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SUCCESS



RSPN

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

**First Evaluation of
SUCCESS Programme – RSPN Component**

Submitted to:

Rural Support Programmes Network (RSPN)

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ACRONYMS

AKRSP	Aga Khan Rural Support Programme
BOP	Bottom of the Pyramid
CDD	Community Driven Development
CIF	Community Investment Fund
CO	Community Organization
CPI	Community Physical Infrastructure
CSR	Corporate Social Responsibility
EU	European Union
EUD	European Union Delegation
GoS	Government of Sindh
ICTs	Information and Communication Technologies
IGG	Income Generating Grant
LSO	Local Support Organization
MHI	Micro Health Insurance
NRSP	National Rural Support Programme
PIM	Programme Implementation Manual
PSC	Poverty Score Card
PSDP	Public Sector Development Programme
QACP	Quality Assurance and Control Plan
RSPs	Rural Support Programmes
RSPN	Rural Support Programmes Network
SECP	Securities and Exchanges Commission of Pakistan
SRSO	Sindh Rural Support Organization
SSK	Shoaib Sultan Khan
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
TORs	Terms of Reference
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UCBPRP	Union Council Based Poverty Reduction Programme

EXECUTIVE SUMMARY

The rural communities of Sindh province in Pakistan live under conditions of extreme and chronic poverty. To alleviate this situation, in 2008, the Government of Sindh (GoS) launched the Union Council Based Poverty Reduction Programme (UCBPRP) to be implemented in four districts of Sindh through the Rural Support Programmes (RSPs). Encouraged by its results, GoS intends to scale up this approach to other districts.

Supported by the European Union (EU) and implemented by three Sindh-based RSPs, National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP), and their network, Rural Support Programmes Network (RSPN), the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme (2015-2022) builds on this initiative, by offering a package of tangible inputs and intellectual support to GoS in adopting key elements of the community driven development (CDD) approach, developed and tested on a large scale by RSPs in Pakistan.

The role of RSPN in this endeavour is to support and complement the core components of the SUCCESS Programme with knowledge products, designed to ensure effective quality control in implementation, and improved common tools and methodologies for impact measurement. RSPN would also support its implementing partners in wider dissemination of the lessons learnt through evidence-based advocacy to scale up successful CDD interventions.

This first evaluation of the RSPN Component in SUCCESS Programme examines its performance against four standard evaluation criteria such as relevance, efficiency, effectiveness and sustainability.

Overall Performance

The programme overall is rated 4 on a scale of 1 to 5, signifying major strengths of the approach, good design features, and high quality of results delivered and adopted by implementing partners. The main reasons for the RSPN Component's achievement are appropriate and superior technical support to its implementing partners, and may be summarised as follows:

- The RSPN Component provided customised high quality technical support to RSPs to implement a promising community development approach tested on a large canvas by RSPs
- RSPN is a trusted partner of implementing RSPs, with capacity and competency in research, monitoring and evaluation frameworks, tools and methodologies, used by RSPs in their CDD approach
- A high degree of demand, collaboration and participation among implementing partners in research, design and development of common tools and methodologies contributed to efficient and effective roll out of the overall SUCCESS Programme Components in a short period of time.
- Rapid field testing, adoption and use of the RSPN component outputs by implementing partners, early field results and positive spill over effects on the organisational development of implementing partners were value-added contributions

Relevance

- a) CDD is an organically evolved approach spearheaded and tested by RSPs in different socioeconomic contexts of Pakistan
- b) The central and provincial governments have proactively supported this approach and have taken steps to incorporate many of its applications into public policy, planning and budgetary allocations, especially in Sindh Province

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- c) Major donors, especially EU, have recognised the relevance of RSP approach to their poverty reduction and sustainable development strategies for Pakistan, and are willing to support similar initiatives in future
- d) Market orientation of communities and the role of private sector for stimulating local growth, is largely missing in the RSPs approach to CDD and this may be one of the weaknesses
- e) EU's support to GoS through the SUCCESS Programme and its engagement with RSPs for its implementation is contingent upon tangible results on the ground, and continuous learning for all stakeholders, and openness to experimenting with new ideas, especially through RSPN
- f) The RSPN Component in the SUCCESS Programme is well designed and relevant to the contextual conditions and the needs of the RSPs and communities
- g) Implementing RSPs' participation and contribution in developing common tools and methodologies under the RSPN Component, have been found to be both meaningful and substantive

Efficiency

- a) In terms of operational efficiency, RSPN has logically planned and sequenced relevant activities under each result
- b) Although, the Programme is only one year old, the approach potentially signals smart planning and efficient implementation support for the core components
- c) Although one of the of implementing RSPs experienced delays in starting the programme activities, the reasons for the delay were analysed and implementation support was calibrated for that RSP, and the pace of implementation has improved as a result
- d) The evaluation recognises clear thinking on the part of RSPN, and good coordination with implementing partners, as well as with key stakeholders in GoS and at the Centre, and the EU support team in Islamabad.

