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

SUCCESS

Orientation Training of RSPs SUCCESS Programme Staff on Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT)

RSPN

NRSP
National Rural Support Programme

SRSO

TRDP
THARDEEP RURAL DEVELOPMENT PROGRAMME

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March 15-23, 2016

Contents

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Acronyms and Abbreviations

CDD	Community Driven Development
CI	Community Institutions
CIF	Community Investment Fund
CO	Community Organisation
CPI	Community Physical Infrastructure
EU	European Union
GoS	Government of Sindh
IGG	Income Generating Grant
LSO	Local Support Organisation
LSON	Local Support Organisation Network
MHI	Micro Health Insurance
MIP	Micro Investment Plan
NRSP	National Rural Support Programme
PSC	Poverty Score Card
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Economic Strengthening Support
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UCBPRP	Union Council Based Poverty Reduction Plan
VDP	Village Development Plan
VO	Village Organisation
UCDP	Union Council Development Programme

Overview

As part of SUCCESS-RSPN component, over the last two months, RSPN prepared draft manuals on Social Mobilization that include Community Investment Fund (CIF), Income Generating Grants (IGG), Community Physical Infrastructure (CPI), Micro Health Insurance (MHI), and Vocational and Technical Skills Training. In addition to these manuals, Community Awareness Toolkit (CAT), and M&E Framework were also prepared. These drafts were prepared after reviewing the EU decision document, existing manuals of the RSPs, RSPs proposal to EU and consultation with RSPs resource groups. For the baseline methodologies the input from the University of Mannheim, Germany was also considered. As part of the SUCCESS programme activity, RSPN organized a four-day workshop in Karachi to review the draft documents with partner organizations National Rural Support Program (NRSP), Sindh Rural Support Organization (SRSO), Thardeep Rural Development Program (TRDP), and get their feedback. The workshop allowed a participatory process with the partners to thrive.

Following the Review Workshop in February, a nine-day long Orientation Training of RSPs SUCCESS Programme Staff on Programme Implementation Manual (PIM) and Community Awareness Raising Toolkits (CATs) [1] was conducted in Movenpick, Karachi from 15th-23rd March, 2016. The training was arranged by RSPN, and was facilitated by Mr. Israr Hussain Tunio, Regional Manager-IRM, Mr. Mohammad Ali Azizi, Specialist Social Mobilisation-RSPN, Mr. Fazal Ali Saadi, Programme Manager SUCCESS-RSPN, Mr. Khurram Shahzad, Monitoring and Evaluation Specialist-RSPN, Mr. Bashir Anjum, Specialist Social Sector-RSPN, and Ms. Nabeela Shahid, Deputy Programme Manager Social Sector –NRSP.

A total of 42 participants [2] (including RSPN staff members) dedicated for SUCCESS Programme from each RSP participated in the training. The participants included the SUCCESS programme managers, thematic Heads/in-charge (Social Mobilisation, CPIs, Monitoring and Evaluation, Social Sector, and Human Resource Development), District Managers and Training Officers of the RSPs for the SUCCESS programme. The participants of this training, in turn, will train their SUCCESS programme staff and community leaders using PIM and IEC materials developed by RSPN.

The trainings were designed to be participatory, interactive and experiential while also ensuring equal and active participation of all. The sessions were presentation led followed by working group sessions to allow for internalization and practical application of learned concepts. As by design, an informal set-up was ensured to allow participants to openly and candidly discuss cross-cultural issues within the organization as well as the wider context. Various group exercises that foster inclusiveness, teamwork, communication and trust, were incorporated during the trainings.

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[1] Agenda of the Training attached as Annex A
[2] Attendance sheet of participants attached as Annex B.

Proceeding of the Workshop

Day 1

Welcome Note

The nine-day long Orientation Training of RSPs SUCCESS Programme Staff on Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT) commenced on 15th March, 2016 in Movenpick Hotel, Karachi. The First Secretary, Development Advisor for Rural Development and Nutrition, EU Delegation to Pakistan, Georges Dehoux, Chairman TRDP Naseer Nizamani, Chief Executive Officer TRDP Dr Salam Memon, Noshab Baloch, Director UCBPRP and staff of partner organisations, were in attendance at the event.

The Programme Manager Success-RSPN, Fazal Ali Saadi, gave the opening remarks at the event and explained the objectives of the workshop as well as updated the participants on the progress of the programme so far. The overall objectives of the training are as follows:

To enhance the understanding and technical knowledge of the participants about:

1. the importance of the standardised social mobilisation approach and effective use of PIM
2. implementation of Three Tiered Social Mobilisation model
3. implementation and management of Community Investment Fund (CIF) and Income Generating Grant (IGG)
4. implementation and management of Micro Health Insurance (MHI)
5. implementation and management of Community Physical Infrastructure (CPI) projects
6. implementation and management of Technical and Vocational Skills Trainings (TVST)
7. build technical knowledge of the participants about the critical issues covered in Community Awareness Toolkit (CAT) and build their capacity for use of the CAT and to conduct the training of the field level staff and CRPs.

Following this he invited Ms. Noshab Baloch, to share UCBPRP experience with the participants, which is a pioneering initiative of the Government of Sindh (GoS) and the Sindh Rural Support Organization (SRSO).

Mr. Georges Dehoux, on behalf of EU, also gave brief remarks on the programme and stressed

the importance of Monitoring and Evaluation and how that is imperative for communicating the results. He encouraged the partner organizations to not only promote the results of the programme, but to capitalize them, and share and learn from them. The session concluded with Mr. Naseer Nizamani, speaking on behalf of the partner organizations, thanking the European Union for providing the people of rural Sindh with an opportunity to better their lives through this six-year long programme.

Proceedings of the Workshop

Day 2-6

Programme Implementation Manual (PIM)

On the first two days of the training, RSPN benefitted from the services of Mr. Israr Hussain Tunio, Country Manager, IRM, as the trainer for a few sessions. Mr. Tunio began the first session with a round of introductions of the participants. The introductions were done in an unusual fashion in which participants were given two minutes to form pairs and interview each other. They then introduced their partner. This fostered a spirit of camaraderie between the participants. This was followed by Mr. Tunio setting the ground rules for the participants for the next eight days of the training as well as penalties for breaking them. This encouraged participants to observe punctuality and respect everyone's opinions.

