



Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme



SUCCESS

SUCCESS Monitoring and Evaluation (M&E) Framework



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Acknowledgment

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Monitoring and Evaluation (M&E) Framework

Acronyms

CEO	Chief Executive Officer
CAT	Community Awareness Toolkit
CBK	Community Book Keeper
CIs	Community Institutions
CIF	Community Investment Fund
CMST	Community Management and Skills Training
CO	Community Organisation
CPI	Community Physical Infrastructure
CRP	Community Resource Person
CDD	Community-driven Development
DRM	Detailed Results Matrix
DRR	Disaster Risk Reduction
DPO	District Programme Officer
EU	European Union
FIS	Financial Information System
GoS	Government of Sindh
IGG	Income Generating Grants
IMI	Institutional Maturity Index
JDC	Joint Development Committee
KPIs	Key Performance Indicators
LMST	Leadership Management Skills Training
LSO	Local Support Organisation
LSO-N	Local Support Organisation – Network
MIS	Management Information System
MHI	Micro Health Insurance
MIP	Micro Investment Plan
M&ERG	Monitoring & Evaluation Resource Group
MAP	Monitoring Action Plan
M&E	Monitoring and Evaluation
NRSP	National Rural Support Programme
NFR	Note for Record
O&M	Operations and Management
PSLM	Pakistan Scio-economic Living Standard Measurement Survey
PSC	Poverty Scorecard
PIM	Programme Implementation Manual
PIU	Programme Implementation Unit
PM	Programme Manager
PMP	Programme Monitoring Plan
PMM	Project Monitoring Matrix
PMR	Project Monitoring Report
Q&A	Question & Answers
RSPs	Rural Support Programmes
RSPN	Rural Support Programmes Network
SRSO	Sindh Rural Support Organization
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
SM	Social Mobilisation
SMT	Social Mobilisation Team
SO	Social Organizer

Monitoring and Evaluation (M&E) Framework

SRM	Strategic Result Matrix
SDGs	Sustainable Development Goals
TVST	Technical and Vocational Skill Training
TOR	Terms of Reference
TRDP	Thardeep Rural Development Programme
UC	Union Council
UCBPRP	Union Council Based Poverty Reduction Programme
UCDP	Union Council Development Plan
UID	Unique Identification Number
VDP	Village Development Plan
VO	Village Organisation
VTP	Vocational Training Programme
WASH	Water Sanitation & Hygiene

Monitoring and Evaluation (M&E) Framework

Table of Contents

Acronyms.....	i
Executive Summary	1
Structure of the M&E Framework	2
1. PRELIMINARY	3
2. MONITORING AND REPORTING	6
2.1. Purpose of Monitoring	6
2.2. Scope of Monitoring	6
2.3. Monitoring Functions	6
2.4. Main Elements of the Monitoring Function	7
2.5. Reporting	10
2.6. Monitoring by EU	11
2.7. Risk Management Plan	11
3. EVALUATION	14
3.1. Purpose of Evaluation	14
3.2. Scope of Evaluation	14
3.3. Evaluation Plan.....	14
3.4. Roles and Responsibilities for Evaluation	16
3.5. Review of the M&E Framework.....	16
ANNEXURES.....	17
Annex 1: SUCCESS Programme Logframe.....	18
Annex 2: Template for Assessment of Key Performance Indicators (KPIs)	25
Annex 3: Detailed Result Matrix (DRM).....	30
Annex 4: Project Monitoring Matrix (PMM)	36
Annex 5: Project Monitoring Report (PMR).....	58
Annex 6: Monitoring Report Template	60
Annex 7: Monitoring Action Plan (MAP)	61
Annex 8: Risk Register	62

Executive Summary

One of the key deliverables of the Rural Support Programmes Network (RSPN) agreement with the European Union is to develop a Monitoring and Evaluation (M&E) Framework including preparation of a common approach to undertake the baselines (methodology, indicators, targets, processes and tools) to ensure that the programme is delivered efficiently and the impact is measured and reported in a timely manner.

The overall aim of this M&E Framework is to ensure that the SUCCESS Programme is fully equipped to systematically generate, capture and disseminate knowledge through developing a unified monitoring and evaluation framework as a way to strengthen the overall impact and effectiveness of its programmes. Moreover, the purpose of this Monitoring and Evaluation (M&E) Framework document is to provide guidance and build a common approach for the Monitoring & Evaluation (M&E) of the SUCCESS Programme for the implementing partners, including the RSPs and Government of Sindh UCBPRP partners.

The framework provides detailed matrices, including the Detailed Results Matrix (DRM) and Project Monitoring Matrix (PMM) that build on the overall SUCCESS Logframe and will be used to elaborate what to monitor, and how to track performance to aid all relevant stakeholders and implementing partners.

The framework also provides a detailed description of the scope of the evaluation functions, as well as a detailed section on risk mitigation in order to comprehensively cover all aspects related to the M&E function of the SUCCESS programme. Certain quality assurance and quality control mechanisms and checklists along-with detailed work instructions are also included in this document.

Additionally, the section pertaining to the operationalisation of the M&E framework provides guidance on the M&E capacity building sessions to be undertaken in order to communicate the usage of the framework to all implementing partners, the scope and role of web-based Management Information System (MIS) in reporting and tracking activities in real-time throughout the programme timeline.

Finally, the framework also contains guidelines on the continued assessment of the progress against M&E framework through M&E resource group meetings, reviews by the RSPN Board SUCCESS Committee, and reviews by the SUCCESS programme implementing partners.

Structure of the M&E Framework

This M&E Framework document is structured into three main chapters, followed by several appendices that contain detailed tools and matrices which form an integral part of the framework document. The chapters are titled as follows:

1. *Preliminary*: Provides the context for the M&E approach and procedures. It provides an introduction to the SUCCESS Programme along with its objectives and expected results. The purpose of the M&E Framework and its development process, the extent, commencement, implementation and amendments or revisions of the framework are also included.
2. *Monitoring and Reporting*: Contains procedures specific to the internal monitoring function of RSPN, which include the purpose and scope of monitoring along with the different monitoring functions. This includes detailed monitoring matrices such as the Detailed Results Matrix (DRM) and Programme Monitoring Matrix (PMM), as well as various tools and formats to be used for reporting by the RSPs M&E staff. A detailed description and breakdown of M&E team duties is also provided.
3. *Evaluation*: Contains procedures specific to the evaluation function, such as the purpose and scope of evaluation, details on the evaluation plan which includes a description of the Socio-economic baseline and end-line surveys, the Poverty Scorecard (PSC) survey, reviews of the M&E Framework and a risk management plan. The roles and responsibilities for the evaluation function have also been provided.

Each chapter is divided into sections, clauses and sub-clauses. The following referencing scheme is used for these parts:

- *Sections*: are labelled by Chapter such as 2.1, 3.5, 4.4 etc. Each section contains policies that relate to a specific subject.
- *Clauses*: are labelled in numbers in parenthesis such as (1), (5) etc. The numbering restarts at 1 within each Section. This type of structuring ensures that section numbers do not change across the entire manual when a section is added or deleted. Effect of the change is limited to the relevant section in this manner.
- *Sub-clauses*: are labelled in lower-case alphabets and in parenthesis such as (a), (d), (f) etc. The order in sub-clauses also restarts within each clause for the same reason as explained above.

1. PRELIMINARY

1.1. Introduction to the SUCCESS Programme

- (1) The Sindh Union Council and Economic Strengthening Support (SUCCESS) Programme builds upon the experiences of the Union Council Based Poverty Reduction Programme (UCBPRP) of the Government of Sindh (GoS). SUCCESS is aiming to support the GoS in developing its local Community Driven Development (CDD) policy, allowing for a wider geographical outreach and providing financial means to impact poverty reduction in rural Sindh. The specific objective of the SUCCESS Programme is to reduce poverty through undertaking a CDD based approach on RSPs' proven social mobilisation model. Living conditions are expected to improve by building local social capital for better access to basic social and economic services and providing access to income generating and diversification activities.
- (2) The SUCCESS Programme is funded by the European Union (EU) and will be implemented by the Rural Support Programmes Network (RSPN) and its three member RSPs working in Sindh, namely, Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP), and National Rural Support Programme (NRSP). The SUCCESS Programme will cover eight out of the 24 districts of the Sindh province for a period of six years starting in October 2015.
- (3) The eight SUCCESS Programme districts include: Tando Muhammad Khan, Sujawal, Matiari, and Tando Allahyar with NRSP, Larkana and Kambar Shahdadkot with SRSO, and Dadu and Jamshoro with TRDP. The remaining districts of Sindh will be supported by GoS in a phased manner. The overall budget of the programme is EUR 82.13 million with a contribution of EUR 4.63 million from the implementing partner RSPs and RSPN and rest from the EU.

1.2. Objectives of the SUCCESS Programme

Following are the key objectives of the SUCCESS programme:

- (1) From 2018 onwards the Government of Sindh implements a policy to finance community-driven local development initiatives, in partnership with Community Institutions (CIs).
- (2) To stimulate community-driven local development initiatives through the Rural Support Programmes' approach.

These objectives will be achieved through the following four Expected Results (ERs):

- (1) ER 1: Approximately 770,000 rural households in eight districts mobilised and capacitated through people's own organisations (CO/VO/LSOs) of which at least 70 per cent will continue to function effectively at the end of the project.
 - (a) Mobilise 770,000 rural households and organise into 32,400 Community Organisations (COs), federate into 3,240 Village Organisations (VOs), 307 Local Support Organisations (LSOs), and 8 District LSO Networks (LSON). Provide grants to the CIs to be used as Community Investment Fund (CIF).
 - (b) Sensitised, train and capacitate community members on important numbers of topics – Health (Family Planning, Nutrition, EPI, HIV & AIDS), Education, WASH, DRR, Environment and basic civic rights.
 - (c) Engage with local authorities at Taluka and District level (through Joint development committees for both local authorities and community representatives) to advocate for access to essential public services and for planning, implementation and monitoring of local development plans.
- (2) ER 2: An average sustainable increase of poor household incomes by 30 per cent.
 - (a) 108,000 Community members, especially women, will be provided technical and vocational skills training.

Monitoring and Evaluation (M&E) Framework

- (b) Farmers and livestock owners will be trained to adopt new technologies and/or be provided inputs to improve their food security and nutrition.
 - (c) The RSPs will identify and support innovative economic activities and access to efficient markets.
 - (d) Facilitate income generation of the communities' members.
 - (e) 25% of the poorest community members will benefit from a micro-health insurance
- (3) ER3: Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement.
- (a) 2,800 Community identified basic infrastructures will be built and maintained by communities.
- (4) ER4: A dedicated Sindh Province policy and budget framework for community-driven local development implemented from 2018 onwards.
- (a) A high-level Strategy and Policy Dialogue Committee will be established by the Provincial Government of Sindh to oversee the implementation of SUCCESS, the government sponsored UCBPRP and other relevant interventions.
 - (b) Technical assistance attached to the high-level Strategy and Policy Dialogue Committee by EU

1.3. Purpose of the M&E Framework

- (1) To assist the SUCCESS Programme implementing RSPs (NRSP, SRSO & TRDP) staff to follow a common and standardised M&E approach and processes that contribute to guaranteeing quality, coherence and improvements in the SUCCESS Programme.
- (2) To provide common guidelines and formats for the implementing partner RSPs M&E staff to measure SUCCESS programme delivery, efficiency and impact and report it timely so that accountability to stakeholders is ensured and learning from the programme is captured.

1.4. M&E Framework Development Process

A consultative approach was adopted with the aim of developing a framework that is based on shared expectations and joint ownership. The process started with a desk review of the existing M&E manuals of RSPs/RSPN, SUCCESS programme documents including RSPs proposals, grant agreements between EU and RSPs, and the decision document of SUCCESS signed between EU and Government of Pakistan. This was followed by various consultative meetings with the senior staff members of SUCCESS partners RSPs and their focal persons for the SUCCESS programme. Next, detailed discussions were held with the all RSPs M&E Resource Groups in a one-day workshop. The draft M&E framework was shared and discussed with the Technical Advisor for SUCCESS research and M&E from University of Mannheim, Germany and his input on the baseline methodologies and approaches were incorporated. This was followed by a four-day Manual Review Workshop with the senior staff of RSPs in Karachi. In this workshop the draft M&E framework was also presented and suggested changes were agreed upon and incorporated. The revised draft was shared with the partner RSPs. This final document is a product of these consultations held between the months of October 2015 to February 2016.

