



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



## Training of RSPs Staff on SUCCESS Monitoring & Evaluation (M&E) Framework



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

## **Training of RSPs Staff on SUCCESS Monitoring & Evaluation (M&E) Framework**

25-28 April, 2016  
Movenpick Hotel, Karachi

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## Contents

<b>Acronyms and Abbreviations</b> .....	<b>1</b>
<b>Overview</b> .....	<b>2</b>
<b>Proceedings of the Training</b> .....	<b>3</b>
Day 1.....	3
Day 2.....	3
Day 3.....	5
Day 4.....	5
Key Decisions and Follow-up Actions.....	6
<b>Participants Feedback and Evaluation of Training</b> .....	<b>7</b>
<b>Annexes</b> .....	<b>11</b>
Annex A: Training Agenda and Sessions Plan .....	12
Annex B: Attendance Sheet .....	15
Annex C: Feedback Evaluation Form.....	16

## Acronyms and Abbreviations

CO	Community Organisation
DRM	Detailed Results Matrix
EU	European Union
GoS	Government of Sindh
IMI	Institutional Maturity Index
KPI	Key Performance Indicators
M&E	Monitoring & Evaluation
NRSP	National Rural Support Programme
PMM	Programme Monitoring Matrix
PMP	Programme Monitoring Plan
PSC	Poverty Score Card
QACP	Quality Assurance & Control Plan
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SES	Socio-Economic Surveys
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Economic Strengthening Support
TRDP	Thardeep Rural Development Programme

## Overview

As part of SUCCESS-RSPN component, RSPN prepared a Monitoring & Evaluation (M&E) Framework for the SUCCESS Programme partner RSPs which include the National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). In addition to outlining and providing detailed matrices on the Monitoring and Evaluation functions of the SUCCESS Programme, closely tied to the Logframe, the M&E Framework includes associated tools such as the Quality Assurance and Control Plan (QACP), Institutional Maturity Index (IMI), Socio-Economic Baseline and End-line survey methodologies and a manual on the Poverty Scorecard (PSC) survey for enumerators and supervisors.

These tools were prepared after reviewing the EU decision document, existing manuals of the RSPs, RSPs proposal to EU and consultation with RSPs resource groups. An extensive review of literature and desk studies was also undertaken in the formation of these documents. 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 and incorporate in the final drafts of the M&E Framework and tools.

Following the Review Workshop in February 2016, a four-day long Training of RSPs M&E Staff on the M&E Framework and methodologies was conducted in Movenpick, Karachi from April 25<sup>th</sup>-28<sup>th</sup>, 2016. The training was arranged by RSPN, and was facilitated by Mr. Khurram Shahzad, Specialist M&E RSPN, Mr. Fazal Ali Saadi, Programme Manager SUCCESS-RSPN, Ms. Marvi Ahmed, M&E Officer SUCCESS RSPN, Mr. Muhammad Tahir Waqar, Senior Programme Manager MER NRSP and Mr. Noor Muhammad, Communications Officer SUCCESS RSPN.

A total of 20 participants<sup>1</sup> (including RSPN staff members) participated in the training which included the SUCCESS District and PIU monitoring staff from the RSPs, as well M&E Managers from the Head Offices.

The training sessions were designed to be participatory and interactive while also ensuring equal and active participation of all. The sessions included presentations with interactive Q&A sessions as well as group work to allow the participants to internalise the materials for better understanding and use in the field. The participants were encouraged to openly and candidly discuss issues faced in the field with regard to M&E and to raise concerns to which they required assistance and guidance for moving forward. At the conclusion of the training, feedback forms were distributed to the participants by RSPN.

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<sup>1</sup> Attendance sheet of participants is attached as Annex B.



## Proceedings of the Training

### Day 1

The training began with a welcome note and introduction of the sessions and full agenda by Specialist M&E, RSPN, Mr. Khurram Shahzad. He walked the participants through the structure of the training along with a brief description of the sessions. Mr. Shahzad also facilitated short introductions of the participants who spoke about their experience in the field of M&E, how long they've been associated with this field and their expectations from the training.