Mr. Tunio, using visual aids, such as power point presentation, and videos, explained the Training Cycle, the setting and understanding of goals of the training, and the importance of teamwork to achieve those goals.

The second session commenced with a short video that highlighted the state of poverty and lack of availability of and access to basic rights, and a corrupt judicial system (in India). This was to sensitize the participants towards the issue at hand, and the need for SUCCESS Programme. This was followed by a video on the role and importance of training. It highlighted the importance of bringing all parties to the training on the same page. Mr. Tunio explained the need for clarification of goals before embarking on the training and to be clear on how to achieve the goals.

Mr. Tunio, in his presentations, explained that training is about acquiring knowledge, (enhancing) skills, and developing a positive attitude. It is a continuous process. However, before conducting any training it is imperative to carry out a Training Needs Assessment (TNA). This is a part of training cycle, which has the following steps:

1. Target group – Identify the audience of training
2. TNA – This survey gathers data to determine what training needs to be developed to help individuals and the organization accomplish their goals and objectives. This is an assessment that looks at employee and organizational knowledge, skills, and abilities, to identify any gaps or areas of need.
3. Designing of training – this is the process of creating a blueprint for the development of instruction

4. Pre-training Preparations – ensure the venue and logistics are in place, and all the preparation is done
5. Delivery of Training – the conducting of the training/workshop
6. Post-training Evaluation – Evaluation involves the assessment of the effectiveness of the training programs. This assessment is done by collecting data on whether the participants were satisfied with the deliverables of the training program, whether they learned something from the training and are able to apply those skills

Following the sessions by Mr. Tunio, Mr. Muhammad Ali Azizi, Social Sector Specialist-RSPN, took over to train the participants on the Program Implementation Manual (PIM). Mr. Azizi, shared insights, detailed information and best practices and lessons with the participants, based on his decades of experience. In his sessions for the day he presented and elaborated on the Three-Tier Social Mobilisation model, and its importance in the SUCCESS Programme. He explained the role of Community Institutions: Community Organisation (CO), Village Organisation (VO), and Local Support Organisation (LSO). The training on Social Mobilisation was spanned over six days, covering modules on Programme Introduction, CIF, IGG, MHI, TVST, and CPI. The trainings were conducted in a participatory manner. Dedicating time for explanation of theory, Mr. Azizi engaged the participants in group activities to ensure they understood the various concepts well enough to conduct further trainings.

Day 3 began with Mr. Azizi presenting the basic elements of the module on Programme Introduction. He told the participants to keep the cultural context in mind when introducing the programme and themselves to the households. Mr. Azizi divided the participants in four groups. Groups 1 and 3 were given the task to go over the module and role play, as a team, introducing themselves and the programme to the community. The rest of the participants, acting as the community members, gave their feedback on the way the groups performed.

Groups 2 and 4 were asked to go over the module and present on how a CO is formed. Both these activities generated a rich discussion from the participants and was a good way of gauging their understanding of the concepts.

The next few days were focused on group work and activities, where participants were divided into five groups, and were given different topics for presentation in each session. In session one, the groups presented on the following topics:

Group 1: VDP
Group 2: VO Resource Mobilisation
Group 3: LSO Formation
Group 4: Community Book Keeper
Group 5: LMST for LSO

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The group presentations encouraged participants to pay attention and give constructive feedback to the presenters, and enriched everyone's understanding. Following the presentations, Mr. Khurram Shahzad, M&E Specialist-RSPN, talked about the use of MIS to capture household information to generate a village profiles.

After the lunch break Mr. Azizi asked the participants to maintain the five groups, with each group given five more topics to present on. The topics included mechanisms for creating synergies and linkages between CIs and local government authority, quarterly Activists Workshop at CO/VO/LSO level, LSO Resolution Mobilisation Plan (RMP), UC Development Plan (UCDP), and formation of LSO Networks.

The groups then presented the result of their discussions, and the rest of the participants contributed their comments on each of the presentations. One of the major mechanisms for creating synergies is Joint Development Committees (JDCs). The group discussed about the formation, functions, and objectives of these JDCs. The group presenting on quarterly Activists Workshops emphasized on their importance for development of leadership, empowerment of women and enhancement of communication and interpersonal skills.