1.5. Extent and Commencement

- (1) The policies and procedures covered by this manual apply only to the SUCCESS programme funded by the EU.
- (2) The M&E framework will also be offered to the GoS to apply on the UCBPRP. The decision of adoption of this document as it is or with modification rests with the GoS.
- (3) If any of the provisions of this M&E framework are found to be inapplicable under the grant agreement/conditions of EU, the remainder shall apply to the extent possible.

Monitoring and Evaluation (M&E) Framework

- (4) The policies and procedures covered by this M&E framework shall come into force from the date of final approval by RSPN Management.

1.6. Implementation and Revisions

- (1) Responsibility of implementing the M&E framework rests with the partner RSPs of the SUCCESS Programme.
- (2) The Specialist M&E RSPN and M&E Managers SUCCESS of respective partner RSPs shall be the custodians of this M&E framework, who shall ensure that this document remains up-to-date and that any revisions are duly communicated to all concerned parties in a timely manner.

The M&E framework remains a living document, subsequent to the initial approval; revisions can be made to it according to the needs of field implementation. Revisions may be proposed by any member of RSPN's SUCCESS staff, implementing partner RSPs staff through their Manager M&E SUCCESS, or EU preferably in writing to the Specialist M&E RSPN. The Specialist M&E RSPN will review the implication of the suggested revisions, and communicate the decision and amendments (if any) to all stakeholders, including the EU.

2. MONITORING AND REPORTING

2.1. Purpose of Monitoring

- (1) To keep track of how an intervention is progressing in terms of resource use, implementation and delivery of activities and immediate results (outputs).
- (2) To regularly assess the extent of physical and financial progress, relevance of activities, appropriateness of risk mitigation measures, process efficiency, quality and completeness of activities, immediate outputs, and beneficiary selection and participation.

2.2. Scope of Monitoring

- (1) Monitoring under the SUCCESS programme will result in validation of progress, risk mitigation, scope management, project course correction, quality assurance, timeliness and better coordination.
- (2) Monitoring will mainly focus on human resource and technical inputs, activities, processes, and immediate outputs.
- (3) Assessment of outcomes and impact will be covered under evaluation and financial monitoring will be covered under internal and external audits.
- (4) In terms of criteria, monitoring will focus primarily on relevance, targeting or beneficiary selection and efficiency rather than effectiveness, sustainability and impact that will be covered in evaluation section.

2.3. Monitoring Functions

- (a) *Assessment and verification of delivery, performance and process improvement. Monitoring under SUCCESS includes the following functions, which shall collectively be regarded as the full scope of monitoring:*
- (1) Maintaining the results framework and performance indicators.
 - (2) Ensuring that programme implementation remains consistent with its Logframe ([Annex-1](#)).
 - (3) Observing the programme environment and reporting on any changes that may significantly affect the project.
 - (4) Objectively assessing, verifying and reporting on the state of progress claimed by the implementation team based on verifiable evidence.
 - (5) Verifying whether the required levels of human and technical inputs (specified in the EU approved programme documents) are applied to programme activities.
 - (6) Ensuring that necessary course correction measures are undertaken in case the programme deviates from its scope.
 - (7) Assessing the level of efficiency in project delivery including cost and process efficiency.
 - (8) Tracking project risks and ensuring that necessary mitigation measures are put in place in a timely manner by the implementation team.
 - (9) Ensuring that programme documentation remains in order.
 - (10) Ensuring that the RSPs management remains apprised of any critical issues concerning the programme. Follow-up of key decisions taken relating to issues that are highlighted during monitoring.
 - (11) Verifying that the right beneficiaries are selected and that the programme implementation team is ensuring their participation in the programme.
 - (12) Designing or overseeing the design of beneficiary identification/selection surveys for selection purposes as when required.
 - (13) Objectively assessing the quality and completeness of activities and immediate programme outputs.

Monitoring and Evaluation (M&E) Framework

(14) Documenting lessons learnt from programme monitoring process, disseminating them between key stakeholders.

(15) Monitoring of financial inputs and internal control (by the Internal and external Auditor)

(b) *Responsibility for programme monitoring shall be shared between the following officials according to their job descriptions:*

(1) Programme Manager M&E (Head of M&E section based at Head Office of RSPs)

(2) Manager/Coordinator M&E of SUCCESS (based at Programme Implementation Unit (PIU) of RSPs)

(3) Monitoring officers (based at the District level)

(4) Internal Auditor(s) (for financial monitoring and internal control only)

2.4. Main Elements of the Monitoring Function

(a) *Key Performance Indicators (KPIs)*

(1) In order to report on programme performance, a set of common Key Performance Indicators (KPIs) are developed for the overall SUCCESS and potential UCBPRP programmes. RSPs/RSPN will collate data on the KPIs bi-annually and produce annual reports using these KPIs. The focus is on relevant indicators that are common to all SUCCESS partner RSPs. These KPIs will provide a picture of the overall SUCCESS programme on a standardised format ([Annex-2](#)).

(2) A web-based MIS supported with mapping of KPIs will be developed to track and report on KPIs. In the MIS, the KPIs will be mapped on different geographic layers e.g. province, districts, tehsils, and union councils to show the overall geographic picture of the programme interventions.

(b) *Programme Monitoring Plan (PMP)*

The PMP provides details on how the programme will be monitored. The PMP is to be based on the approved SUCCESS Logframe ([Annex-1](#)) and grant agreement between EU and RSPs and include the following sections¹:

(1) Detailed Result Matrix (DRM): The Detailed Result Matrix (DRM) is built upon the SUCCESS Programme Logframe by adding process and inputs indicators at the activity level ([Annex-3](#)). In essence, the DRM focuses on what to monitor in the overall programme result chain starting from input to impact.

(2) Project Monitoring Matrix (PMM): The PMM is built upon the DRM and provides a more detailed depiction of how, when and where to undertake monitoring, including who should be responsible for implementing and monitoring the activities. It provides details on the target/criteria of each indicator, the timeline/frequency with which the indicators are to be monitored. The PMM will be reviewed bi-annually by the PIU Management. PMM is given at [Annex-4](#).

(c) *Management Information System*

To ensure standardisation in reporting and proper monitoring of the SUCCESS interventions a comprehensive integrated, computerised database application will be developed and maintained by NRSP and used/regularly updated by the RSPs. The modules will include the Poverty Scorecard (PSC), three-tiered social mobilisation, Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational Skills Training (TVST), Micro Health Insurance (MHI), Community Physical Infrastructure (CPI) and Institutional Maturity Index (IMI) indicators. In addition, android applications will be developed for recording data under all these categories. The android applications help field staff in updating the progress on all these interventions. All these modules will be inter-linked, where first a

¹ The three SUCCESS partner RSPs have separate grant agreements with EU and have separate Logframe for each of the grant agreement. The Logframe at Annex -1 compiles the respective RSPs Logframe into a single Logframe.

Monitoring and Evaluation (M&E) Framework

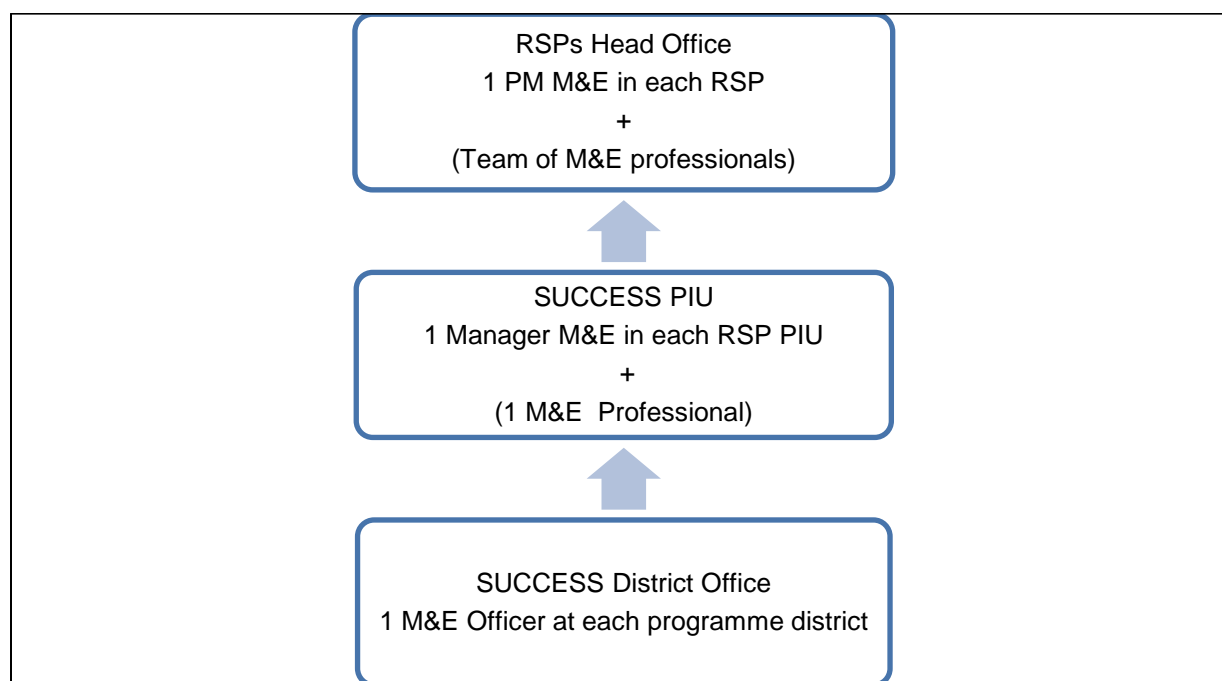
poverty scorecard census will be conducted using an android application where by census information (Village, UC, Taluka, District) will be available in coded form and during the data collection of poverty scorecards, information related to household rosters will also be collected.

This will allow the programme to have information about each household and individual within the household, along with a unique Identification Number (ID). The poverty scorecard information will be linked with all other modules of the integrated MIS, so that the RSPs are able to track information about coverage, inclusion, and targeting of poor households. Additionally, this will also allow us to monitor how many households in which poverty band are participating in multiple interventions and evaluate the overall progress. Also efforts will be made to align the SUCCESS programme results indicators with relevant Sustainable Development Goals (SDGs).

(d) Team Structure and Duties

- (1) To keep some independence from the programme implementation team the M&E staff at District level should directly report to the Manager M&E at PIU who will directly report to the Programme Manager M&E at RSP Head office. The organisational structure for M&E is given at Figure 1.

FIGURE 1: Organisational Structure of M&E



- (2) **Head Office Level:** The M&E unit at the RSPs Head office is headed by Program Manager M&E and supported by a team of M&E professionals will provide technical support to the Manager M&E at PIU. Monitoring responsibilities at this level will include:
 - Providing technical support and supervising the M&E team based at the PIU.
 - Providing M&E related inputs in programme design including developing the programme logic model, the results framework, selection of performance indicators, determining data collection methods and sources.
 - Determining the financial and human resources that should be allocated for monitoring purposes according to the M&E design and needs.
 - Final selection of programme monitoring staff at the hiring stage, as applicable.

Monitoring and Evaluation (M&E) Framework

- Providing technical assistance to PIU M&E team during implementation of programme evaluation activities which includes Socio-economic surveys (baseline and end-line) and Institutional Maturity Index (IMI) surveys.
- (3) **PIU Level:** The Manager/Coordinator M&E based at the PIU supported by the District M&E Officers will be responsible for coordinating all M&E activities across their respective programme districts with a specific focus on meeting the monitoring, reporting and evaluation requirements of the programme as specified in this document and grant agreement signed between RSPs and EU. Specific monitoring responsibilities at the PIU level includes:
- Implementing the overall scope and function of monitoring outlined in the M&E framework document.
 - Regular consolidation of monitoring information for further reporting to the RSPs senior management and sharing information with EU, GoS and RSPN as applicable.
 - Coordinating with EU and RSPN on matters relating to M&E.
 - Coordinating with Programme Manager and District Programme Officers on matters relating to M&E.
 - Preparation of consolidated programme monitoring reports and providing feedback, guidance and recommendations to the programme implementation staff of SUCCESS for necessary corrections and improvements.
 - Documentation of lessons learnt relating to the SUCCESS Programme.
 - Providing technical support in developing monitoring and reporting checklists to programme technical staff in monitoring of their respective component for example CPI, SM, CIF, TVST etc.
 - Managing and implementation of evaluation activities such as baseline and endline surveys, Institutional Maturity surveys.
 - Coordination for external evaluation sponsored by directly EU, and studies conducted by RSPN
 - Sharing reports and data with RSPN SUCCESS Coordinator based at Karachi as when needed.
- (4) **District Level:** In each programme district there will be one M&E officer. The PO monitoring will report directly to the Manager M&E at PIU and will have the following responsibilities:
- Undertake monitoring activities at the field level.
 - Verify (randomly selected activities) progress reported by the District Programme Officer and its implementation team
 - Coordinate with local programme implementation teams on matters relating to M&E.
 - Assess and report on beneficiary selection processes and targeting strategy applied in the field.
 - Conduct regular field visits on a day-to-day basis to locations where programme activities are being implemented on the ground.
 - Provide technical support to the implementation team in beneficiary identification and selection.
 - Prepare field monitoring reports and provide feedback, guidance and recommendations to the field implementation teams for necessary corrections and improvements.
 - Document and report lessons learnt generated through programme monitoring at the district level.
- (5) **Capacity Building of M&E Staff** including key personnel from each RSP for M&E activities will be trained by RSPN on the M&E function and framework in order to create a common understanding among all implementation partners. Follow up reviews and subsequent sessions will also be included in the M&ERG in order to continue to gain feedback from all implementing partners and ensure continuous improvement and efficiency of the M&E function of the SUCCESS programme. The M&E section of the RSPs will also produce facilitating mechanisms such as development of research methodologies, preparation of monitoring formats and plans; and technical backstopping for the SUCCESS partner RSPs in maintaining the SUCCESS database. Furthermore, RSPN will seek to establish institutional linkages with research

Monitoring and Evaluation (M&E) Framework

organisations/universities in Pakistan and the University of Mannheim to bring in best practices and knowledge resources. The M&E section of RSPs at the head office level will provide continuous backstopping and need-based capacity building support to the M&E staff at the PIU and district level.