Programme Manager SUCCESS RSPN, Mr. Fazal Ali Saadi, followed by providing an overview and stating the importance of M&E in the context of the SUCCESS Programme and the different tools and functions that form an integral part of it. This was followed by a detailed breakdown of the logframe by Mr. Shahzad and Mr. Saadi to deepen the understanding of the participants on the horizontal and vertical logic it follows as the logframe forms the basis for programme activities and their M&E. Several questions and queries of the participants were addressed in this regard to deepen their understanding of the logframe and its importance.

Ms. Marvi Ahmed proceeded by conducting a session on the purpose and scope of the monitoring functions specifically, followed by an overview of the roles and responsibilities of the different levels of staff in the M&E structure, ranging from the district monitoring officers to those at the PIU level and the head office. This was followed by a discussion of the participants about

the reporting lines in the M&E structure that were previously in place and the changes that have followed.



Mr. Shahzad continued with an overview of the SUCCESS KPI's and the annual reporting on the same to be done by the partner RSPs to RSPN. This led to the subsequent session on the Detailed Results Matrix (DRM) and Programme Monitoring Matrix (PMM) which are the main monitoring tools for the SUCCESS Programme. It was explained that

these matrices were formed by breaking down the activities of the logframe into process and input indicators and are also based on a horizontal logical structure. The participants were then split into three groups, RSP wise, to tailor the DRM and PMM according to their specific targets as they differ between the RSPs to widen their use and understanding of the tools and their subsequent adoption. The groups were asked to work on forming these documents and share them the following day.

### Day 2

The second day of the training began with a recap of the previous day's sessions and short presentations and discussions by the RSP groups who were asked to share their views of the

## Training of RSPs Staff on SUCCESS Monitoring & Evaluation (M&E) Framework

process they went about to adopt the matrices and their usefulness, a better idea of which will be gauged once used in the field.

This was followed by a session on the purpose, scope and criteria for evaluation by Mr. Saadi, who touched upon the differences between monitoring and evaluation, and the different tools that will be used by the latter in the SUCCESS Programme.



The proceeding sessions included sharing the Quality Assurance and Control Plan (QACP) with the participants, developed as a tool by RSPN to supplement the M&E functions. The QACP consists of checklists to be used by the implementers in the field, which vary depending on the activity. After explaining and discussing with the participants about how they understand 'quality', a run through of a few checklists was conducted and shared with the participants to gain their feedback on its usability and implementation.

The following session of the day focused on the Socio-Economic Baseline and End-line surveys, the methodology and format of which is designed by RSPN in consultation with a technical consultant from the University of Mannheim, Germany. Mr. Saadi continued to explain the purpose of the survey, its different components and the timeline of when and how it will be conducted, and the role of M&E in the process. While conducting a run through of the survey, it was pointed out it is important to incorporate a gender perspective in the questionnaire, as males and females may have differing responses to certain socio-economic questions. These points were noted by the RSPN team for further action.

The format for the EU Quarterly Report was also shared with the RSPs to begin filling out in groups, so that the trainers and facilitators present can help address any queries that arise by the teams for benefit of all present.



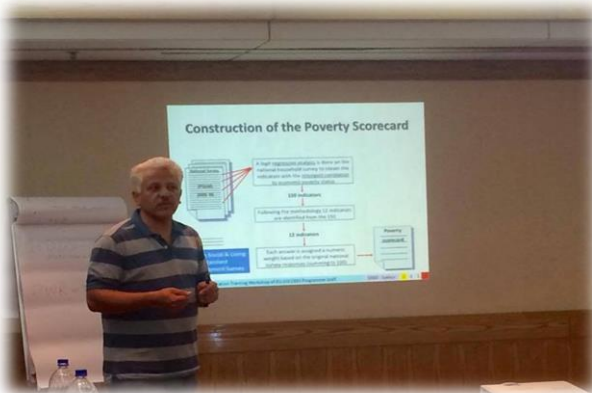


### Day 3

The third day of the training began with a recap of the previous day's sessions by Mr. Shahzad and feedback from the participants about the various topics that were covered. Following this, Mr. Shahzad conducted a session on the Institutional Maturity Index (IMI) tool to be used to evaluate the growth of the Community Institutions formed in accordance with the guidelines and measures provided in the matrix. The participants were explained the importance of the tool, especially in the context of sustainability.



Mr. Noor Muhammad, the Communication Officer SUCCESS RSPN then delivered a session on sharing the communication plan of RSPN to bring the participants on-board with the roll-out of communication related activities by RSPN that would require cooperation from the RSPs as well. Guidance was also provided on how the RSP partners can formulate their own communication plans moving forward.