Before proceeding to the other modules, Mr. Azizi, using the picture below, explained the concept of institutional development and the importance of various elements of an organisation for it to operate effectively. Institutional development is the creation or reinforcement of a network of organisations to effectively generate, allocate and use human, material and financial resources to attain specific objectives on a sustainable basis.
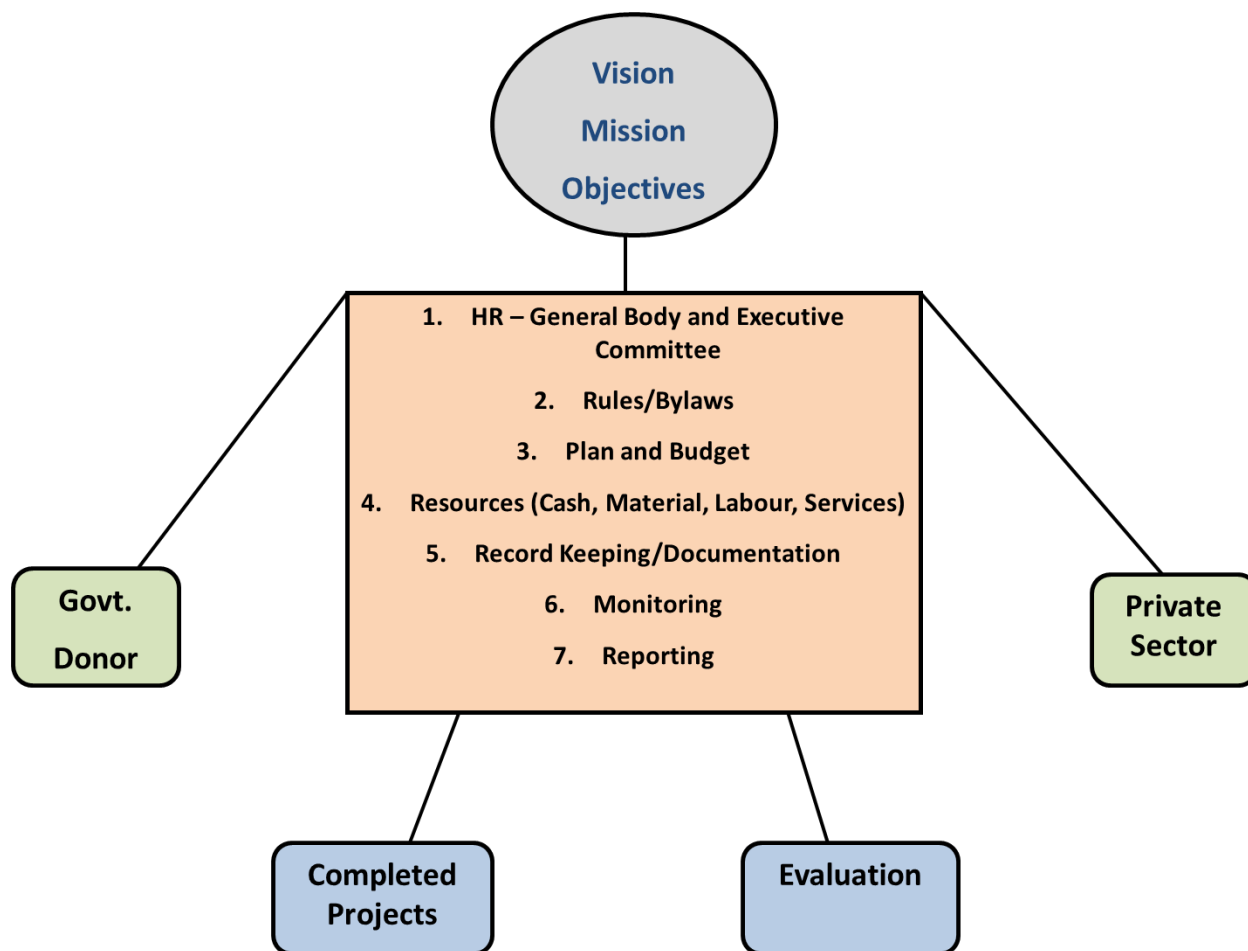
Mr. Azizi explained, referring to the picture, that the head of an organisation is the most important part as it contains the vision, mission and objectives, which hold an organisation together and should be based on the potentials of poor people. The heart of an organisation is human resources (in this context, the general body, and the executive committee). It is also important to set the rules and bylaws, and make plans and budgets for future (CO has to make MIP, VO has to make VDP, and LSO has to make UCDP). The CIs will play an extremely important role in institutional development. To formulate and execute the plans CIs need to use resources (existing, and potential – cash, material, labour, services). While the plan is being executed, the CIs must maintain record keeping/documentation, and carry on with monitoring to verify the activities. Reporting on the activities is equally important as monitoring them.

The donors, including government and the private sector play an extremely important role in the development of an organisation. In this analogy, they are the hands of the organisation as they help to feed it. The documentation of completed projects and third party evaluation of projects is linked to be the feet of the organisation as they are imperative for moving forward. The organisation will not be able to progress and expand if there is no evaluation.

Following the presentation on elements of organisation, the participants were divided into five groups for an activity. The groups were asked to present on MIP, VDP, VO level RMP, UCDP

(which is linked directly to VDP), and Annual Review of UCDP. The groups filled an MIP and VDP to demonstrate what each of the item entails and what the correct way of filling out the forms is.

After lunch, Mr. Azizi presented the elements of CIF and IGG, and asked the same five groups to prepare presentations on objectives of CIF and IGG sub-granting procedures, operational procedures of CIF, operational Procedures of IGG, record-keeping and monitoring of CIF/IGG at VO/LSO level, and record-keeping and monitoring of CIF/IGG at RSP Level. The groups presented the result of their discussions, and the rest of the participants contributed their comments on each of the presentations.

The last day of Mr. Azizi's training, the participants engaged in group work, presentations and brainstorming sessions on Micro Health Insurance (MHI), Community Physical Infrastructure (CPI), and Technical and Vocational Skills Training (TVST). The groups studied the Objectives and expected impacts and procurement procedures, Operational Procedures, Record-keeping and monitoring of the three modules, respectively, and in separate sessions, presented on them. All three modules were widely covered, and the presentations were followed by question and answer session, and a discussion session.

Day 6-9
Gender Diversity

On day 7, Ms. Syeda Memoona Zeb, Documentation and Communications Manager-NRSP, planned an interactive session on gender sensitisation and mainstreaming. She involved the participants in group activities that highlighted the boundaries that restrict women from taking part in economically productive activities.

The session began with an activity with five volunteers. First volunteer was blindfolded, second volunteer's hands were tied, third volunteer's feet were tied, fourth was tied at both hands and feet, and the last volunteer was left untied. The task given to the volunteers was to go across the room and get to the snacks. This activity demonstrated the barriers that hinder people from reaching their full potential.

The activity was followed by a presentation on gender diversity and the need to include women in the economic sector. Ms. Zeb carried out another activity where she tied a female volunteer's head, blindfolded her, tied her hands and her feet, and asked her which of the ties she would like to be untied first. The volunteer demanded her hands be untied, as this would allow her to

work and she will be able to untie everything else. The activity demonstrated how restrictions and boundaries hinder women from not only performing economic activities and contributing to the household, but also hamper productivity.

EU Visibility Guidelines

The session on gender diversity was followed by a session on EU Visibility Guidelines by Mr. Fazal Ali Saadi, Programme Manager SUCCESS-RSPN. Mr. Saadi discussed the visibility requirements, guidelines and processes for logo placement, display panels and banners, invitations, and all other tools used to highlight EU participation. Mr. Saadi explained to the participants from partner RSPs that it is obligatory to get EU's approval on the material before finalizing and printing it.