- (6) **Financial Monitoring** including assessment of internal controls with associate risks and compliance to donor agreements will be done through the internal and external audits. Monitoring of financial progress against approved budget will be an on-going activity through each of the RSPs existing Financial Information Management System (FIMS). The finance section staff based at all levels (Head Office, PIU and District) will regularly review and monitor all the critical reconciliations (cash flow, bank, regional and head office, etc.).
- (7) Monitoring functions such as progress reporting and process monitoring of the technical aspects of the programme will be done by the project implementation team. This will include the following:
 - a. The District Programme Officers (DPOs) will monitoring their respective staff work plans and regularly report to the Programme Manager (PM) SUCCESS based at the PIU. The PM will then be responsible for reporting progress to the senior management of RSP and EU on the prescribed formats and frequency agreed in the grant agreement. In addition to this, the PM will ensure the timely implementation of the programme interventions with the support of the implementation team.
 - b. DPO will observe the activities of Social Organisers (SOs) and SOs in turn will be monitoring the work of Community Resource Persons (CRPs) on day to day basis.
 - c. The technical staff, for example engineers will be responsible to monitor the progress and quality of the engineering work on the community infrastructure projects. Similarly, other technical staff for their respective component (Social mobilisation, Vocational Training, Community Investment Fund) will be responsible for day to day monitoring of quality and process of their sectoral activities.

2.5. Reporting

The following reporting requirements will be fulfilled:

- (1) **Programme Monitoring Report (PMR)** will be made by monitoring officer based at district and PIU level every month on a prescribed format attached at [Annex-5](#). The PMR will be based on the monitoring indicators mentioned in Project Monitoring Matrix ([Annex-4](#)) and gather monitoring information through field visits to the programme sites and review of programme records available at PIU, District Offices, Field Offices and at the Community Institution level. Observations noted during field visits will be shared with the relevant field staff for course correction during the field monitoring visit. PMR will be submitted to Manager M&E at PIU by the 5th of each month. The Manager M&E will consolidated the findings, recommendations and lessons learnt mentioned in the PMR and share it with Programme Manager and District Programme Officers to take corrective measures, if any. A copy of the PMR will also be shared with the Programme Manager M&E at the RSPs Head Office.
- (2) **Ad-hoc Reporting:** In addition to the PMR, programme implementation team members with monitoring responsibility of their activities are also expected to monitor the field activities on a daily basis. When it is deemed necessary, the feedback on important aspects of the programme would be given through emails and Note for Record (NFR). The progress and any challenges in the field will also be communicated to the RSPs management by RSPs technical team, core staff or monitoring officer in programme review meeting on weekly/monthly basis.
- (3) **Field Monitoring Reports:** The focus of field monitoring should be on beneficiary selection, their participation in programme activities, verification and feedback of benefits received by them. Monitoring that takes place at the field level should culminate in concise reports according to the type of monitoring activity. The report structure should be defined by the Monitoring Officer in consultation with the Manager M&E. Such reports shall include pictorial evidences wherever

Monitoring and Evaluation (M&E) Framework

applicable. A sample template is given at [Annex-6](#). These reports shall be produced after monitoring activities such as:

- a. *Direct Observation* of trainings, social mobilisation activities, construction activities, or other project activities.
- b. *Focus Group Discussions and Community Group Interviews* with programme beneficiaries.
- c. *Interviews and meetings* with programme implementation teams or beneficiaries.
- d. *Mini-surveys* to document feedback of programme participants on various activities.

- (4) **Monitoring Action Plan (MAP):** All types of monitoring activities and reports will usually result in identification of certain action items. These action items will be in the form of specific and practical recommendations for improvement or correction. The monitoring officers will prepare a monitoring action plan on monthly basis and regularly update the MAP based on the actions taken by the programme implementation team. The monitoring officers will submit the MAP to the Manager M&E so that he could ensure that all the action items and their current status are properly mentioned. MAP format is attached at [Annex-7](#).

(e) Quality Control Plan

Based on the Programme Implementation Manual, RSPN will develop a quality control management plan and tools that shall be approved and implemented by the SUCCESS implementing partners. The Quality Control Plan will identify the requirements/standards for the programme implementation and deliverables. The plan will also identify methodologies for quality control and sharing of findings with key stakeholders. The plan and tools will then be used by the implementing RSPs staff and RSPN staff during the project implementation and quality control spot check visits. This will be provided as a separate document.

2.6. Monitoring by EU

- (1) The Project Manager SUCCESS of EUD will conduct regular / continuous monitoring of the programme through:
 - i. Regular meetings with SUCCESS implementing partners
 - ii. Participation in the SUCCESS programme activities
 - iii. Field visit to see progress and meet partners and beneficiaries
 - iv. Review and follow-up on the progress reports of SUCCESS implementing partners.
- (2) The SUCCESS implementing partners need to keep the EUD SUCCESS Project Manager update on the progress.

2.7. Risk Management Plan

A risk management plan, which builds upon the assumptions and necessary conditions required for the programme to continue, is provided below in tabular form. A detailed risk register is also provided in [Annex-8](#). The risk register will be managed by the RSPs Programme Manager SUCCESS.

The status against risk management plan and risk register will be updated and reviewed bi-annually.

Sr.	Risk (possible risks associated with the programme)	STRATEGY FOR AVOIDANCE/ COUNTERING (How will the risk be mitigated?)
1	Natural disaster occurring, such as floods.	The overall SUCCESS programme has a component of community awareness on DRR. This will help the communities to prepare better disaster responses at times of disaster.

Monitoring and Evaluation (M&E) Framework

Sr.	Risk (possible risks associated with the programme)	STRATEGY FOR AVOIDANCE/ COUNTERING (How will the risk be mitigated?)
2	Security becomes unstable in the programme areas	The reputation of the RSPs is well-known at the field level, with excellent relations with local governments and communities. Where possible, the RSPs will use their local relations to remove and avoid any security issues.
3	Lack of political will to participate in joint planning with community organisations	The RSPs have been building strong working relationships with Government at all levels in Sindh.
4	Timely notification/registration and bank accounts of community organizations	It would be made part of the initial dialogue with communities to open bank accounts and get the organization registered at the very beginning in order to move forward. RSPs will make an effort to get the community institutions registered/notified by the competent authority/department.
5	Unavailability of qualified staff and turnover rates are high amongst technical staff	The RSPs will use their existing experienced core staff in high technical work such as finalizing the roll out, staff capacity building, finalizing the M&E systems, development of computerized database and ensuring the standardization of methodologies and processes. For staff to be hired, various measures including advertisement in national newspaper and contact with other development organizations to find people with appropriate qualification, experience and skills.
6	Government officials not willing to accept desired policy changes	The RSPs have already established very good working relationship with the local government and line department and has been working with them on similar assignments. However, due to frequent transfer of line department officials, a regular contact and liaison is necessary, for which adequate budget has been allocated for the capacity building of government officials. Similarly, many events have been planned to provide opportunities for government officials to have regular contact with the community members through joint development committees, networks, exposure visits and quarterly community workshops at Taluka and District level. These measures will help ensure a positive response from the Government officials and local government.
7	Operational risk of managing CIF	Due to high level of extreme poverty in the selected districts and possibility of natural disasters such as rains and floods, revolving the CIF can become difficult. RSP is therefore proposing an approach of continuous capacity building and handholding of COs/VOs/LSOs for managing the CIF during project life.

Monitoring and Evaluation (M&E) Framework

Sr.	Risk (possible risks associated with the programme)	STRATEGY FOR AVOIDANCE/ COUNTERING (How will the risk be mitigated?)
8	Involvement of Political and influential groups in programme activities	The Poverty Scorecard results would be the basic criteria of eligibility and in using them the poor and poorest households will be involved in programme activities with a conscious effort to keep them apolitical.
9	Delay in procurement	Effective planning for procurement modalities will be in place at the onset of the programme with strong monitoring and follow-ups
10	Tribal conflicts	Carefully implement the programme interventions in conflict areas by involving key influential stakeholders in order to bring peace and harmony amongst communities. Exceptional circumstances where lives are threatened, work will be avoided.
11	Illiteracy and mobility barrier of women	Strategically involve those female community members with no formal education using various techniques to enhance their participation in the development process and implementation of programme interventions. Various planned awareness and sensitization sessions shall be undertaken on gender, women and human rights through community conferences which will enhance the mobility of women productively.
12	Availability of required quality service providers	Wide circulation of the calls for procurement of all goods and services will be ensured with a competitive bidding process.

3. EVALUATION

3.1. Purpose of Evaluation

- (1) The purpose of evaluation under SUCCESS will be (a) learning for improvement in the on-going SUCCESS programme or design of a future programme, and (b) accountability of those results that are committed to the donor or other key stakeholders.

3.2. Scope of Evaluation

The scope of the evaluation under SUCCESS programme is based on the Impact and Outcome level indicators of the overall SUCCESS Logframe ([Annex-1](#)). That includes measuring the following key indicators:

- (1) Measuring change in poverty status of households based on the Poverty Scorecard – this will be done through the PSC survey before the programme begins and a sample based PSC survey at the end of the programme to measure the change overtime.
- (2) Estimate the change in the income, sources of income, asset ownership, incidence, depth and severity of poverty, with associated social characteristics of the poor people (households) in programme targeted districts.
- (3) Estimate the change in targeted poor households' access to and use of public services, such as access to water and sanitation, education, health, civil acts registration, etc.
- (4) Estimate the change in the stunting rate of under-5 year old children in the targeted districts.

(Point (2)-(4) will be done through Third party socio-economic sample surveys as ante-project assessment and final project evaluation as post –assessment)

- (5) Assess the functionality, capacity and maturity of the community institutions (COs/VOs/LSOs) formed under the programme – for this Sample based CI's Institutional Maturity Index (IMI) surveys will be undertaken.
- (6) Under the RSPN component a number of thematic quantitative and qualitative studies will also be conducted to gauge the effectiveness of the SUCCESS activities.
- (7) In addition to these internal evaluations/assessments by the partner RSPs, EU may finance an external mid-term review and a final evaluation. In such case, the Terms of Reference (ToR) for both evaluations will have the final approval of EU. However, while preparing and finalising the ToRs, It is proposed that the draft ToRs be shared with the implementing partners (RSPN and RSPs) for feedback. These evaluations should ideally include all criteria of evaluation such as relevance, effectiveness, efficiency, sustainability, partner performance, innovation, gender, targeting, partnerships etc.
- (8) Results-Oriented Monitoring (ROM): The EU will arrange an external/Independent monitoring of the programme each year. The ROM will focus on Relevance and quality of design, Efficiency of implementation to date, effectiveness to date, impact prospects and potential sustainability. The results and recommendations will be shared with the SUCCESS implementing partners (RSPN/RSPs) and the Project Manager SUCCESS EUD.