Subsequent sessions included an overview of importance and methodology of the Poverty Scorecard (PSC) survey by Mr. Muhammad Tahir Waqar who spoke about its implications pre and post programme and its linkages with other programme activities and a deeper understanding of the poverty bands was provided and the benchmarks set to select

beneficiaries for different activities highlighted in the PIM. The participants shared their current progress on the PSC survey, as well as challenges and issues faced thus far and how to overcome them for the benefit all present to learn from.

### Day 4

Continuing on to Day 4, the CO formation/registration Android application format was also shared with their participants and how it is to be used by Mr Waqar, as well as field that should be included in the form and other feedback on its usability and effectiveness.

To conclude, current status on the SUCCESS Programme implementation, specifically the PSC survey was taken from the participants who also shared their coverage this far as to completed Union Council's for the quarter and what remains to be done. A vote of thanks by Mr. Shahzad and a group photograph was taken at the conclusion of the training.

## Key Decisions and Follow-up Actions

The following are the key decisions and follow-up actions resulted in the light of discussions held during training sessions on M&E related activities:

- All the RSPs M&E professionals participated in the training have officially agreed and shown satisfaction on the CO formation/registration module of android application software developed by NRSP team. Access of application software will be provided to SRSO and TRDP with subject to provision of completed geographical dataset, SMT team details along-with their respective union councils allocated to undertake SUCCESS programme activities.
- It was decided in the training that SRSO M&E officials will provide their suggestions and feedback on the CO meeting module to NRSP by first week of May 2016.
- It was also agreed that NRSP will share the MIS design and its development plan with SRSO and TRDP by 31<sup>st</sup> May 2016 to ensure the appropriate consultation and incorporate feedback of SRSO and TRDP on system development.
- Mr. Noor Muhammad, Communications Officer SUCCESS at RSPN will share the communication strategy document with SUCCESS RSPs by second week of May 2016. This course of action will help RSPs to develop their respective communication strategies in align to project documents and RSPN as well.
- RSPN will share the IMI questionnaires with RSPs M&E staff by 31<sup>st</sup> May, 2016 for their review and feedback, accordingly.

## Participants Feedback and Evaluation of Training

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.

Responses were gathered from all training participants of the RSPs staff (14 in total), where the average responses ranged between a score of **3.71-4.86** (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.

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

	Mean	Min	Max
<b>Training Objectives</b>			
1. Prior to workshop, I was well informed about the objectives	4.57	2	5
2. At the beginning of the workshop, the objectives were clearly described	4.50	4	5
3. The workshop objectives were achieved during the workshop	4.21	3	5
<b>Training Contents</b>			
1. The content of the training was relevant to my work	4.50	3	5
2. The training was an important opportunity for the exchange of experience, information and networking with colleagues from different organisations	3.89	2	5
3. What I take from this workshop will have a positive impact on my work in the future	4.29	2	5
<b>Training Design</b>			
1. The workshop structure was logical	4.29	3	5
2. The activities in this training gave me sufficient space for practice and feedback	3.71	3	5
3. The pace of the training was appropriate	4.07	3	5
4. The duration of the workshop was appropriate	4.00	3	5
5. The physical setting of the training (i.e. temperature, lighting etc. of the room was comfortable	4.57	3	5
6. The logistical support (training hall, food, and pick-drop) was appropriate	4.86	4	5
7. The materials/resources distributed were useful and relevant	4.71	3	5
<b>Training Facilitation (Khurram Shahzad)</b>			
15. The facilitators were well-versed in the contents of the training	4.71	4	5

16. How effective were the facilitators in delivering the training	4.64	3	5
17. The facilitators encouraged everyone to participate	4.43	2	5
<b>Training Facilitation (Fazal Ali Saadi)</b>			
18. The facilitator had grip of the contents of the workshop	4.75	4	5
19. How effective were the facilitator in delivering the training	4.58	4	5
20. The facilitator encouraged everyone to participate	4.46	2	5
<b>Training Facilitation (Muhammad Tahir Waqar)</b>			
19. The facilitator had grip of the contents of the workshop	4.62	3	5
20. How effective were the facilitator in delivering the training	4.77	4	5
21. The facilitator encouraged everyone to participate	4.46	2	5
<b>Training Facilitation (Marvi Ahmed)</b>			
22. The facilitator had grip of the contents of the workshop	4.43	3	5
23. How effective were the facilitator in delivering the training	4.23	2	5
24. The facilitator encouraged everyone to participate	4.15	2	5
<b>Training Facilitation (Noor Muhammad)</b>			
25. The facilitator had grip of the contents of the workshop	4.23	2	5
26. How effective were the facilitator in delivering the training	4.08	3	5
27. The facilitator encouraged everyone to participate	4.08	2	5