The participants were also encouraged to review the EU visibility guidelines provided on their website. This will help ensure that the RSPs do not deviate from the visibility requirements of EU and they are fulfilled.

CAT

As part of the EU supported SUCCESS Programme, the RSPs will conduct 12 awareness sessions for the COs, on various topics, including child health, birth spacing, nutrition, HIV&AIDS, basic concepts of sanitation, water and hygiene, and climate change.

Mr. Bashir Anjum, Social Sector Specialist-RSPN, and Dr. Nabeela Shahid, Deputy Programme Manager Social Sector-NRSP, engaged the participants in sessions on Community Awareness Toolkit (CAT), for the remaining days of the training. The sessions on CAT were attended by social sector specialists at partner RSPs.

Mr. Anjum and Ms. Shahid used presentations and the manual to explain the way of conducting

the awareness sessions in the community. The facilitators went over each topic individually and explained the process of carrying out the sessions, in great depth, using cards, including the way to introduce oneself, words to avoid, and how to refer to people.

The facilitators, over the course of two days conducted mock sessions with the participants. Each participant was assigned

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a topic and was asked to conduct mock sessions by role-playing as a trainer, while rest of the participants acted as the community members. This activity encouraged participation from all the participants, and enhanced the training skills of the participants. The mock role-play sessions were a great way of giving participants a chance to practice their training skills, as it invited constructive feedback from the rest of the participants on the delivery of the sessions.

Participants Feedback

At the conclusion of specific modules in the training workshop, feedback forms were distributed to participants to gather their reviews on the objectives, content, design, facilitation and concepts covered in the training that were communicated to the participants. The feedback from is attached as Annex C.

A total of 25 participants responded, where the average responses ranged between a score of 3.88-4.77 (on a scale of 1 to 5; 1 lowest, 5 highest), showing that the response was largely positive. The summary of the feedback collected is recorded in Table 1 and Table 2, in Annex D.

Subsequent Trainings

The participants were asked whether they would like to participate in future trainings, while the majority provided a positive response, three participants stated that they would not participate in subsequent trainings. Additionally, the majority of participants responded that they would recommend similar training workshops to their colleagues, and two participants responded they would not do the same.

Additional Feedback

Appreciation:

- The training remained excellent throughout, and was organized very well
- The training provided a good opportunity to review PIM in detail
- The training was very effective and activities were relevant to the manuals provided

Areas for consideration:

- The training should be more participatory, including more group work exercises
- Time allocation for all modules was good except CAT; time was too long for that.

- Hard copy printed manuals and bags should be provided to the participants in the training
- Recreation/entertainment of participants is also essential for such a long period of training
- Souvenirs/take-away items should be provided to training participants
- Field staff of the SUCCESS Programme such as Social Organisers and Training Officers should also be trained by RSPN in the future

Closing Session

At the conclusion of the workshop Mr Fazal Ali Saadi briefly overviewed the topics of discussion and the decisions made. He thanked the participants for taking time out to attend the nine-day long orientation training and participating significantly. This training will be immensely helpful for the participants to train CRPs and other trainers.

Annexes

Annex A – Agenda

EUROPEAN UNION

Orientation Training of RSPs SUCCESS Programme Staff on Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT)

Dates: March 15 to 24, 2016, Venue: Movenpick Hotel Karachi

Training Session Plan

Overall objectives of Training:

To enhance the understanding and technical knowledge of the participants about:

1. The importance of the standardised social mobilisation approach and effective use of PIM
2. Implementation of Three Tiered Social Mobilisation
3. Implementation and management of Community Investment Fund (CIF) and Income Generating Grant (IGG)
4. Implementation and management of Micro Health Insurance (MHI)
5. Implementation and management of Community Physical Infrastructure (CPI) projects
6. Implementation and management of Vocational Skills Trainings (VST)
7. Build technical knowledge of the participants about the critical issues covered in Community Awareness Toolkit (CAT) and build their capacity for use of the CAT and to conduct the training of the field level staff and CRPs

Number of potential participants: 30

Criteria of selection of participants:

Maximum of 10 participants dedicated for SUCCESS from each RSP. The participants should include the SUCCESS programme managers, thematic Heads/incharge (Social Mobilisation, CPIs, Monitoring and Evaluation, Social Sector, and Human Resource Development), District Managers and Training Officers of the RSPs for the SUCCESS programme. The participants of this trianing, in turn, will train their SUCCESS programme staff and community leaders using PIM and IEC materials developed by RSPN.

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		Day 1 – Opening Session			
	Registration	Registration of the training participants		Signature of registration sheet	RSPN Admin
1.	Opening Session: 1. Recitation from Holy Quran 2. Introduction of participants 3. Introduction to and progress update on the SUCCESS Implementation 4. Remarks from representative of UCBPRP GoS 5. Remarks from Representative of EU	• Formal inauguration of the training event • Update the Senior officials of GoS and EU on the Implementation of SUCCESS	1500-1700	Plenary discussions and feedback	1. PM SUCCESS RSPN 2. Representative of UCBPRP GoS 3. Representative of EU
		Hi Tea and Networking			
		Day 2			
2.	2.1 Introduction to PIM modules 2.2 Training Cycle and Ethics of Training	Pax are able to: • describe purpose, importance, components and salient features of PIM modules • Understand the concept of training cycle, Learning principles • Setting training norms, participants' expectations from the training, information about logistics and other arrangements,	0900-0945	Presentation and plenary discussion	FAS IRM/MAA
3.	Introduction to Three Tier Social Mobilisation	Pax are able to: • describe what is Three Tier Model • illustrate functions of each Tier	0945-1045	Presentation and plenary discussion	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		• explain relative importance of Three Tier in the SUCCESS Programme			
	Tea Break		1045-1100		
4.	Programme Introduction and CO formation	Pax are able to: • describe the purpose and processes of Programme Introduction for Social Mobilisation • illustrate the process and practices of CO formation in SUCCESS • explain minimum criteria for proper CO formation • illustrate how to fill in the forms and formats regarding CO formation	1100-1300	Presentation, mock exercise and plenary discussion	MAA
	Lunch and Prayer Break		1300-1400		
5.	Record keeping at CO level	Pax are able to: • explain the record keeping requirements of COs under SUCCESS Programme • illustrate CO record keeping formats, making entries in them , sharing them with members/other stakeholders and their safekeeping	1400-1530	Presentation and Group Work	
6.	Micro Investment Plan (MIP)	Pax are able to: • describe the need and importance of MIP in general and particularly in SUCCESS Programme • explain how to develop MIP at CO level	1530-1700	Presentation, discussion and Group Work	MAA
Day 3					