3.3. Evaluation Plan

The following section briefly describes the evaluations planned under the SUCCESS programme:

(1) Pre and Post Programme Poverty Scorecard (PSC) Surveys

Poverty Score Card (PSC) is a tool for poverty targeting mainly developed to give practitioners a simple, effective and low cost tool for identifying the poor for targeted programme interventions. It is also useful

Monitoring and Evaluation (M&E) Framework

for improving transparency and accountability in terms of poverty targeting and tracking the graduation process. PSC uses the Proxy Means Test (PMT) formula, derived on the basis of Pakistan Standard Living Measurement (PSLM) survey in 2007. It was developed by the World Bank and used by the Benazir Income Support Programme (BISP) for its cash transfer programme. This has been adopted by the RSPs as part of the social mobilisation process for poverty targeted interventions.

As part of the social mobilisation process in the SUCCESS programme, all three partner RSPs will use the existing targeting approach and conduct the PSC survey covering 100% of the households at the beginning of the programme in all the SUCCESS Programme districts.

The households' poverty scorecard data-sets will be used to establish baseline benchmarks by identifying the poorest and poor households in order to effectively engage them in the social mobilisation process and provide targeted interventions exclusively designed for household income and productivity enhancements.

At the programme evaluation stage (Year 2020-21), the SUCCESS partner RSPs will undertake sample based PSC surveys of households targeted for income/productivity enhancement interventions in order to measure the change in their poverty scores.

(2) Socio-economic Surveys (Baseline and End-line):

RSPN is mandated by the EU in programme design to develop common approaches and methodologies to undertake the baselines. The implementing RSPs will then use these baseline approaches and methodologies to collect, compile and analyse the baseline information.

These socio-economic surveys will be conducted in randomly selected sample Union Councils, through third party consulting firms. The survey is designed by RSPN in collaboration with the University of Mannheim Germany. The RSPs will be responsible to first complete the PSC survey in the selected sampled Union Councils so that sample households could be selected based on poverty bands.

Based on the survey designed by RSPN and the University of Mannheim, the RSPs will hire a consultancy firm to conduct the baseline and end line survey in selected Union Councils. This will help estimate the income, poverty level and social characteristics of the target households and serve as a benchmark to measure the impact of SUCCESS interventions through end line socio economic survey. The baseline survey will be completed in the second quarter of the programme after the start. The end line survey will be done in last quarter of the programme period. Approach and Methodology for the Baseline and Endline Socio-Economic Survey is provided will be provided in a separate document.

(3) Institutional Maturity Index (IMI) Surveys

In order to assess and monitor the level of organisational maturity of community institutions (COs/VOs/LSOs) to be formed in SUCCESS and UCBPRP programme areas, the IMI approach and methodology is formulated to be used by RSPs programme M&E staff and partner communities to measure the level of organisational maturity in community institutions. The IMI questionnaires for assessing maturity level of COs are developed after consulting literature on the subject and various project documents. Extensive discussions were also undertaken with the relevant social mobilisation and senior M&E officials of partner RSPs to understand the local context and tailor the IMI tools, accordingly. The institutional assessment surveys shall be undertaken annually in SUCCESS programme areas by the RSPs M&E section from a randomly selected sample of community institutions (COs, VO and LSOs). Detailed approach and methodology for IMI surveys will be provided in a separate document.

(4) Thematic and Sectoral Case Studies

Under the SUCCESS-RSPN component a number of thematic quantitative and qualitative studies will also be conducted that will also gauge the effectiveness of the SUCCESS activities The thematic studies will focus on cross cutting themes, e.g. women's empowerment, local governance, community institutions

Monitoring and Evaluation (M&E) Framework

and particular SUCCESS programme interventions (CIF, CPI, etc.). RSPN and RSPs will jointly identify the themes for these studies and also develop the ToRs. These studies will be conducted by third party consulting firms. In the final year of the programme, a synthesis report based on the four thematic/sectoral studies will be produced to give an overall picture of the findings and future recommendations.

(5) EU External Evaluations

The EU will organise Result Oriented Monitoring (ROM) missions every year. In addition to this, the EU may undertake mid-term and final evaluations of the programme.

3.4. Roles and Responsibilities for Evaluation

- a) The Manager M&E SUCCESS based at PIU shall serve as the focal person and coordinator for all internal and external evaluations. The Programme Manager M&E at RSP head officer will provide technical support to the Manager M&E SUCCESS.
- b) The Programme Manager SUCCESS and Manager M&E based at PIU shall extend necessary support to the evaluation team in terms of access to information, access to programme staff, access to programme participants or beneficiaries, logistics, providing feedback on technical matters to the evaluator(s) when required, arranging required meetings with the donor(s) and any other parties as required by the ToRs of the evaluation. If logistical and field security support cannot be provided by RSPs, it should be clearly stated in the evaluation TOR.
- c) RSPN will be responsible for preparing the detailed design, approach and methodologies for the baselines and endline surveys and institutional maturity index surveys planned under this M&E frameworks
- d) If the RSPN/RSPs M&E team and programme implementation team does finds factual errors or omissions in the evaluation reports, they shall provide the necessary evidence and information to the evaluator(s) for correction.
- e) If there is disagreement on certain findings of the evaluation, the evaluation report shall state views of the evaluators as well as RSPN and RSPs.

3.5. Review of the M&E Framework

The progress against the M&E Framework will be reviewed bi-annually. This meeting shall be attended by the CEOs, M&E Section Heads and SUCCESS Programme Managers of RSPs and RSPN. Minutes for these meetings shall be maintained and circulated to relevant officials. Additionally, RSPN will organise RSPs Strategic Support Group meetings (M&ERG) for lessons learnt and standardisation of M&E activities. A similar external review will be conducted bi-annually by the RSPN Board's SUCCESS Committee.

ANNEXURES

Monitoring and Evaluation (M&E) Framework

Annex I: SUCCESS Programme Logframe

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	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 the number of targeted "poor" households (those having poverty scores 0 - 23) Policy changes due to community advocacy	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)	Sample based community poverty scorecard rankings pre and post programme Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post -assessment Policy change initiatives	
Specific objective(s): Outcome(s)	OC 1: Stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women	GoS has a local development policy with an emphasis on community driven development with corresponding budgetary allocation. Increased levels, and more diverse sources of income of target households who join COs, VOs, and LSOs in targeted districts. Percent of targeted households are actively mobilized, via their female members.	SPDC formed Not available now. To be estimated after the poverty scorecard census in the programme area 0%		Approved CDD policy & budget framework Income increased by 70% of target HHHs' [at least PKR 1,200 per month in constant 2016 terms] 70% of target poor households through 32,400	Sample based community poverty scorecard rankings pre and post programme Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post -assessment Midterm review, external and internal evaluations by EU Thematic sectoral assessment studies by RSPN Access to and use of public services survey as part of the Third party baseline sample surveys as ante-programme assessment and final	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

Monitoring and Evaluation (M&E) Framework

	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>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>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>	<p>spread over the whole community including vulnerable groups such as women, landless, and disabled</p>
Outputs	<p>Result/Op -1 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 / community Activists engaged at LSO level, trained in social</p>	<p>0</p> <p>0</p> <p>0</p>		<p>770,000 target households mobilised</p> <p>32,400 COs, 3,240 VOs & 307 LSOs formed</p> <p>3,360 institutional & sectoral CRPs</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>

Monitoring and Evaluation (M&E) Framework

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>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 (year 2016)</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> <p>8 district level LSOs networks created</p>		
	Result/Op-2. An average sustainable increase of poor	Percent increase in household incomes derived from income generating	0		Income increased by 30% of target	Income surveys undertaken as part of the third party baseline sample surveys as	Strong partnership and trust among stakeholders

Monitoring and Evaluation (M&E) Framework

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions						
	household incomes by 30%	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 (Year 2016)		households 50% of households benefitted from IGGs 108,000 trained females/ household siblings 25% of poorest households (PSC 0-23)	ante-programme assessment and final programme evaluation as post-assessment Community Book Keeping	There are no delays / hurdles in registration and bank account opening of community institutions i.e., CO / VO / LSOs						
	Result/Op-3. 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						
Activities	GENERAL ACTIVITIES: 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			Means and Costs: 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						
						<table border="1"> <thead> <tr> <th>Budget Title</th> <th>Amount in EUR</th> </tr> </thead> <tbody> <tr> <td>1. Human Resources</td> <td>11,785,874</td> </tr> <tr> <td>2. Travel</td> <td>127,892</td> </tr> </tbody> </table>	Budget Title	Amount in EUR	1. Human Resources	11,785,874	2. Travel	127,892	
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1. Human Resources	11,785,874												
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Monitoring and Evaluation (M&E) Framework

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions																		
	<p>GA-8: Baseline and End line Socio economic survey GA-9: Annual institutional Maturity Index (IMI) surveys</p> <p>Major ACTIVITIES for Result/Op-1:</p> <p>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.</p> <p>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</p> <p>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</p> <p>: 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</p> <p>A-1.3: Joint development committees for both local authorities and community representatives will be institutionalised at the District and Taluka level.</p>					<table border="1"> <tr> <td data-bbox="1388 315 1549 350">3. Equipment and supplies</td> <td data-bbox="1549 315 1711 350">1,897,288</td> </tr> <tr> <td data-bbox="1388 350 1549 386">4. Local office</td> <td data-bbox="1549 350 1711 386">4,406,881</td> </tr> <tr> <td data-bbox="1388 386 1549 422">5. Other costs, services</td> <td data-bbox="1549 386 1711 422">803,457</td> </tr> <tr> <td data-bbox="1388 422 1549 457">6. Other</td> <td data-bbox="1549 422 1711 457">48,857,113</td> </tr> <tr> <td data-bbox="1388 457 1549 522">7. Sub-total direct eligible costs of the Action</td> <td data-bbox="1549 457 1711 522">67,878,505</td> </tr> <tr> <td data-bbox="1388 522 1549 613">8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)</td> <td data-bbox="1549 522 1711 613">4,751,496</td> </tr> <tr> <td data-bbox="1388 613 1549 678">9. Total eligible costs of the Action (7+8)</td> <td data-bbox="1549 613 1711 678">72,630,000</td> </tr> <tr> <td data-bbox="1388 678 1549 769">10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)</td> <td data-bbox="1549 678 1711 769">-</td> </tr> <tr> <td data-bbox="1388 769 1549 834">11. Total accepted costs of the Action (9+10)</td> <td data-bbox="1549 769 1711 834">72,630,000</td> </tr> </table>	3. Equipment and supplies	1,897,288	4. Local office	4,406,881	5. Other costs, services	803,457	6. Other	48,857,113	7. Sub-total direct eligible costs of the Action	67,878,505	8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)	4,751,496	9. Total eligible costs of the Action (7+8)	72,630,000	10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)	-	11. Total accepted costs of the Action (9+10)	72,630,000	<p>local authorities</p> <p>Ethnic, religious and tribal harmony among CO members</p> <p>There are no delays / hurdles in registration and bank account opening of community institutions i.e., CO / VO / LSOs</p>
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Monitoring and Evaluation (M&E) Framework

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<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>A-1.4: Training of local government, district line department officials and LSO representatives in participatory development planning.</p> <p>Major ACTIVITIES for Result/Op-2:</p> <p>A-2.1: Community members, especially women, provided vocational and technical skills, especially farmers and livestock owners</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>A-2.2: Identify and support innovative economic activities and access to efficient markets</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>A-2.3: Develop an approach to facilitate income generation of community members through CIF</p> <p>A-2.4.: Provision of micro health insurance to the poorest</p>						

Monitoring and Evaluation (M&E) Framework

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>households A-2.4.1.: Provision of micro-health insurance to the poorest households</p> <p>Major ACTIVITIES for Result/Op-3: A-3.1 Community identified basic infrastructures built & maintained by communities A-3.1.1: Community needs identified for basic infrastructure A-3.1.2: Studies conducted to prepare estimates and feasibility of infrastructure schemes Sharing of information about infrastructure projects with the joint development committees and local authorities A-3.1.4 Initiation of approved infrastructure project A-3.1.5 Completion of infrastructure projects</p>						

Monitoring and Evaluation (M&E) Framework

Annex 2: Template for Assessment of Key Performance Indicators (KPIs)

Component/ Indicator Descriptions	Overall Programme Targets	Year 1 Target	Achievements as of End of Last Quarter	Achievements during the Reporting Quarter	Cumulative Progress as of End of Reporting Quarter	Remarks
a. Social Mobilisation Outreach:						
% of Union Councils with RSPs presence under the SUCCESS programme	307 union councils					
No. of households organized	770,000 target households					
No. of COs formed	32,400 COs					
COs membership	770,000 households					
No. of VOs formed	3,240 VOs					
VOs membership	No targets					
No. of LSOs formed	307 LSOs					
LSOs general body membership	No targets					
LSOs executive body members	No targets					
Number of LSO-Networks formed at district level	8 LSO-Networks formed					
% of VOs registered/notified by the local registration awarding/notification authority	307 LSOs registered/notified					
% of LSOs registered/notified by the local registration awarding/competent authority	3,240 VOs registered/notified					
Number of community organisations that have a saving programme	No targets					
b. Training and Capacity Building:						
Number of trained RSPs' SUCCESS staff on PIM	200 RSPs staff members					