### **Training Concepts/Modules**

As summarised in Table 2:

- **62%** 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 each indicated that they were confused about Monitoring Functions, Quality Assurance and Control Plan and the Institutional Maturity Index, while two participants found the concept of the Poverty Scorecard confusing.

**Table 2: Summary of Feedback on Training Concepts/Modules**

Concepts/Modules	Confusing	Can Understand	Can implement with some assistance	Can implement independently	Not Applicable
Monitoring Functions	1	1	2	10	-
Evaluation Functions	-	2	5	7	-
Poverty Scorecard (PSC)	2	-	3	9	-
Socio-Economic Survey	-	3	5	6	-
Quality Assurance & Control Plan (QACP)	1	2	3	8	-
Institutional Maturity Index (IMI)	1	1	1	10	1
KPIs, DRM and PMM	-	1	2	10	1
Communication & Visibility	-	1	4	9	1

### **Subsequent Trainings**

The participants were asked whether they would like to participate in future trainings, while the majority provided a positive response, one participant stated that they would not participate in subsequent trainings. Additionally, all participants responded that they would recommend similar training workshops to their colleagues.

### **Additional Feedback**

#### **Appreciation:**

- The training provided a good opportunity to learn and share experiences with colleagues and discuss M&E framework methodologies
- The training arrangements, logistical and boarding support was done well
- The training content and delivery was well organised, to the point and well elaborated.
- The training provided a good platform to learn and deepen understanding about M&E

#### **Areas for consideration:**

- The training should be more participatory and interactive and less presentation based with text based slides



Training of RSPs Staff on SUCCESS Monitoring & Evaluation (M&E) Framework

- There should be review meetings on M&E work, apart from trainings
- Training on methodology of data gathering should be conducted
- Logical flow chart on M&E process would be helpful

## **Annexes**

## **Annex A: Training Agenda and Sessions Plan**

### **Overall Objectives of Training:**

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

1. The strategic importance of the standardised M&E approach and effective use of M&E framework
2. The purpose and scope of monitoring & evaluation functions
3. SUCCESS logframe and key performance indicators
4. SUCCESS Programme Monitoring Plan (PMP) and its operationalisation strategy
5. The purpose, scope and criteria for evaluation under SUCCESS programme
6. Approaches and methodologies for pre and post programme Poverty Scorecard survey
7. Socio-economic surveys methodologies and approaches (baseline and end-line)
8. Institutional Maturity Index (IMI) Survey
9. Strategy for undertaking thematic and sectoral case studies
10. Quality assurance control approach and plan
11. Operationalisation strategy for implementation of overall SUCCESS M&E framework

**Number of potential participants: 15-20**

### **Criteria of selection of participants:**

All dedicated M&E staff of SUCCESS programme from each RSP. The participants should include the heads of Monitoring and Evaluation department, District M&E Officers, and M&E Manager at PIU of the partner RSPs for the SUCCESS programme. The participants of this training, in turn, will operationalise the overall SUCCESS M&E framework developed by RSPN as per programme documents and work plans agreed with EU.