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
7.	CMST for CO President and Manager	Pax are able to: • describe the contents of CMST –contents will include gender sensitisation and women empowerment tools • illustrate how to plan and facilitate CMST • illustrate how to develop CMST report	0900-1000	Presentation, plenary discussion and group work	MAA
8.	VO formation	Pax are able to: • describe the purpose and processes of programme introduction about VO formation with COs • illustrate the process of organising VO formation meeting • describe minimum criteria for proper VO formation • illustrate how to make entries in the forms and formats regarding VO formation	1000-1100	Presentation, brain storming and plenary discussion	MAA
	Tea Break		1100-1115		
9.	Hiring and training of CRP	Pax • describe importance and strategic role of CRP in SUCCESS Programme • explain how to select suitable women and men CRPs • illustrate how to develop CRP contract, work plan and monitoring tool • describe training contents and training (inclusion and its importance) arrangement processes for CRPs • women CRPs and related issues	1115-1215	Presentation, brain storming and plenary discussion	MAA
10.	VO Record keeping	Pax are able to: • explain record keeping requirements of VOs	1215-1330	Presentation and Group Work	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		under SUCCESS Programme • illustrate VO record keeping formats, making entries in them, sharing them with members/other stakeholders and their safekeeping			
	Lunch and Prayer Break		1330-1430		
11.	Management and Leadership Training (LMST) for VO leaders	Pax are able to: • describe the contents of LMST (inclusion of vulnerable groups) • illustrate how to plan and facilitate LMST • explain how to develop LMST report	1530-1615	Presentation, plenary discussion and group work	MAA
12.	Village Development Planning (VDP)	Pax are able to: • describe the need and importance of VDP in general and particularly in SUCCESS Programme • describe the importance of cashless activities in VDP • Ensure gender strategic needs for women and vulnerable groups in VDPs • illustrate how to develop VDP • explain how to do annual review of VDP and develop the next year VDP	1615-1745	Presentation, discussion and Group Work	MAA
Day 4					
13.	VO Resource Mobilisation Plan	Pax are able to: • illustrate how to do mapping of internal and	0900-1000	Presentation, discussion and Group Work	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		external sources of funds for VOs • describe importance of internal sources of funds for VOs • illustrate how to develop a simple resource mobilisation plan for VOs			
14.	LSO formation	Pax are able to: • describe the purpose and processes of programme introduction about LSO formation with VOs • explain the process and practices of LSO formation through a UC level meeting • describe minimum criteria for proper LSO formation • illustrate how to make entries in the forms and formats regarding LSO formation • describe the processes and requirements for LSO office establishment	1000-1100	Presentation, brain storming and plenary discussion	MAA
	Tea Break		1100-1115		
15.	Hiring and training of Community Book Keeper	Pax are able to: • describe the role and responsibilities of CBK • describe how to select suitable CBKs • illustrate the forms and formats regarding CBK contract, work plan and monitoring • describe the training contents and explain training processes for CBKs in financial record keeping	1115-1200	Presentation, brain storming and plenary discussion	MAA
16.	Management and Leadership Training (LMST) for LSO leaders	Pax are able to • describe the contents of LMST • illustrate how to plan and facilitate LMST • illustrate how to develop LMST report	1200-1300	Presentation, plenary discussion and group work	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
	Lunch and Prayer Break		1300-1400		
17.	UC Development Planning (UCDP)	Pax are able to: • describe the need and importance of UCDP in general and particularly in SUCCESS Programme • describe the importance of cashless activities in UCDP • ensure activities related to vulnerable groups and women gender strategic needs in UDCP • illustrate how to develop UCDP • explain how to do annual review of UCDP and develop the next year UCDP	1400-1500	Presentation, discussion and Group Work	MAA
18.	LSO Resource Mobilisation Plan	Pax are able to: • Illustrate how to carry out mapping of internal and external sources of funds for LSOs • describe importance of internal sources of funds for LSO • illustrate how to develop a simple resource mobilisation plan for LSOs	1500-1600	Presentation, discussion and Group Work	MAA
	Quarterly Activist workshops for LSO/VO/CO	Pax are able to: • describe the purpose of holding quarterly workshops • illustrate how to conduct the workshops • illustrate how to develop workshop report	1600-1700	Presentation and plenary discussion	MAA
Day 5					
19.	Mechanisms for Creating Synergies and Development Linkages between Community Institutions and Local Government Authorities	Pax are able to: • describe the objectives, structure and functions of Joint Development Committees at Taluka and District levels • describe the purpose and mechanisms for arranging capacity building programmes for	0900-1000	Presentation and plenary discussion	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		Govt. Officials • illustrate how to develop a training report			
20.	Formation of LSO Network	Pax are able to: • describe the objectives, structure and functions of LSO Network • explain the purpose and processes of programme introduction about LSON formation with LSOs • illustrate the process of LSON formation • illustrate how prepare the TOR of LSON	1000-1100	Presentation and plenary discussion	MAA
	Tea Break		1100-1115		
21.	CIF and IGG objectives, expected impacts and – Sub-granting to Community Institutions	Pax are able to: • describe the objectives and expected impacts of CIF and IGG under SUCCESS Programme • describe the criteria of CO/VO/LSO for sub-granting of CIF/IGG • social validation of poorest HH according to criteria (exercise and • explain the processes of sub-granting of CIF and IGG to CO/VO/LSO	1115-1200	Presentation and plenary discussion	FAS
22.	Operational Procedures of CIF and IGG	Pax are able to: • illustrate introduction method of CIF/IGG by RSP with CO/VO/LSO • describe the process of identification of CIF and IGG beneficiaries • illustrate the procedures of approval of CIF and IGG applications at CO/VO/LSO and RSP level • illustrate procedures of transfer of CIF/IGG	1200-1330	Presentation and plenary discussion	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		fund to CO/VO/LSO • illustrate procedures of CIF/IGG disbursement to beneficiary members • illustrate the procedure of recovery of CIF from borrowers			
	Lunch and Prayer Break		1330-1430		
23.	Record keeping, monitoring and reporting of CIF and IGG	Pax are able to: • illustrate the procedures of record keeping of CIF/IGG at CO/VO/LSO level • describe the procedures of record keeping of CIF/IGG at RSP level • explain monitoring responsibilities of RSP in CIF/IGG	1430-1530	Presentation and group work	MAA/KS
24.	Micro Health Insurance-objectives, expected impacts and – Sub-granting to Insurance Companies	Pax are able to: • describe the objectives and expected impacts of MHI under SUCCESS Programme • illustrate the processes of sub-granting of MHI component to a Insurance Company	1530-1700	Presentation and plenary discussion	FAS
Day 6					
25.	Operational Procedures of MHI	Pax are able to: • illustrate how to introduce MHI component at CO/VO level • describe the process of identification of MHI beneficiaries • illustrate procedures of developing MHI form and its approval by the competent authority • explain procedures of submitting the completed MHI forms to the Insurance Company • illustrate hospitalisation procedures at Panel	0900-1045	Presentation, group work and plenary discussion	MAA