Monitoring and Evaluation (M&E) Framework

Component/ Indicator Descriptions	Overall Programme Targets	Year 1 Target	Achievements as of End of Last Quarter	Achievements during the Reporting Quarter	Cumulative Progress as of End of Reporting Quarter	Remarks
	trained on PIM					
Number of trained RSPs' SUCCESS staff on CAT	200 RSPs staff members trained on CAT					
Number of community members trained in CMST.	64,800 members trained in community managerial skills					
Number of community members trained in technical and vocational skills	108,000 trained females/ household siblings					
Number of community members trained on book-keeping	Selected members of 32,400 COs					
c. Community Investment Fund (CIF):						
Number of LSOs managing CIF	No targets					
Number of VOs managing CIF	No targets					
Number of COs managing CIF	No targets					
Total amount of CIF with LSOs/VOs/COs	CIF amount of 12,515,403 EUR					
Total amount of CIF with LSOs	No targets					
Total amount of CIF with VOs	No targets					
Total amount of CIF with COs	No targets					
Total amount of CIF disbursed to poor households by CIs	12,515,403 EUR					
Number of households benefiting from CIF for productive asset building and income	316,409 CIF beneficiary					

Monitoring and Evaluation (M&E) Framework

Component/ Indicator Descriptions	Overall Programme Targets	Year 1 Target	Achievements as of End of Last Quarter	Achievements during the Reporting Quarter	Cumulative Progress as of End of Reporting Quarter	Remarks
generation	households					
Overall CIF repayment rates	95% CIF repayment rate					
d. Income Generating Grants (IGG):						
Number of LSOs managing IGG sub-grants	No targets					
Number of VOs managing IGG sub-grants	No targets					
Number of COs managing IGG sub-grants	No targets					
Total amount of IGG sub-grants with LSOs/VOs/COs	IGG amount of 8,197,589 EUR					
Number of households benefiting from income generation grants (IGGs) for productive asset building and income generation	60,959 IGG beneficiary households					
Total amount of IGG sub-grants disbursed to poor households (PSC 0-23)	IGG amount of 8,197,589 EUR					
d. Micro Health Insurance (MHI):						
Number of households insured	130,501 poorest households insured					
Number of people insured	500,000 persons					
Male	No targets					
Female	No targets					
Children	No targets					
Amount of MHI premium given to MHI service provider	MHI 4,267,367 EUR amount					
Number of claims approved by the MHI service provider	No targets					

Monitoring and Evaluation (M&E) Framework

Component/ Indicator Descriptions	Overall Programme Targets	Year 1 Target	Achievements as of End of Last Quarter	Achievements during the Reporting Quarter	Cumulative Progress as of End of Reporting Quarter	Remarks
Amount of claims approved by MHI service provider	No targets					
Claim ratio to premium investment	No targets					
e. Awareness Sessions on Critical Cross-cutting Social Services:						
Number of CRPs trained on use of CAT	3,360 CRPs trained					
Number of awareness sessions conducted on different themes	Members of 32,400 COs					
f. Local Development Plans:						
No. of COs developed MIPs for their member households	Members of 32,400 COs					
Number of VOs have developed the Village Development Plans (VDPs)	3,360 VDPs developed					
No. of Union Council Development Plans (UCDPs) developed	307 UCDPs developed					
Number of joint development committees formed at Taluka and District level	8 joint development committees at district and 35 at taluka level created					
g. Community Physical Infrastructure (CPI):						
Number of CPIs initiated	2,800 CPI schemes initiated					
Number of CPIs completed	2,800 CPI schemes completed					
Number of households benefiting from CPIs	67,975 households					

Monitoring and Evaluation (M&E) Framework

Component/ Indicator Descriptions	Overall Programme Targets	Year 1 Target	Achievements as of End of Last Quarter	Achievements during the Reporting Quarter	Cumulative Progress as of End of Reporting Quarter	Remarks
Cost of CPIs	9,346,687 EUR					

Monitoring and Evaluation (M&E) Framework

Annex 3: Detailed Result Matrix (DRM)

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Economic Strengthening Support Programme (SUCCESS)		
Duration: 5 Years (2016-2021)		Donor(s): European Union (EU)		
RESULTS & ACTIVITIES		KEY PERFORMANCE INDICATORS		
Project Impact 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.		S#	Impact Indicators	Alignment with SDGs
		1.1	Reducing by 30% the number of targeted "poor" households (those having poverty scores 0-23)	Goal-1: No Poverty Goal-2: Zero Hunger Goal-10: Reduced Inequalities Goal-12: Responsible Consumption & Production
		1.2	Policy changes due to community advocacy	Goal-17: Partnerships for the Goals
S#	Outcome (s)	S#	Outcome Indicators	Alignment with SDGs
1	Stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women.	1.1	GoS has a local development policy with an emphasis on community driven development with corresponding budgetary allocation.	Goal-17: Partnerships for the Goals
		1.2	Increased levels (at least PKR 1,200 per month in constant 2016 terms), and more diverse sources of income for 70% of target households who join COs, VOs, and LSOs in targeted districts.	Goal-1: No Poverty Goal-2: Zero Hunger Goal-10: Reduced Inequalities Goal-12: Responsible Consumption & Production
		1.3	70% of the targeted households are actively mobilised, via their female members, through 32,400 COs, 3,240 VOs and 307 LSOs	Goal-5: Gender Equality Goal-11: Sustainable Cities & Communities Goal-16: Peace, Justice & Strong Institutions
		1.4	70% of the 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.	Goal-3: Good Health & Well-being Goal-4: Quality Education Goal-13: Climate Action Goal-15: Life on Land
		1.5	10% reduction of the stunting rate of under-5 year old children in the targeted districts.	
S#	Output	S#	Output Indicator	S# Alignment with SDGs

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Economic Strengthening Support Programme (SUCCESS)			
Duration: 5 Years (2016-2021)		Donor(s): European Union (EU)			
0.1	Six months of programme commencement phase	0.1a	Baseline social mapping and disaggregated data for the targeted districts is collected, compiled and analysed by the end of phase		
1.1	Approximately 770,000 rural households in 8 districts mobilised and capacitated through community organisations of which at least 70% will continue to function effectively at the end of the project.	1.1a	770,000 households actively mobilised through their female members.		SDGs Goal-5: Gender Equality Goal-11: Sustainable Cities & Communities Goal-16: Peace, Justice & Strong Institutions
		1.1b	32,400 community (COs), 3,240 village(VOs), and 307 local support organizations (LSOs) created or capacitated to form mature organisations		
		1.1c	Community Resource Persons/Community Activists engaged at LSO level, trained in social mobilisation, development, cross-cutting themes and advocacy		
		1.1d	All organisations are 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.)		SDGs Goal-3: Good Health & Well-being Goal-4: Quality Education Goal-13: Climate Action Goal-15: Life on Land
		1.1e	Committees composed of local authorities and community representatives at various levels are created to enhance community-driven planning, financing, and implementation of development interventions		SDGs Goal-17: Partnerships for the Goals
		1.1f	8 networks of LSOs created at district level to advocate with government for better service delivery		SDGs Goal-17: Partnerships for the Goals
				1.1g	One research project completed (RSPN)
		1.1h	5 Thematic/Sectoral comparative studies completed (RSPN)		
1.2	An average sustainable increase of poor household incomes by 30%	1.2a	30% increase in household incomes derived from income generating grants and assets transfer as productive investments		SDGs Goal-8: Decent Work & Economic Growth
		1.2b	Technology adoption by all trained farmers and livestock owners, or inputs provided for food security and nutrition		
		1.2c	108,000 females receiving technical and vocational training		
		1.2d	25% of the poorest community members benefit from a		

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Economic Strengthening Support Programme (SUCCESS)			
Duration: 5 Years (2016-2021)		Donor(s): European Union (EU)			
			micro-health insurance.		Goal-1: No Poverty Goal-2: Zero Hunger Goal-10: Reduced Inequalities
1.3	Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement	1.3a	2,800 infrastructure schemes will be completed, fully operating and maintained by the communities.		SDGs Goal-6: Clean Water & Sanitation Goal-9: Industry, Innovation & Infrastructure
S#	Key Activities	S#	Process Indicators	S#	Input Indicators
GA-1	Office setup	GA-1.1	Programme implementation office (PIU), district offices and SMTs set-up and fully equipped according to project timeline-	1.1 1.2	Staff deployed as per project approved document Adequacy and utilisation of financial resources
GA-2	Recruitment of programme staff	GA-2.1	Programme staff hired against all designated positions according to project timeline-	1.1 1.2	Staff deployed as per project approved document Adequacy and utilisation of financial resources
GA-3	Orientation training for key staff on PIM/CAT	GA-3.1	Orientation training sessions undertaken for all new programme staff on PIM and CAT	1.1 1.2	Staff deployed as per project approved document Adequacy and utilisation of financial resources
GA-4	Programme orientation training for programme staff	GA-4.1	Orientation training sessions undertaken for all new programme staff on SUCCESS programme	1.1 1.2	Staff deployed as per project approved document Adequacy and utilisation of financial resources
GA-5	Sector specific training for programme staff	GA-5.1	Sector specific training undertaken for all relevant programme staff for the SUCCESS programme	1.1	Staff deployed as per project approved document

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Economic Strengthening Support Programme (SUCCESS)			
Duration: 5 Years (2016-2021)		Donor(s): European Union (EU)			
				1.2	Adequacy and utilisation of financial resources
GA-6	Design and testing of MIS for all interventions	GA-6.1	System requirement gathering undertaken and system aligned with project implementation manuals	1.1	Staff deployed as per project approved document
		GA-6.2	Customisation and up-gradation of existing MIS application software completed		
		GA-6.3	Pilot testing of MIS application software and addressed the gaps and troubleshooting matters		
		GA-6.4	Hardware and required equipment set-up completed according to the need of application software		
		GA-6.5	Fully operational and functional MIS application software		
		GA-6.6	Training of RSP teams on managing the MIS application software		
		GA-6.7	Regular maintenance assistance to RSPs on MIS application software		
GA-7	Printing of CO/VO/LSO record keeping material and manuals	GA-7.1	Printing of all relevant materials carried out according to the required amount for each RSP respectively	1.1	Staff deployed as per project approved document
				1.2	Adequacy and utilisation of financial resources
GA-8	Baseline and end line socio-economic survey	GA-8.1	Procurement of consultant firm undertaken for conducting the baseline study as per criteria	1.1	Staff deployed as per project approved document
		GA-8.2	Inception phase completed of baseline survey consultancy		
		GA-8.3	Consultant's deliverables reviewed and feedback provided for course-correction/s		
		GA-8.4	Baseline survey undertaken timely		
GA-9	Annual Institutional Maturity Index (IMI) surveys	GA-9.1	IMI surveys undertaken annually according to survey design provided by RSPN	1.1	Staff deployed as per project approved document
				1.2	Adequacy and utilisation of financial resources
A-1.1	Community members in the targeted rural areas are	A-1.1.1	Poverty scorecard census	1.1	Staff deployed as per project approved document
		A-1.1.2	Formation of Community Organisations (COs)		

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Economic Strengthening Support Programme (SUCCESS)			
Duration: 5 Years (2016-2021)		Donor(s): European Union (EU)			
	capacitated and assisted so they can mobilise and form active, operational and mature organisations, from COs to VOs, then LSOs and networks of LSOs	A-1.1.3	Formation of Village Organisations (VOs)	1.2	Adequacy and utilisation of financial resources
		A-1.1.4	Formation of Local Support Organisations (LSOs)		
		A-1.1.5	Local networks established at district and taluka level		
A-1.2	Community members are sensitised, trained and capacitated on important number of topics including community management, advocacy, women specific human rights, family planning, nutrition, WASH, environment and DRR	A-1.2.1	Community Management Skills Trainings (CMSTs) 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)		
		A-1.2.7	Strengthen local communities through skill development and access to resources		
		A-1.2.7a	Program planning and review meetings with CRPs		
		A-1.2.7b	Expansion and deepening of social mobilisation through CRPs		
		A-1.2.7c	Training of book-keepers /accountants (at UC level)		
		A-1.2.7d	Establishment of LSO offices		
A-1.3	Joint development committees for both local authorities and community representatives will be institutionalised at the District and Taluka level	A-1.3.1	Support to establish joint development committees at taluka and district level	1.1	Staff deployed as per project approved document
		A-1.3.2	Meetings of joint development committees at taluka and district level	1.2	Adequacy and utilisation of financial resources
A-1.4	Training of local government, district line department officials and LSO representatives in participatory development planning	A-1.4.1	Appropriate training materials produced on participatory development and planning	1.1	Staff deployed as per project approved document
		A-1.4.2	No. of training sessions undertaken with relevant government officials and LSO representatives	1.2	Adequacy and utilisation of financial resources
		A-1.4.3	No. of government officials and LSO members trained in participatory development and planning		