## Training Schedule

Timing	Sessions	Facilitator/s
<b>Day-1: Monday, 25<sup>th</sup> April 2016</b>		
0900	Arrival and participants registration	Asad Khan
0915	Welcome and brief introduction by the participants	Khurram Shahzad
0930	Introduction and strategic importance of SUCCESS M&E framework	Fazal Ali Saadi
1000	An overview of SUCCESS Logframe	Khurram Shahzad
1030	Tea break	
1100	Session on purpose and scope of monitoring functions along-with M&E team structure of SUCCESS RSPs (roles and responsibilities)	Marvi Ahmed
1145	An overview of SUCCESS Programme's Key Performance Indicators and reporting mechanisms	Khurram Shahzad
1230	Session on SUCCESS Programme Monitoring Plan (PMP) - Detailed Results Matrix (DRM) - Programme Monitoring Matrix (PMM) - Project Monitoring Report (PMR)	Marvi Ahmed and Khurram Shahzad
1330	Lunch and prayer break	
1430	Continue the session on SUCCESS Programme Monitoring Plan (PMP)	Marvi Ahmed and Khurram Shahzad
1700	Review of day's sessions	Khurram Shahzad
1730	Tea break and end of training's first day	
<b>Day-2: Tuesday, 26<sup>th</sup> April 2016</b>		
0915	Recap of training's first day sessions	Khurram Shahzad
0930	Session on describing the purpose, scope and criteria for evaluation along-with SUCCESS overall evaluation plan	Fazal Ali Saadi
1030	Tea break	
1100	Quality assurance and control approaches and plans under SUCCESS programme	Fazal Ali Saadi/ Marvi Ahmed
1300	Lunch and prayer break	
1400	Socio-economic surveys methodologies and approaches (baseline and end-line) - Baseline methodologies and approaches - Procurement and management of service provider - Coordination and UM for technical assistance on baseline surveys	Fazal Ali Saadi/ Khurram Shahzad
1530	Tea break	

Timing	Sessions	Facilitator/s
1600	Continue the session on socio-economic surveys methodologies and approaches	Fazal Ali Saadi/ Khurram Shahzad
1715	Review of day's sessions	Marvi Ahmed
1730	Tea break and end of training's first day	
<b>Day-3: Wednesday, 27<sup>th</sup> April 2016</b>		
0915	Recap of training's second day sessions	Khurram Shahzad
0930	Approaches for undertaking annual Institutional Maturity Index (IMI) surveys and thematic/sectoral case studies	Khurram Shahzad
1100	Tea break	
1130	Approaches and methodologies for pre and post programme poverty scorecard surveys - Poverty scorecard census at the programme inception phase - Strategy for sample based post poverty scorecard survey at programme evaluation stage	Muhammad Tahir Waqar/ Khurram Shahzad
1300	Lunch break	
1400	Strategy for operationalization of SUCCESS M&E framework - Capacity building of RSP M&E staff - Management Information System - Review of progress on M&E framework	Khurram Shahzad/ Marvi Ahmed
1630	Review of day's sessions	Marvi Ahmed
1700	Tea break and end of training's first day	
<b>Day-4: Thursday, 28<sup>th</sup> April 2016</b>		
0915	Recap of training's third day sessions	Khurram Shahzad
0930	Review of progress on implementation of SUCCESS Programme (specifically related to M&E i.e. poverty scorecard census, preparation of UC and district profiles, procurement of service provider for baseline surveys, etc.)	Khurram Shahzad
1100	Tea break	
1130	Follow-up, coordination and feedback mechanism on institutionalisation of M&E framework	Khurram Shahzad
1230	Closing: overview of overall sessions and setting way forward	Khurram Shahzad
1300	Lunch and prayer time	