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		Hospitals • illustrate claim processes and reimbursement procedures in case of hospitalisation outside the Panel Hospitals • illustrate claim and payment processes in case of accidental death and disability			
	Tea Break		1045-1100		
26.	Record keeping, monitoring and reporting of MHI	Pax are able to: • describe the procedures of record keeping of MHI by CO/VO and RSP • explain monitoring responsibilities of CO/VO and RSP in MHI	1100-1145	Presentation and plenary discussion	MAA/KS
27.	CPI objectives, expected impacts and – Sub-granting to Community Institutions	• Pax are able to: • describe the objectives and expected impacts of CPI under SUCCESS Programme • explain the criteria of for sub-granting of CPI • illustrate the processes of sub-granting of CPI to CO/VO	1145-1230	Presentation and plenary discussion	FAS
28.	Operational Procedures of CPI	Pax are able to: • illustrate programme introduction method of CPI with COs/VOs • explain the process of identification of CPI by COs/VOs • illustrate the procedures of approval of CPI at CO/VO and RSP level • illustrate procedures of transfer of CPI fund to CO/VO • explain procedures of CPI implementation and completion by CO/VO • explain mechanisms of operation and	1200-1330	Presentation, group work and plenary discussion	MAA

Orientation Training of RSPs SUCCESS Programme Staff on PIM and CAT

S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		maintenance of completed CPIs			
	Lunch and Prayer Break		1330-1430		
29.	Record keeping, monitoring and reporting of CPI	Pax are able to: • explain the procedures of record keeping of CPI at CO/VO level • illustrate the procedures of record keeping of CPI at RSP level • explain monitoring responsibilities of RSP in CPI component • illustrate the process of sharing CPI information at Joint Development Committee meetings	1430-1530	Presentation, group work and plenary discussion	MAA/KS
30.	Vocational Skills Training (VST) - objectives, expected impacts and – Sub-granting to Training Institute	Pax are able to: • describe the objectives and expected impacts of VST under SUCCESS Programme • illustrate the processes of sub-granting of VST component to a Training Institute	1530-1700	Presentation and plenary discussion	FAS
	Day 7				
31.	Operational Procedures of VST	Pax are able to: • Introduce VST to CO/VOs • explain the process of identification of VST beneficiaries • illustrate the procedures of approval of VST participants at CO/VO and RSP level and sharing the list with the Training Institute • describe screening and assessment procedures of VST participants by Training Institute • explain roles and responsibilities of CO/VO and RSP during VST training	0900-1030	Presentation, group work and plenary discussion	MAA

Orientation Training of RSPs SUCCESS Programme Staff on PIM and CAT

S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
		• describe post training services to VST trainees by CO/VO, RSP and Training Institute • gender issues in VST and solutions			
32.	Tea Break		1030-1045		
33.	Record keeping, monitoring and reporting of VST events and trainees	Pax are able to: • illustrate procedures of record keeping of VST at CO/VO level • illustrate procedures of record keeping of VST trainees at RSP level • describe monitoring responsibilities of RSP in VST component	1045-1145	Presentation, group work and plenary discussion	MAA/KS
34.	Introduction to technical knowledge related to CAT Technical Knowledge about Health	Pax will be able to explain • Basic Technical knowledge about Maternal Health • Knowledge about Child Health • Birth Spacing • Nutrition • HIV&AIDS	1145-1330	Presentation and Discussion	Bashir Anjum, Dr.Nabeela Mr.Manzoor
35.	Lunch Break		1330-1430		
36.	Technical Knowledge WASH and climate change	Pax will be able to explain Basic concepts of Sanitation, Water and Hygiene & Climate Change	1430-1515	Presentation and Discussion	Bashir Anjum
37.	Tea Break		1515-1530		
38.	Technical Knowledge about education, DRR	Pax will be able to explain Basic education rights -25A and concepts of DRR	1530-1645	Presentation and Discussion	Manzoor Hussain and Bashir Anjum