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Economic Strengthening Support Programme (SUCCESS)			
Duration: 5 Years (2016-2021)		Donor(s): European Union (EU)			
A-2.1	Community members, especially women, provided vocational and technical skills, especially farmers and livestock owners	A-2.1.1	Identification and selection of vocational and technical skills training participants	1.1	Staff deployed as per project approved document
		A-2.1.2	Finalisation of training trades		
		A-2.1.3	Training of selected beneficiaries in vocational and technical skills	1.2	Adequacy and utilisation of financial resources
		A-2.1.4	Post-training linkage and support services (linkages, placement etc.)		
A-2.2	Identify and support innovative economic activities and access to efficient markets	A-2.2.1	VDPs are finalised to compile information about the identified economic opportunities, required support and list of beneficiaries	1.1	Staff deployed as per project approved document
		A-2.2.2	Based on the VDP and individual assessment, provision of income generating grants	1.2	Adequacy and utilisation of financial resources
		A-2.2.3	Support to establish links of community members to efficient markets		
A-2.3	Develop an approach to facilitate income generation of community members through CIF and IGGs	A-2.3.1	COs/VOs/LSOs received sub-granting amounts for CIF	1.1	Staff deployed as per project approved document
		A-2.3.2	Targeted households (PSC 0-23) received CIF assistance for productive and income generation activities		
		A-2.3.3	COs/VOs/LSOs received sub-granting amounts for IGGs	1.2	Adequacy and utilisation of financial resources
		A-2.3.4	Targeted households (PSC 0-23) received IGG assistance for productive and income generation activities		
A-2.4	Provision of micro-health insurance to the poorest households	A-2.4.1	Provision of micro-health insurance to the poorest households	1.1	Staff deployed as per project approved document
				1.2	Adequacy and utilisation of financial resources
A-3.1	Community identified basic infrastructures built & maintained by communities	A-3.1.1	Community needs identified for basic infrastructure	1.1	Staff deployed as per project approved document
		A-3.1.2	Studies conducted to prepare estimates and feasibility of infrastructure schemes		
				1.2	Adequacy and utilisation of financial resources

Monitoring and Evaluation (M&E) Framework

Annex 4: Project Monitoring Matrix (PMM)

This section explains on how, when and where to undertake monitoring and who would be responsible for conducting the monitoring activity. Below mentioned is the tabular depiction:

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Strengthening Support (SUCCESS) Programme					
Duration: 5 years (2015-2021)		Donor(s): European Union (EU)					
S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For monitoring
Overall objective [Impact] and Specific objectives [Outcomes]							
0.1	Reducing the number of targeted "poor" households (those having poverty scores 0-23)	30% numbers of target poor reduced by the end of the programme (2021)	Sample based community poverty scorecard rankings pre and post programme Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post -assessment	Poverty scorecard census at the programme inception phase [first 6 months] and scorecard follow-up survey of targeted households at evaluation stage [last quarter of programme]. Baseline during the first six months of project timeline. Endline in last quarter of programme	Poverty scorecard census in 307 UCs of 8 programme districts at initial phase of programme and a sampled-based poverty scorecard exercise will be undertaken at programme evaluation stage [year 2012] 20 sampled UCs of 8 programme districts(Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot)	RSPs programme teams Third-party consultant firm	RSPs core M&E teams UOM, RSPN and RSPs core M&E teams
0.2.	GoS has a local development policy with an emphasis on community driven development with corresponding budgetary allocation.	Approved CDD policy & budget framework	Review of approved GoS's CDD policy & budget framework	Approved CDD policy & budget framework by year 2016	Sindh province	GoS	EU
0.3.	Increased levels, and more	Income	Third party	Baseline during the	20 sampled UCs of 8	Third-party	UOM, RSPN

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Strengthening Support (SUCCESS) Programme					
Duration: 5 years (2015-2021)		Donor(s): European Union (EU)					
S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For monitoring
	diverse sources of income of target households who join COs, VOs, and LSOs in targeted districts.	increased by 70% of target HHs' [at least PKR 1,200 per month in constant 2016 terms]	baseline sample surveys as ante-programme assessment and final programme evaluation as post – assessment	initial six months of project timeline. Endline in last quarter of programme	programme districts(Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot)	consultant firm	and RSPs core M&E teams
0.4.	Percent of targeted households are actively mobilized, via their female members.	70% of target poor households through 32,400 COs, 3,240 VOs and 307 LSOs	Midterm review, external and internal evaluations by EU Thematic sectoral assessment studies by RSPN	By the evaluation phase of SUCCESS programme [year 2021]	307 UCs of 8 programme districts (Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot)	RSPs programme teams	EU, RSPN and RSPs core management teams
0.5.	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.	70% of the targeted poor households will report better access to services	Access to and use of public services survey as part of the Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post – assessment	By the evaluation phase of SUCCESS programme [year 2021]	20 sampled UCs of 8 programme districts(Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot)	RSPs programme teams	EU, RSPN and RSPs core management teams
0.6.	Percent reduction of the	10% stunting	Nutrition survey	By the evaluation	20 sampled UCs of 8	RSPs	EU, RSPN and

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI- ASIE/2014/037-462		Project Title: Sindh Union Council Community Strengthening Support (SUCCESS) Programme					
Duration: 5 years (2015-2021)		Donor(s): European Union (EU)					
S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For monitoring
	stunting rate of under-5 year old children in the targeted districts.	rate (under 5 age group) reduced	as part of the Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post – assessment	phase of SUCCESS programme [year 2021]	programme districts(Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot)	programme teams	RSPs core management teams
Output 1: Approximately 770,000 rural households in 8 districts mobilised and capacitated through community organisations of which at least 70% will continue to function effectively at the end of the project.							
1.1	770,000 households actively mobilised through their female members.	770,000 total households mobilised	Periodic progress and monitoring reports, community Institutional Maturity Index (IMI) reports	On-going/By end of project	307 UCs of 8 programme districts	RSPs social mobilisation teams	RSPs M&E officers and core teams, RSPN M&E section, EU
1.2	32,400 community (COs), 3,240 village(VOs), and 307 local support organizations (LSOs) created or capacitated to form mature organisations	32,400 COs, 3240 VOs and 307 LSOs formed	Periodic progress and monitoring reports, community Institutional Maturity Index (IMI) reports	On-going/By end of project	307 UCs of 8 programme districts	RSPs social mobilisation teams	RSPs M&E officers and core teams, RSPN M&E section, EU
1.3	Community Resource Persons/Community Activists engaged at LSO level, trained in social mobilisation, development, cross-cutting	3,360 institutional & sectoral CRPs engaged and capacitated	Periodic progress and monitoring reports	Year 1 – Month 7 onwards till end of the project	307 UCs of 8 programme districts	RSPs social mobilisation teams	RSPs M&E officers and core teams, RSPN M&E section, EU

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI- ASIE/2014/037-462		Project Title: Sindh Union Council Community Strengthening Support (SUCCESS) Programme					
Duration: 5 years (2015-2021)		Donor(s): European Union (EU)					
S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For monitoring
	themes and advocacy						
1.4	All organisations are 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.)	Selected members of all 32,400 COs attended sectoral awareness sessions	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	Year 1 – Month 7 onwards till end of the project	307 UCs of 8 programme districts	RSPs social mobilisation teams	RSPs M&E officers and core teams, RSPN M&E section, EU
1.5	Committees composed of local authorities and community representatives at various levels are created to enhance community-driven planning, financing, and implementation of development interventions	8 joint development committees and district and taluka level created	Periodic progress and monitoring reports, committee meeting and initiative documents	Bi- annual meetings from formation of these committees	8 programme districts	RSPs programme management and social mobilisation teams	RSPs M&E officers and core teams, RSPN M&E section, EU
1.6	8 networks of LSOs created at district level to advocate with government for better service delivery	8 LSO networks created	Periodic progress and monitoring reports, network meeting and initiative documents	From year 2 onwards till end of project	8 programme districts	RSPs programme management and social mobilisation teams	RSPs M&E officers and core teams, RSPN M&E section, EU
Output 2: An average sustainable increase of poor household incomes by 30%							
2.1	30% increase in household incomes derived from income generating grants and assets transfer as productive investments	30% income increase from baseline	Final project evaluation as post-assessment report	Project's evaluation stage/end of project	20 sampled UCs of 8 programme districts	Third-party consultant firm	UOM, RSPN and RSPs core M&E teams

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI-ASIE/2014/037-462		Project Title: Sindh Union Council Community Strengthening Support (SUCCESS) Programme					
Duration: 5 years (2015-2021)		Donor(s): European Union (EU)					
S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For monitoring
2.2	Technology adoption by all trained farmers and livestock owners, or inputs provided for food security and nutrition	50% of households benefitted from IGGs	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	On-going/By end of project	307 UCs of 8 programme districts	RSPs social mobilisation teams	RSPs M&E officers, RSPN M&E officer
2.3	108,000 females of siblings of households receiving technical and vocational training	108,000 individuals from targeted households trained	Periodic progress and monitoring reports, training service-provider's deliverable reports, SMT and community records, SUCCESS MIS	From year 1 (month 8-12) till end of project period	307 UCs of 8 programme districts	RSPs/ service provider training institute	RSPs M&E officers, RSPN M&E officer
2.4	25% of the poorest community members benefit from micro-health insurance.	130,500 poorest households	Periodic progress and monitoring reports, MHI service-provider's deliverable reports, SMT and community records, SUCCESS MIS	Activity start by end of year 1 and renewal of MHI policy each year till end of project	307 UCs of 8 programme districts	RSPs/ MHI service provider	RSPs M&E officers, RSPN M&E officer
Output 3: Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement							
3.1	2,800 infrastructure schemes will be completed, fully operating and maintained by the communities.	2,800 infrastructure schemes completed	Periodic progress and monitoring reports, SMT and community	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, material service provider	RSPs M&E officers, RSPN M&E officer

Monitoring and Evaluation (M&E) Framework

Project Ref: SUCCESS Project # DCI- ASIE/2014/037-462		Project Title: Sindh Union Council Community Strengthening Support (SUCCESS) Programme					
Duration: 5 years (2015-2021)		Donor(s): European Union (EU)					
S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For monitoring
			records, SUCCESS MIS			company	

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
GA-1: Office setup							
GA-1.1	Programme implementation office (PIU), district offices and SMTs set-up and fully equipped according to project timeline (inception phase)	RSPs set-up offices	Monitoring & periodic progress reports, office structure	Year 1 – during initial 2 month of programme timeline	Relevant selected locations	RSPs core programme team	RSPs management & core programme team
GA-2: Recruitment of programme staff							
GA-2.1	Programme staff recruited Programme staff hired against all designated positions according to project timeline	Proposed relevant staff recruited and assigned responsibilities to existing staff	Monitoring & periodic progress reports, office structure Employment agreements & job descriptions	Year 1 – during initial 2 month of programme timeline	RSP Office locations (SMTs/ district offices, PIU, head offices)	RSPs core programme team	RSPs management
GA-3: Orientation training for key staff on PIM/CAT							
GA-3.1	Orientation training sessions undertaken for all new programme staff on PIM and CAT	- 10 persons trained from each RSP by RSPN - Rollout of programme orientation sessions with all programme staffs	Monitoring and periodic progress reports Training documentation (agenda, participants' registration & attendance, training report, etc.)	Year 1 – during initial 3 month of programme timeline	RSP offices	RSPs/ RSPN core teams	RSPs programme core teams and senior management
GA-4: Programme orientation training for programme staff							
GA-4.1	Orientation training sessions undertaken for all new	- Rollout of programme orientation sessions	Monitoring and periodic progress reports	Year 1 – during initial 3 month of programme	RSP offices	RSPs	RSPs programme core teams and