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



**Annex B: Attendance Sheet**

Sindh Union Council & Community Economic Strengthening Support (SUCCESS) Programme									
Training Of RSPs Staff on SUCCESS Monitoring & Evaluation Framework Training - Karachi									
Sr #	Name	Organization	Designation	Email	Cell #	25-Apr-16	26-Apr-16	27-Apr-16	28-Apr-16
1	Fazal Ali Saadi	RSPN	Programme Manager	fazal@rspn.org.pk	0302-8555416	[Signature]	[Signature]	[Signature]	[Signature]
2	Khurram Shahzad	RSPN	Specialist M& E	khurram.shahzad@rspn.org.pk	0300-5201720	[Signature]	[Signature]	[Signature]	[Signature]
3	Marvi Ahmed	RSPN	M&E Officer	marvi.ahmed@rspn.org.pk	0321-2541822	[Signature]	[Signature]	[Signature]	[Signature]
4	Noor Muhammad	RSPN	Communications Officer	noor.muhammad@rspn.org.pk	0346-2500041	[Signature]	[Signature]	[Signature]	[Signature]
5	Asad Ejaz	RSPN	Admin & Procurement Officer	asad.khan@rspn.org.pk	0333-5368872	[Signature]	[Signature]	[Signature]	[Signature]
6	Pervaz Ahmed	NRSP	Manager MER	pervaz.ahmed@nrsp.org.pk	0308-8882300	[Signature]	[Signature]	[Signature]	[Signature]
7	Memoona Zeb	NRSP	Manager Communication, Reporting and Documentation	memoona.zeb@nrsp.org.pk	0300-5259746	[Signature]	[Signature]	[Signature]	[Signature]
8	Faisal Raza	NRSP	District Monitoring & Reporting officer	faisal.raza@nrsp.org.pk	0303-3336113	[Signature]	[Signature]	[Signature]	[Signature]
9	Mansoor Khoso	NRSP	District Monitoring & Reporting officer	mansoorkhoso@hotmail.com	0333-2531875	[Signature]	[Signature]	[Signature]	[Signature]
10	Ali Muhammad Shahwani	NRSP	District Monitoring & Reporting officer	alishahwani@gmail.com	0333-3297450	[Signature]	[Signature]	[Signature]	[Signature]
11	Shahrafat Sheerazi	NRSP	Data Analyst	sharafat.hussain@nrsp.org.pk	0300-8522623	[Signature]	[Signature]	[Signature]	[Signature]
12	Salim Junejo	TRDP	Coordinator MER SUCCESS	junejosalim@gmail.com	0333-0279960	[Signature]	[Signature]	ABSENT	[Signature]
13	Khimchand	TRDP	Documentation & Communication Officer - SUCCESS	khimchand87@gmail.com	0333-3694106	[Signature]	[Signature]	[Signature]	[Signature]
14	Khadim Rajpar	TRDP	District Monitoring Officer SUCCESS	khussain@microdrip.pk	-	[Signature]	[Signature]	[Signature]	[Signature]
15	Pahlaj Malhi	TRDP	District Monitoring Officer SUCCESS	pahlaj2003@gmail.com	0336-2339946	[Signature]	[Signature]	[Signature]	[Signature]
16	Dr. Ashok Bakhtani	TRDP	Sr. Manager M&E Head Office	ashokbaktani@gmail.com	0336-2339916	[Signature]	[Signature]	[Signature]	[Signature]
17	Naveed A. Memon	SRSO	Manager MER	PanhwarMuzaffar@gmail.com	0331-3078008	[Signature]	[Signature]	[Signature]	[Signature]
18	Muzaffar H Panhwar	SRSO	Manager MER	NaveedMemon@srso.org.pk	0341-7776655	[Signature]	[Signature]	[Signature]	[Signature]
19	Abdul Manan Chachar	SRSO	Reporting, documentation & communications officer	Abdulmanan@srso.org.pk	0334-2525520	[Signature]	[Signature]	[Signature]	[Signature]
20	Mazhar Ali Abro	SRSO	MER Officer Qambar	Mazharnds@gmail.com	0332-2769579	[Signature]	[Signature]	[Signature]	[Signature]
21	Narullah Kolachi	SRSO	MER Officer - Larkana	ngKolachi@gmail.com	0331-3424660	[Signature]	[Signature]	[Signature]	[Signature]
22	Tahir Waqar	NRSP	Senior Programme Manager-HO	tahir.waqar@nrsp.org.pk	0300-5555288	[Signature]	[Signature]	[Signature]	[Signature]

**Annex C: Feedback Evaluation Form**

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

<b>a. Training Objectives</b>		<b>Score</b>				
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>b. Training Content</b>						
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.						
<b>c. Training Design</b>						
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.						
<b>d. Training Facilitation</b>						
<b>Name of Facilitators</b>		<b>Khurram</b>	<b>Fazal</b>	<b>Waqar</b>	<b>Marvi</b>	<b>Noor</b>
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.						
<b>e. Training Concepts/Modules</b>						
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.	Monitoring Functions		5.	Quality Assurance & Control Plan		
2.	Evaluation Functions		6.	Institutional Maturity Index		
3.	Poverty Scorecard		7.	KPIs, DRM and PMM		
4.	Socio-Economic Survey		8.	Communication & Visibility		
<b>f. Subsequent Trainings</b>						
1. Will you participate in the next training? (Circle the relevant answer)					<b>Yes</b>	<b>No</b>
2. Will you recommend this training for others? (Circle the relevant answer)					<b>Yes</b>	<b>No</b>
1. Please give any additional feedback on this training, and any suggestions for the next:						

Name (optional) \_\_\_\_\_

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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