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
39.	Technical Knowledge about Basic civic rights	Pax will be able to explain Basic Civic Rights	1645-1730	Presentation and Discussion	Manzoor Hussain and Bashir Anjum
Day 8					
40.	General guidelines for session delivery	Pax will be able to learn general protocols for session delivery	0900-0915	Presentation and Discussion	Manzoor Hussain and Bashir Anjum
41.	Session on Maternal Health	Pax will learn how to trained CRPs on session delivery on Maternal health	0915-1015	Mock exercise & group work in 03 sub-groups	Dr. Nabeela Shahid
42.	Tea Break		1015-1030		
43.	Session on Child Health	Pax will learn how to trained CRPs on session delivery on child health	1030-1130	Mock exercise & group work in 03 sub-groups	Mr. Bashir Anjum
44.	Session on Birth Spacing	Pax will learn how to trained CRPs on session delivery on child health	1130-1230	Mock exercise & group work in 03 sub-groups	Mr. Manzoor Hussain
45.	Session on Nutrition	Pax will learn how to trained CRPs on session delivery on Nutrition	1230-1330	Mock exercise & group work in 03 sub-groups	Dr. Nabeela Shahid
46.	Lunch break		1330-1430		
47.	Session on HIV & AIDS	Pax will learn how to trained CRPs on session delivery on HIV & AIDS	1430-1530	Mock exercise & group work in 03 sub-groups	Mr. Bashir Anjum
48.	Tea Break		1530-1545		
49.	Session on Hygiene/Sanitation	Pax will learn how to trained CRPs on session delivery on Hygiene/Sanitation	1545-1645	Mock exercise & group work in 03 sub-groups	Mr. Bashir Anjum
50.	Session on Safe Water & Hygiene	Pax will learn how to trained CRPs on session delivery on Safe Water & Hygiene	1645-1745	Mock exercise & group work in 03 sub-groups	Mr. Manzoor Hussain
Day -9					
51.	Session on demand for quality education	Pax will learn how to trained CRPs on session delivery on demand for quality education	0900-1000	Mock exercise & group work in	Mr. Bashir Anjum

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S. #	Topic	Session Objectives	Time	Methods	Facilitator (s)
				03 sub-groups	
52.	Session on Disaster Risk Reduction (DRR)	Pax will learn how to trained CRPs on session delivery on Disaster Risk Reduction	1000-1100	Mock exercise & group work in 03 sub-groups	Mr. Bashir Anjum
53.	Tea break		1100-1115		
54.	Session on Basic Civic Rights	Pax will learn how to trained CRPs on session delivery on Basic Civic Rights	1115-1215	Mock exercise & group work in 03 sub-groups	Mr. Manzoor Hussain
55.	Session on Registration (Birth, ID, Nikah Nama & Death)	Pax will learn how to trained CRPs on session delivery on Registration (Birth, ID, Nikah Nama & Death)	1215-1315	Mock exercise & group work in 03 sub-groups	Mr. Manzoor Hussain
56.	Lunch break		1315-1415		
57.	Session on Climate Change	Pax will learn how to trained CRPs on session on Climate Change	1415-1515	Mock exercise & group work in 03 sub-groups	Mr. Bashir Anjum
58.	Tea break		1515-1530		
59.	Questions/Answers and concluding CAT Sessions	Pax will able to address questions/answers during/after sessions	1530-1630	Discussion	Mr. Bashir Anjum

All reporting and monitoring formats should include gender sensitive indicators, questions and lesson learnt.

MAA= Mohammad Ali Azizi

FAS= Fazal Ali Saadi

KS= Khurram Shahzad

SD= Sadaf Dar

Annex B – Participant List for Orientation Training of RSPs SUCCESS Programme Staff on PIM and CAT

S#	Name	Designation	
1.	Fazal Ali Saadi	Programme Manager	**RSPN**
2.	Filza Nasir	Documentation & Reporting Officer	**RSPN**
3.	Asad Ejaz Umer	Administration & Procurement Officer	**RSPN**
4.	Marvi Ahmed	Monitoring & Evaluation Officer	**RSPN**
5.	Khuram Shahzad	Specialist Monitoring & Evaluation	**RSPN**
6.	Muhammad Ali Azizi	Specialist Social Mobilisation	**RSPN**
7.	Bashir Anjum	Specialist Social Sector / Manager Special Projects	**RSPN**
8.	Ghulam Mustafa Haider	Prgramme Manager-SUCCESS	**NRSP**
9.	Nali Mitho Chandio	Senior Programme Officer-CIF	**NRSP**
10.	Fouzia Khaskhelli	District Programme Officer	**NRSP**
11.	Muhammad Yousif Khoso	District Programme Officer	**NRSP**
12.	Jalellulllah Khokhar	District Programme Officer	**NRSP**
13.	Shafique Ahmed	Senior Programme Officer-HRD	**NRSP**
14.	Pervaiz ahmed	Manager -MER	**NRSP**
15.	Mir Muhammad Wadho	Capacity Building Officer-DO level	**NRSP**
16.	Mehreen Khilji	Capacity Building Officer-DO level	**NRSP**
17.	Tashkeel Abbas	Capacity Building Officer-DO level	**NRSP**
18.	Dr. Abdul Majeed Memon	Senior Programme Officer -MHI	**NRSP**
19.	Nazeer Ahmed Leghari	Senior Programme Officer-CPI	**NRSP**
20.	Pir Shershah	Senior Programme Officer -F&A	**NRSP**
21.	Jai Parkash Shivani	Prgramme Manager-SUCCESS	**TRDP**
22.	Nasreen khan	District manager	**TRDP**
23.	Ali Nawaz Nizamani	District manager	**TRDP**
24.	Saleem Junejo	Coordinator MER SUCCESS	**TRDP**
25.	Nadeem Shah	PO HRD District office	**TRDP**
26.	Ashok Malhi	PO HRD District office	**TRDP**
27.	Kheemchand	Documentation and communication officer	**TRDP**
28.	Ali Mohammad Junejo	Manager CPI Head office	**TRDP**
29.	Maqsood Ahmed Mughal	SPO Finance	**TRDP**
30.	Jamal Mustafa Shoro	Team Leader SUCCESS	**SRSO**
31.	Imam Ali Detho	DM Larkana	**SRSO**
32.	Asad Ali Jatoi	DM Qambar Shahdadkot	**SRSO**
33.	Sikander Sanam	Project Engineer	**SRSO**
34.	Samina Barkat Ali	Training Coordinator	**SRSO**
35.	Abdul Manan Chachar	SPO (Reporting & Docs) M&E	**SRSO**
36.	Asif Muneer	Manager Finance	**SRSO**
37.	Humaira Shaikh	Compliance Specialist	**SRSO**
38.	Muhammad Muslim Qureshi	Training Officer HRD|LRK	**SRSO**
39.	Habibullah Panhwar	Training Officer HRD|QSK	**SRSO**
40.	Rashid Bhatti	SPO MHI	**SRSO**
41.	Saleem Channa	PO MHI |LRK	**SRSO**
42.	Nazia Shah	Liason & Coordination Coordinator	**SRSO**