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	programme staff on SUCCESS programme	with all programme staffs by RSPs	Training documentation (agenda, participants' registration & attendance, training report, etc.)	timeline			senior management
GA-5: Sector specific training for programme staff							
GA-5.1	Sector specific training undertaken for all relevant programme staff for the SUCCESS programme	- Rollout of sector specific trainings with all relevant officials by each RSP	Monitoring and periodic progress reports Training documentation (agenda, participants' registration & attendance, training report, etc.)	Year 1 – during initial 3 month of programme timeline	RSP offices	RSPs	RSPs programme core teams and senior management
GA-6: Design and testing of MIS for all interventions							
GA-6.1	System requirement gathering undertaken and system aligned with project implementation manuals	SRS document finalized	Meeting with RSPN and RSPs M&E teams for requirements gathering Review of M&E framework, PIM and CAT	First 6 months of programme timeline	NRSP head office Islamabad	RSPs/RSPN M&E core teams	RSPN and RSPs senior management
GA-6.2	Customisation and up-gradation of existing MIS application software completed	Upgraded MIS application software	Upgrading MIS as per SRS and design documents	First 6 months of programme timeline	NRSP head office Islamabad	NRSP MIS/IT team	RSPN and NRSP core programme teams
GA-6.3	Pilot testing of MIS application software	Gaps and queries identified in MIS	Pilot testing with each RSP M&E	First 6 months of programme	RSP head offices	NRSP MIS/IT team	RSPN and RSPs core

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	and addressed the gaps and troubleshooting matters	application software	team	timeline			programme teams
GA-6.4	Hardware and required equipment set-up completed according to the need of application software	Arrangements for IT equipment and designated for MIS application software	MIS/IT set-up at RSP programme offices	First 6 months of programme timeline	RSP designated offices	RSPs core programme teams	RSPN and NRSP core programme teams
GA-6.5	Fully operational and functional MIS application software	Go-live MIS application software and accessibility to use rights provided to RSPs designate teams	Access to online MIS application software and demonstration of its functionality	First 6 months of programme timeline	RSP designated offices	RSPs core programme teams	RSPN and NRSP core programme teams
GA-6.6	Training of RSP teams on managing the MIS application software	At least 2 persons trained from each RSP trained and rollout of with all designated programme staffs	Monitoring and periodic progress reports Training documentation (agenda, participants' registration & attendance, training report, etc.)	First 6 months of programme timeline	Karachi and rollout at RSP designated offices	NRSP MIS/IT team	RSPN and NRSP core programme teams
GA-6.7	Regular maintenance assistance to RSPs on MIS application software	Need-based technical assistance provided	Review of correspondence requests	Need-based/ ongoing till project end	RSPs head offices/ programme implementation units	NRSP MIS/IT team	RSPN and NRSP core programme teams
GA-7: Printing of CO/VO/LSO record keeping material and manuals							
GA-7.1	Printing of all relevant materials carried out according to the required amount for	Need-based printing according to numbers determined by RSPs	Printed materials, printing receipts, record keeping	Need-based	RSPs head offices/ programme implementation units	RSP programme teams	RSPN and RSPs core M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	each RSP respectively						
GA-8: Baseline and end line socio-economic survey							
GA-8.1	Procurement of consultant firm undertaken for conducting the baseline study	Consultant firm on-board for undertaking the baseline assignment	Review of procurement documentation (TORs, advertisement of REOI, EOIs evaluations, RFP process and consultancy contract)	First 6 months of programme timeline 31-Mar-2016	RSPs head offices/ programme implementation units	RSPs core programme and M&E teams	UOM, RSPN and RSPs core M&E teams
GA-8.2	Inception phase completed of baseline survey consultancy	Inception phase of the consultancy assignment completed	Review of assignment's inception report, details of survey teams hired, training report, etc.	First 6 months of programme timeline 30-Apr-2016	RSPs head offices/ programme implementation units	Third-party consultant firm	UOM, RSPN and RSPs core M&E teams
GA-8.3	Consultant's deliverables reviewed and feedback provided for course-correction/s	Final baseline report received from consultant firm	Review of completed questionnaires (sampled), data-sets, analysis process, draft and final report	First 6 months of programme timeline 31-Jul-2016	RSPs head offices/ programme implementation units	Third-party consultant firm	UOM, RSPN and RSPs core M&E teams
GA-8.4	Baseline survey undertaken timely	Final baseline report published and disseminated	Review of printed version of baseline report and correspondence on its dissemination	15-Aug-2016	RSPs head offices/ programme implementation units	RSP core M&E teams	UOM and RSPN teams
GA-9: Annual Institutional Maturity Index (IMI) surveys							
GA-9.1	IMI surveys undertaken annually according to survey design provided by	4 annual surveys undertaken	Survey reports, annual reports, monitoring reports	Annual 2017, 2018, 2019 and 2010	Representative sample from formed COs, VOs and LSOs	RSP M&E teams	RSP MER section head and senior management

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	RSPN						
Activity A-1.1: Community members in the targeted rural areas are capacitated and assisted so they can mobilise and form active, operational and mature organisations, from COs to VOs, then LSOs and networks of LSOs							
A-1.11	Poverty scorecard census of HHs in targeted UCs	1,098,865 households (HHs projected using population census of 1998)	Review process for HHs projections and PSC data-sets along-with reports from application software	Year 1 and 2 31-Dec-2017	307 UCs of 8 programme districts	RSPs programme implementation teams	RSPN and RSP M&E teams
A-1.12	No. of COs formed	32,400 COs formed	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.12a	Total no. of HHs organized (with female representation from each HH)	770,000 households	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.12b	No. and % of COs have opened bank account	No target	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.12c	No. of COs are involved in savings	No target	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Overall programme timeline	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.13	No. of VOs formed	3,240 VOs formed	Monitoring and periodic progress reports, SMT and	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
			community records, SUCCESS MIS				
A-1.13a	No. and % of COs clustered into VOs	80% of 32,400 COs	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.13b	No. and % of VOs notified/registered with local competent authority	3,240 notified/registered VOs	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.13c	No. and % of VOs have opened bank account	No target	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.13d							
A-1.14	No. of LSOs formed	307 LSOs formed	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.14a	No. & % of VOs clustered into LSOs	At-least 80% of 3,240 VOs	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.14b	No. and % of LSOs notified/registered	307 registered LSOs	Monitoring and periodic progress	Year 1, 2 and 3	307 UCs of 8 programme	RSP social mobilization teams	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	with local competent authority		reports, SMT and community records, SUCCESS MIS	31-Dec-2018	districts		
A-1.14c	No. and % of LSOs have opened bank account	307 LSOs have bank account	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.15	No. of local networks established at district and taluka level	8 local networks established at district & taluka level	Periodic progress and monitoring reports, network meeting and initiative documents	Bi- annual meetings from formation of these committees	8 districts and 35 programme talukas	RSPs programme management and social mobilisation teams	RSPs M&E officers and programme core teams, RSPN SUCCESS PMU, EU
Activity A-1.2: Community members are sensitised, trained and capacitated on important number of topics including community management, advocacy, women specific human rights, family planning, nutrition, WASH, environment and DRR							
A-1.21a	Community Management Skills Trainings (CMSTs) including CAT organised for CO activists/office bearers	Selected community members from 32,400 COs attended CMST sessions	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.21b	No. of community capacity building sessions organized with community members (CO, VO, LSO)	Training events organized as per rollout arrangements social mobilization	Monitoring and periodic progress reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.22	Management and leadership skills training for VO office bearers (LMST)	Selected community members from 3,240 VOs attended LMST sessions	Periodic progress and monitoring reports, SMT and community	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
			records, SUCCESS MIS				
A-1.23	Management, Advocacy and leadership training for LSO office bearers (LMST)	Selected community members from 307 LSOs attended LMST sessions	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.24	Activists workshops for office bearers of COs/VOs/LSOs	Selected community members from COs/VOs/LSOs attended activist workshops	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	Year 1, 2 and 3 31-Dec-2018	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.25	Training of field staff on cross-cutting critical issues (CAT)	Selected staff from SMTs, DIUs and PIUs of RSPs	Review training documentation, periodic progress reports	Initial 6 months of programme implementation 31-Jul-2016	RSPs SMTs, DIUs and PIUs	SUCCESS core and RSPs HRD teams	RSP M&E teams
A-1.26	CRP Training on CIF / CAT (VO-based CRPs)	3,360 CRPs engaged and capacitated	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS, CRP performance documents	By end of year 2 of project 31-Dec-2017	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.27	Strengthen local communities through skill development and access to resources						
A-1.27a	Program planning and review meetings with CRPs	Periodic CRPs (monthly/quarterly) planning and progress review meetings	SMT and community records, SUCCESS MIS, CRP performance documents	By end of year 5 of project 31-Jan-2021	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
A-1.27b	Expansion and deepening of social mobilisation through	70% households coverage in programme UCs	Periodic progress and monitoring reports, SMT and	By end of year 5 of project	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	CRPs		community records, SUCCESS MIS, CRP performance documents	31-Jan-2021			
A-1.27c	Training of book-keepers /accountants (at UC level)	3,360 trained book-keepers	Review training documentation, periodic progress reports by book-keepers	By end of year 2 of project 31-Jan-2018	RSPs SMTs, DIUs and PIUs	SUCCESS core and RSPs HRD teams	RSP M&E teams
A-1.27d	Establishment of LSO offices	307 LSO offices established	Review procurement documentation, physically visit offices, stock register of LSOs	By end of year 3 of project 31-Jan-2019	RSPs SMTs, DIUs and PIUs	SUCCESS core and RSPs HRD teams	RSP M&E teams
Activity A-1.3: Joint development committees for both local authorities and community representatives will be institutionalised at the District and Taluka level							
A-1.31	Support to establish joint development committees at taluka and district level	8 joint development committees and district and taluka level created	Periodic progress and monitoring reports, committee meeting and initiative documents	Bi- annual meetings from formation of these committees	8 programme districts	RSPs programme management and social mobilisation teams	RSPs M&E officers and programme core teams, RSPN SUCCESS PMU, EU
A-1.32	Meetings of joint development committees at taluka and district level	Periodic (quarterly/ biannually) joint development committee meetings	DIU and JDC records	By end of year 3 of project 31-Jan-2019	307 UCs of 8 programme districts	RSP social mobilization teams	RSP M&E teams
Activity A-1.4: Training of local government, district line department officials and LSO representatives in participatory development planning							
A-1.41	Appropriate training materials produced on participatory development and planning	Training materials produced on participatory development and planning (PIM)	Review training material	Year 2, 3, 4 and 5	8 programme districts	RSPs programme management	RSPs & RSPN core teams
A-1.42	No. of training	As per social	Monitoring &	Year 2, 3, 4	8 programme districts	RSPs programme	RSPs & RSPN

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	sessions undertaken with relevant government officials and LSO representatives	mobilization rollout plan of training sessions	periodic progress reports, training documents (registration, attendance, agenda, training material & report, etc.)	and 5		management	core teams
A-1.43	No. of government officials and LSO members trained in participatory development and planning	674 of government officials and LSO members trained	Monitoring & periodic progress reports, training documents (registration, attendance, agenda, training material & report, etc.)	Year 2, 3, 4 and 5	8 programme districts	RSPs programme management	RSPs & RSPN core teams
Activity A-2.1: Community members, especially women, provided vocational and technical skills, especially farmers and livestock owners							
A-2.1.1	Identification and selection of vocational and technical skills training participants	108,000 persons	Monitoring and periodic progress reports, training attendance, MIS application software	From year 1/ ongoing till end of project	Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot	RSPs/ training service provider/s	RSP M&E teams
A-2.1.2	Finalisation of training trades	No target	Monitoring and periodic progress reports, training attendance, MIS application software	From year 1/ ongoing till end of project	Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot	RSPs/ training service provider/s	RSP M&E teams
A-2.1.3	Training of selected beneficiaries in vocational and technical skills	108,000 persons	Monitoring and periodic progress reports, training attendance, MIS application software	From year 1/ ongoing till end of project	Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot	RSPs/ training service provider/s	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
A-2.1.4	Post-training linkage and support services (linkages, placement etc.)	108,000 persons	Monitoring and periodic progress reports, training attendance, MIS application software	From year 1/ ongoing till end of project	Tando Allahyar, Tando M Khan, Sujawal, Matiari, Jamshoro, Dadu, Larkana, Kambar Shadadkot	RSPs/ training service provider/s	RSP M&E teams
Activity A-2.2: Identify and support innovative economic activities and access to efficient markets							
A-2.2.1	VDPs are finalised to compile information about the identified economic opportunities, required support and list of beneficiaries	3,240 VDPs with details of economic opportunities and beneficiaries list	Review monitoring and periodic progress reports, community records	From year 2 and ongoing till end of project	8 programme districts	RSP SMTs, PIUs	RSP M&E teams
A-2.2.2	Based on the VDP and individual assessment, provision of income generating grants	No target	Review monitoring and periodic progress reports, community records, SUCCESS MIS	From year 2 and ongoing till end of project	8 programme districts	RSP SMTs, PIUs	RSP M&E teams
A-2.2.3	Support to establish links of community members to efficient markets	No target	Review monitoring and periodic progress reports, community records, SUCCESS MIS	From year 2 and ongoing till end of project	8 programme districts	RSP SMTs, PIUs	RSP M&E teams
Activity A-2.3: Develop an approach to facilitate income generation of community members through CIF and IGGs							
A-2.3.1	COs/VOs/LSOs received sub-grant funds for CIF	32,400 COs or 307 LSOs or 3,240 VO received grants for CIF	Periodic narrative and financial progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSPs/VOs/LSO	Monitoring Officer
A-2.3.1a	Amount of CIF grant	12.5 million EUR	Periodic narrative	From last quarter	307 UCs of 8	RSP PIUs, SMTs	RSP M&E

