives	
<b>Specific objective</b>	SUCCESS Programme effectiveness enhanced for achieving results at all levels through standardisation of processes , quality criteria and quality assurance processes	A common implementation approach and methodology adopted by all the SUCCESS implementing partner RSPs  Percentage of project outputs which are reported as achieved or on track  Level of satisfaction of SUCCESS programme partners with RSPN’s contribution in identified areas	Midterm review, external and internal evaluations, impact reports End of programme Evaluation	Programme areas remain safe and secure for implementation activities Increased capacities of district authorities for service delivery are sustainable after the programme District authorities give priority to poverty reduction and good governance Programme benefits are spread over the whole community including vulnerable groups such as women, landless and disabled
<b>Expected results</b>	R1 – SUCCESS programme delivery, efficiency and impact measured and reported timely.	1.1. A common approach for undertaking baselines by the implementing RSPs by end of the first six months 1.2. A common M&E framework for the programme developed by end of the first six months 1.3 Annual Key Performance Indicators (KPIs) report published by RSPN on behalf of SUCCESS RSPs	Programme inception report Annual Key Performance Indicator Report	RSPs and funding agencies’ committed to investing in monitoring and evaluation continues  Strong partnership and trust among stakeholders continues
	R2 – SUCCESS programme implementation methodologies and processes standardised	2.1. Similar implementation manual/guidelines adopted by SUCCESS partner RSPs	Programme Implementation Manual (PIM) Training reports	RSPs’ sense of ownership of RSPN continues

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	across the partner RSPs, in order to guarantee quality, coherence and improvements.	2.2. Number of SUCCESS RSPs staff trained on Programme Implementation Manual 2.3 Quality control plan developed by RSPN adopted by RSPs	Programme monitoring reports	-RSP boards/senior management and donors commitment for quality control remains intact
	R3 – Evidence from the work of RSPs and rural communities generated and lessons documented	3.1. One action research programme completed by end of the programme 3.2 Four thematic/sectoral studies and one synthesis report completed by end of the programme	Research reports/journal articles/thematic studies/publications	Law and order situation remains conducive for field work Adequate participation by research participants Research capacity remains intact
	R4 – Evidence based recommendations advocated with stakeholders (including policy makers, donors, development community) to promote successful community development approaches within the country and beyond.	4.1. Community driven local development approach reflected in number of donor and government programmes and projects 4.2. Number of advocacy events undertaken 4.3. Number of Regional Cooperation activities undertaken with organisations working in the regional countries	GoS policy and budget framework for community driven local development Progress reports Monitoring reports Media reports	Sufficient ownership of GoS and local authorities continues Information dissemination leads to influence policies and practices Effective donor support for social mobilisation and RSPN programme maintained
<b>Activities</b>	<p><b>Start up Activities:</b> Hiring of programme staff Establishment of PMU Inception Workshop</p> <p><b>Major Activities Result 1:</b> A1.1. Development of common approach with RSPs for undertaking the baselines (methodology, indicators, targets, processes, etc.) for the SUCCESS programme. A1.2. Development of a common M&amp;E framework for RSPs with key performance indicators for SUCCESS Programme. A.1.3. Training of RSPs M&amp;E staff on M&amp;E framework, baselines approaches and methodologies and KPI reporting.</p>	<p>Means and costs Total cost EUR 5million with 4million EU contribution</p>		<p><b><u>Pre-conditions and conditions outside the programme control</u></b> Security situation remains stable in the programme area Continuous support from the programme implementation partners</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<p>A1.4 Technical support to RSPs in implementation of baselines approaches and methodologies and M&amp;E framework</p> <p>A1.5. Annual reporting on common KPIs for the SUCCESS programme.</p> <p>A1.6. Development of MIS mapping to track KPIs.</p> <p><b>Major Activities Result 2:</b></p> <p>A2.1 Technical support to RSPs in the design of the SUCCESS programmes to ensure uniformity of approach and processes during implementation.</p> <p>A2.2. Development of common SUCCESS Programme Implementation Manual (PIM)</p> <p>A.2.3. Development of Community Awareness Toolkit (CAT) on critical social sector issues</p> <p>A2.4. Development of quality control plan and quality control tools</p> <p>A2.5. Orientation Training of RSPs' key SUCCESS programme staff on PIM, CAT and quality control plan and quality control tools.</p> <p>A2.6. Supportive supervision and quality control spot check visits during the SUCCESS programme implementation.</p> <p>A2.7. Organising RSPs strategic support group meetings (SMRT, GRG, M&amp;ERG, SSRG, FACT) for lessons learnt and standardisation.</p>			

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<p>A2.8. Organising National LSO conventions.</p> <p><b>Major Activities Result 3:</b></p> <p>A3.1. Action research on poverty dynamics.</p> <p>A3.2. Thematic and sectoral studies (e.g. Women's Empowerment, Micro Health Insurance, CIF/IGG, CPIs, local governance, institutional sustainability, etc.).</p> <p>A 3.3. SUCCESS programme lesson learning visits and workshops.</p> <p><b>Major Activities Result 4:</b></p> <p>A4.1. SUCCESS programme launching workshop</p> <p>A4.2. Development of communication and advocacy strategy</p> <p>A4. 3. Advocacy Workshops with government and other stakeholders</p> <p>A4.4. Showcase of SUCCESS programme interventions at cultural events</p> <p>A4.5. Collaboration for conferences on rural-urban linkages, and other cross cutting issues e.g. population, health, sanitation and women empowerment</p> <p>A.4.6. Regional experience sharing and learning visits of, RSPs/RSPN and Government staff</p> <p>A4.7. Annual RSPs Strategic Retreats</p>			

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<p>A4.8. Video documentaries on the SUCCESS Programme and its interventions</p> <p>A4.9. Bi-Annual SUCCESS Programme Newsletter</p> <p>A4.10. Media Campaigns (radio/print)</p> <p>A4.11. Documentation of LSO initiatives</p> <p>A4.12. Publication of RSPN annual report highlighting the SUCESSS programme</p> <p>A4.13. Publication of Quarterly RSPs Social Mobilisation Outreach</p> <p>A4.14. Development and maintenance of SUCCESS website</p> <p>A4.15. Printing of visibility items (e.g. folders, pens, posters, note pads, photograph, etc.).</p> <p>A4.16. Publication of research reports/papers/policy briefs and studies</p> <p>A4.17. Final dissemination workshop</p>			