Annex C – Evaluation Form

Training of RSPs Programme Staff on PIM & CAT – SUCCESS Programme
Training Evaluation Form (15-24 March, 2016 – Movenpick Hotel, Karachi)

Please answer the following questions, using the scale 1-5 (1 lowest, 5 highest)

a. Training Objectives				Score
1. Prior to the training, I was well informed about the objectives.				
2. At the beginning of the training, the objectives were clearly described.				
3. The training objectives were achieved during the workshop.				
b. Training Content				
1. The content of the training was relevant to my work.				
2. The training was an important opportunity for the exchange of experience, information and networking with colleagues from other different organisations.				
3. What I take from this training will have a positive impact on my work in the future.				
c. Training Design				
1. The training structure was logical.				
2. The activities in this training gave me sufficient practice and feedback.				
3. The pace of the training was appropriate.				
4. The duration of the training was appropriate.				
5. The physical setting of the training (i.e. temperature, lighting, etc. of the room) was comfortable.				
6. The logistical support (training hall, food, and travel arrangements/transport) was appropriate.				
7. The materials/resources distributed were useful and relevant.				

d. Training Facilitation				
Name of Facilitators	**Azizi**	**Saadi**	**Shahzad**	**Anjum**
1. The facilitators were well-versed in the contents of the training.				
2. The facilitators were effective in delivering the training.				
3. The facilitators encouraged everyone to participate.				

e. Training Concepts/Modules

Codes: Confusing=1; Can understand=2; Can implement with some assistance=3; Can implement independently=4; Not Applicable=5

#	Concepts/Modules	Code	#	Concepts/Modules	Code
1.	Social Mobilisation		5.	Technical & Vocational Training	
2.	Community Investment Fund (CIF)		6.	Community Physical Infrastructure (CPI)	
3.	Income Generating Grant (IGG)		7.	Community Awareness Toolkit (CAT)	
4.	Micro Health Insurance (MHI)		8.	EU Visibility Guidelines	

f. Subsequent Trainings		
1. Will you participate in next training? (Circle the relevant answer)	**Yes**	**No**
2. Will you recommend this training for others? (Circle the relevant answer)	**Yes**	**No**
3. Please give any additional feedback on this training, and any suggestions for the next:		

Dates attended *(DD/MM/YY to DD/MM/YY):* _____   Name (optional) _____

Orientation Training of RSPs SUCCESS Programme Staff on PIM and CAT

Annex D – Summary of Feedback on Training (Table 1 and Table 2)

Table 1: Summary of Feedback on Training Objectives, Content, Design and Facilitators

	Mean	Min	Max
Training Objectives			
1. Prior to workshop, I was well informed about the objectives	4.16	1	5
2. At the beginning of the workshop, the objectives were clearly described	4.40	3	5
3. The workshop objectives were achieved during the workshop	4.33	3	5
Training Contents			
1. The content of the training was relevant to my work	4.76	4	5
2. The training was an important opportunity for the exchange of experience, information and networking with colleagues from different organisations	4.60	3	5
3. What I take from this workshop will have a positive impact on my work in the future	4.71	3	5
Training Design			
1. The workshop structure was logical	4.12	3	5
2. The activities in this training gave me sufficient space for practice and feedback	4.32	3	5
3. The pace of the training was appropriate	4.16	2	5
4. The duration of the workshop was appropriate	3.88	1	5
5. The physical setting of the training (i.e. temperature, lighting etc. of the room was comfortable	4.60	4	5
6. The logistical support (training hall, food, and pick-drop) was appropriate	4.54	3	5
7. The materials/resources distributed were useful and relevant	4.16	1	5
Training Facilitation (Muhammad Ali Azizi)			
1. The facilitators were well-versed in the contents of the training	4.65	3	5
2. How effective were the facilitators in delivering the training	4.35	3	5
3. The facilitators encouraged everyone to participate	4.77	4	5
Training Facilitation (Fazal Ali Saadi)			
1. The facilitator had grip of the contents of the workshop	4.48	2	5
2. How effective were the facilitator in delivering the training	4.39	2	5
3. The facilitator encouraged everyone to participate	4.50	3	5
Training Facilitation (Khurram Shahzad)			
1. The facilitator had grip of the contents of the workshop	4.50	3	5
2. How effective were the facilitator in delivering the training	4.41	2	5
3. The facilitator encouraged everyone to participate	4.36	3	5
Training Facilitation (Bashir Anjum)			
1. The facilitator had grip of the contents of the workshop	4.65	3	5
2. How effective were the facilitator in delivering the training	4.65	3	5
3. The facilitator encouraged everyone to participate	4.60	3	5

Training Concepts/Modules

As summarised in Table 2:

- **42%** of the participants indicated that they could implement the modules independently;
- While a collective **32%** indicated that they either understand the concepts imparted in the training or could implement the modules with some assistance.
- One participant indicated that they were confused about the concept of Income Generating Grants (IGG)

Table 2: Summary of Feedback on Training Concepts/Modules

Concepts/Modules	Confusing	Can Understand	Can implement with some assistance	Can implement independently	Not Applicable
Social Mobilisation	-	5	4	12	4
Community Investment Fund (CIF) Income	-	4	6	10	5
Income Generating Grants (IGG)	1	4	4	11	5
Micro Health Insurance (MHI)	-	6	6	8	5
Technical & Vocational Skills Training (TVST)	-	4	2	13	5
Community Physical Infrastructure (CPI)	-	4	7	9	4
Community Awareness Toolkit (CAT)	-	5	3	10	7
EU Visibility Guidelines	-	4	7	9	5

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.