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	received by VOs/LSOs	1.5 billion PKR	and financial progress reports, monitoring reports, SUCCESS MIS, SMT and community records	of year 1 till end of project period	targeted districts of Sindh province	and VOs/ LSO	teams
A-2.3.2	Targeted households (PSC 0-23) received CIF assistance for productive and income generation activities	350,000 CIF loans	Periodic narrative and financial progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.2a	Amount disbursed to selected CIF beneficiaries	12.5 million EUR 1.5 billion PKR	Periodic narrative and financial progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.2b	CIF outstanding amount with COs/VOs/LSOs	As per actual taken from the SUCCESS MIS and SMT records	Periodic narrative progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.2c	CIF amount recovered from beneficiaries by COs/VOs/LSOs	As per actual taken from the SUCCESS MIS and SMT records	Periodic narrative progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.2d	CIF recovery percentage (amount recovered/CIF outstanding portfolio)	At least 95% recovery rate	Periodic narrative progress reports, monitoring reports, SUCCESS MIS,	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
			SMT and community records				
A-2.3.2e	No. of active CIF beneficiaries	As per actual taken from the SUCCESS MIS and SMT records	Periodic narrative progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.3	COs/VOs/LSOs received sub-granting amounts for IGGs	307 LSOs or 3,240 VOs or 32,400 COs received grants for IGG	Periodic narrative and financial progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.4	Targeted households (PSC 0-23) received IGG assistance for productive and income generation activities	60,960 Households	Periodic narrative progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.4a	Amount of IGG grant received by VOs/LSOs	8.2 million EUR 950 million PKR	Periodic narrative and financial progress reports, monitoring reports, SUCCESS MIS, SMT and community records	From last quarter of year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams
A-2.3.4b	Changes noted over time in average household income of targeted households who received CIF and IGG	30% income increased	Review periodic sample based internal follow-up visits to IGG beneficiaries	From year 1 till end of project period	307 UCs of 8 targeted districts of Sindh province	RSP SMTs and VOs/ LSO	RSP M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
Activity A-2.4: Provision of micro-health insurance to the poorest households							
A-2.4.1	Provision of micro-health insurance to the poorest households	130,500 poorest households 4.3 million EUR premium for 5 years	Periodic progress and monitoring reports, MHI service-provider's deliverable reports, SMT and community records, SUCCESS MIS	Activity start by end of year 1 and renewal of MHI policy each year till end of project	307 UCs of 8 targeted districts of Sindh province	RSPs/ MHI service provider	RSPs M&E officers
A-2.4.1a	No. of targeted households submitted claims to insurance service-provider	As per actual taken from the SUCCESS MIS and SMT records	Periodic progress and monitoring reports, MHI service-provider's deliverable reports, SMT and community records, SUCCESS MIS	Activity start by end of year 1 and renewal of MHI policy each year till end of project	307 UCs of 8 targeted districts of Sindh province	RSPs/ MHI service provider	RSPs M&E officers
A-2.4.1b	No. of targeted households received their claims from insurance service-provider	As per actual taken from the SUCCESS MIS and SMT records	Periodic progress and monitoring reports, MHI service-provider's deliverable reports, SMT and community records, SUCCESS MIS	Activity start by end of year 1 and renewal of MHI policy each year till end of project	307 UCs of 8 targeted districts of Sindh province	RSPs/ MHI service provider	RSPs M&E officers
A-2.4.1c	Amount of claims approved by MHI service provider	No target	Periodic progress and monitoring reports, MHI service-provider's deliverable reports, SMT and community	Activity start by end of year 1 and renewal of MHI policy each year till end of project	307 UCs of 8 targeted districts of Sindh province	RSPs/ MHI service provider	RSPs M&E officers

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
			records, SUCCESS MIS				
A-2.4.1d	Premium and claim amounts ratio (%)	As per actual taken from the SUCCESS MIS and SMT records	Periodic progress and monitoring reports, MHI service-provider's deliverable reports, SMT and community records, SUCCESS MIS	Activity start by end of year 1 and renewal of MHI policy each year till end of project	307 UCs of 8 targeted districts of Sindh province	RSPs/ MHI service provider	RSPs M&E officers
Activity A-3.1: Community identified basic infrastructures built & maintained by communities							
A-3.1.1	Community needs identified for basic infrastructure	2,800 infrastructure schemes	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, COs/VOs	RSPs M&E teams
A-3.1.2	Studies conducted to prepare estimates and feasibility of infrastructure schemes	2,800 infrastructure schemes	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, COs/VOs	RSPs M&E teams
A-3.1.2a	No. of COs/VOs received funds for requested infrastructure schemes	9.3 million EUR 1.1 billion PKR	Periodic progress, financial and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, COs/VOs	RSPs M&E teams
A-3.1.2b	No. of infrastructure schemes initiated (population benefited (M/F), summary of	2,800 infrastructure schemes	Periodic progress and monitoring reports, SMT and community	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, material service provider company,	RSPs M&E teams

Monitoring and Evaluation (M&E) Framework

S. No	Indicators	Target / criteria	Monitoring method, source, unit of measurement	Timeframe	Location	Responsible person	
						For delivery	For Monitoring
	costs, completion time, etc.)		records, SUCCESS MIS			COs/VOs	
A-3.1.2c	No. of infrastructure schemes in progress	2,800 infrastructure schemes	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, material service provider company, COs/VOs	RSPs M&E teams
A-3.1.2d	No. of infrastructure schemes in completed	2,800 infrastructure schemes completed	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, material service provider company, COs/VOs	RSPs M&E teams
A-3.1.2e	Formation of O&M committee and allocation of O&M funds at community level	2,800 O&M committees constituted and O&M funds allocated	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, COs/VOs	RSPs M&E teams
A-3.1.2f	No. of operational infrastructure schemes being used and maintained by communities	2,800 completed infrastructure schemes	Periodic progress and monitoring reports, SMT and community records, SUCCESS MIS	From year 1 [month 10, 11, 12] and then on-going till project end	307 UCs of 8 programme districts	RSPs SMT and PITD/CPI teams, , COs/VOs	RSPs M&E teams

Monitoring and Evaluation (M&E) Framework
Annex 5: Project Monitoring Report (PMR)

Project Ref
 Project title
 Donor(s)
 Implementing partner(s)
 Duration (From-To)
 Reporting period
 Report prepared by
 Submission date

Findings by KPI

In this section, findings of the project monitoring officer should be recorded on the quality and completeness of all KPIs provided in the Detailed Results Framework. Any major gaps or issues should be highlighted and recommendations for improvement should be documented. A subjective rating should be assigned by the monitor to each KPI on a scale of 1-5 based on the following response categories (1 = far below minimum criteria, 2 = below minimum criteria, 3 = barely meets criteria, 4 = fully meets criteria, 5 = exceeds criteria).

S#	Key Performance Indicator	Rating	Key findings and recommendations
Output 1.1: ...			
1.1a			
1.1b			
P1.1.1a			
P1.1.1b			
P1.1.2a			
P1.1.2b			
I1.1.1a			
I1.1.1b			
I1.1.2a			
I1.1.2b			
Output 1.2: ...			
1.2a			
1.2b			
P1.2.1a			
P1.2.1b			
P1.2.2a			
P1.2.2b			
I1.2.1a			
I1.2.1b			
I1.2.2a			
I1.2.2b			
...			
...			

Major successes and achievements that should be sustained

1. ...
2. ...
3. ...

Major failures that should be rectified immediately

Monitoring and Evaluation (M&E) Framework

1. ...
2. ...
3. ...

Critical risks that may affect project success in the near future

(For each risk listed, also provide rating i.e. high, medium or low)

1. ...
2. ...
3. ...

Changes in project scope that require course correction

1. ...
2. ...
3. ...

Lessons learned

1. ...
2. ...
3. ...

Monitoring and Evaluation (M&E) Framework
Annex 6: Monitoring Report Template

RSP Name:

Locations Visited:

Programme/project Name: EU
SUCCESS

Visit Dates:

Date:

Start

			-						
--	--	--	---	--	--	--	--	--	--

End

Date:

			-						
--	--	--	---	--	--	--	--	--	--

A. Summary

Key conclusions and follow-up actions	<i>Summarise key conclusions from the findings of monitoring visit and what follow-up actions are required</i>
--	--

B. Main Report

Purpose of visit	<i>Write down the purpose of the monitoring visit, briefly.</i>
Key areas of focus	<i>What were the key areas or dimensions that received major focus [Poverty targeting, social mobilisation, sub-granting, capacity building, community procurement, validation of interventions, etc.]</i>
Monitoring Activities Undertaken	<i>What were the key monitoring activities undertaken during the monitoring visit:</i> <input type="checkbox"/> Direct Observation on project activities. <input type="checkbox"/> FGDs and Community Group Interviews with project beneficiaries <input type="checkbox"/> Interviews and meetings with project implementation teams <input type="checkbox"/> Mini-surveys to document feedback of project participants
Process evaluation	<i>Level of deviation from the on-ground implementation activities with SUCCESS</i>
Proceedings	<i>Details of activities performed in the monitoring visit along-with key observations and its implication on the overall programme.</i>

D. Key Actions and Follow-up Plan

Sr.	Key Action/ Recommendation	Responsibility	Timeline

E. Signatures of the monitoring team

Sr.	Name	Designation	Signature	Date

Monitoring and Evaluation (M&E) Framework

Annex 8: Risk Register**Definitions**

Risk: A risk is defined as any factor, event or influence that threatens the successful completion of a project in terms of time, cost or quality.

Assessment of Impact: An estimate of the potential impact on RSPN's project output should the given risk occur. [Rating: High, Medium, Low]

Assessment of Probability: An estimate of the probability that the given risk will occur. [Rating: High, Medium, Low]

Add Rows wherever needed

RISK REGISTER	
Project Title	
Organization	
Implementing Partners	
Project Duration	
Project Focal Person	

Revision	Author with contact number	Date approved	Comments (why the revision was necessitated?)
1.0			
1.1			
1.2			

1 EXTERNAL RISKS (Please note that the risks listed in this section are possible examples, project managers may choose to list down risks in line with these or may identify categories on their own)					
	Risks	Assessment of impact of risks	Assessment of probability of risks	Possible mitigation	Residual risks that cannot be managed
1.1	Political Situation				
1.1.1					
1.1.2					
1.2	Relevant Government Departments Priorities and staff transitions in public sector				
1.2.1					

Monitoring and Evaluation (M&E) Framework

1.3	Security Situation			
1.3.1				
1.4	Natural Disasters or Disease Outbreaks			
1.4.1				
1.5	Capacity issues of implementing partners or consortium partners (if any)			
1.5.1				
1.6	Internal dynamics with implementing partners or consortium partners			
1.6.1				
1.6.2				
1.7	Inflation and economic situation			
1.7.2				
1.8	Any other			
1.8.2				

2	INTERNAL RISKS (Please note that the risks listed in this section are possible examples, Project Managers may choose to list down risks in line with these or may identify categories on their own)				
	Risks	Assessment of impact of risks	Assessment of probability of risks	Possible mitigation	Residual risks (that cannot be managed)
2.1	Security situation				
2.2	Staff transitions				
2.1.1					
2.2.1					
2.3	Internal capacity issues				
2.3.1					
2.4	Implementation/operational Risks (including risks identified during programme monitoring)				
2.4.1					

Monitoring and Evaluation (M&E) Framework

2.4.2					
2.5	Financial Risks (identified during internal and external audit, compliance)				
2.5.1					
2.6	Any other				
2.5.1					

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centers around the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources if they organise and are provided technical and financial support. The RSPs under the SUCCESS Programme provide social guidance, as well as technical and financial assistance to the rural poor in Sindh.

SUCCESS is a six-year long (2015-2021) programme funded by the European Union (EU) and implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan.



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