Effectiveness

- a) In each of the four principal sub components, the evaluation has found significant progress and contribution to the overall Component objectives
- b) An estimated 90% of the outputs planned for year one has been delivered, and the Component is on track to meeting its remaining targets planned for the current year and in the remaining period
- c) The quality of the delivered outputs has been generally high, and acknowledged as such, by implementing RSPs and the donor
- d) The evaluation has also found examples of spill over effects and opportunities to deepen and extend programme activities to build further on the experience thus far, strengthen on-going achievements, and exploring new ways to increase proactivity and performance
- e) Judging from the responses and confidence of the implementing partners, and barring any unanticipated changes in the environment, the evaluation can conclude that RSPN Component has increased the likelihood of SUCCESS Programme achieving its overall objectives, at the end of project period
- f) Common implementation approaches and methodologies are firmly in place, adopted and in practice, by all the SUCCESS implementing RSPs
- g) The coordination and working relations between RSPN and its implementing partners have been excellent

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- h) The SUCCESS Programme has presented RSPN with new opportunities to build on its core competencies and further specialise as a knowledge mediator for RSPs, the state and the civil society sectors

Sustainability

- a) There is sufficient evidence to support the conclusion that RSP's CDD approach has broader appeal to government and donors to address widespread and entrenched poverty in rural Pakistan
- b) The growing partnership between GoS, EU and RSPs/ RSPN is an example of this trend
- c) RSPs and their Network have earned this acceptance through scale, demonstrated capacity and evidence-based advocacy
- d) RSPN has played a key role in developing and improving better and more precise tools for Research and Development (R&D) and impact measurement
- e) The SUCCESS Programme has provided an opportunity to make system-wide improvements in both product development and processes (research, design, delivery and measurement of services)
- f) The evaluation found strong evidence and indication of good collaboration and ownership in developing common tools and methodologies, which are adopted and used by implementing partners
- g) Evidence was also found for the sustained use, adaptations and positive spill over effects of these tools
- h) The R&D Component also appears to have stirred the imagination of professional staff who were involved in this collaborative effort, to explore further opportunities and possibilities for creating and disseminating a variety of other knowledge tools, methodologies and applications that can contribute to RSP's broader CDD effort

CONCLUSIONS

- 1) Overall, RSP's CDD approach (institutional pyramid) followed in the SUCCESS Programme, is well suited to reducing poverty in rural areas of Sindh
- 2) In its review of factors that determine implementation success, the evaluation has found a number of strengths, including a high degree of relevance, good design features, economies in resource use, effective and instant uses of outputs, key elements of sustainability, and strong collaboration among implementing partners.
- 3) Under each of the four principal results of the RSPN Component, the evaluation has found significant signs of progress, as well as potential contribution towards the SUCCESS Programme's overall objectives.
- 4) Scope exists for extending the specific tools and methodologies developed under SUCCESS Programme to other RSPs, LSOs and state sector institutions, and to experiment with other tools, especially mobile phone based applications for mass mobilisation of communities, financial inclusion, and knowledge transfer for a range of transformative ends
- 5) As RSPs have discovered, learning happens—by doing it! The same concept applies to the '*institutions of the people*'. Under SUCCESS Programme, RSPs have an opportunity to walk LSOs and lower tier of Community Institutions through this learning process.
- 6) By going further than the COs and targeting individual women and households for income generation activities, RSPs appear to be venturing into creation of private

goods, which may be a new challenge. This requires looking into other experiences around the world, and learning and integrating new ideas to their model

RECOMMENDATIONS

- 1) The overall SUCCESS Programme is poised to create multiple opportunities for the poor to progressively graduate and breakout out of their cycle of poverty. This aspect needs further attention by exploring and integrating elements of market driven approaches into CDD, especially when the new challenge is to create private goods
- 2) Some context specific problems, such as water scarcity, very low levels of literacy, and health and hygiene issues among women in Sindh, require a combination of technical and social innovations, for which RSPs need to get specialised help from relevant sources
- 3) Creating a robust pipeline of productivity enhancing interventions, such as for water conservation and management, kitchen gardens, and new market-based products and services, would require new types of partnerships with specialised entities, beyond government line departments and familiar and similar entities
- 4) Enhancing technical, vocational and management skills, increasing production, productivity and value added and marketization of remote rural areas, remain the main challenges for RSPs and the government, again requiring specialised input, or outreach to global best practices
- 5) Use of information and communication technologies (ICTs) in support of social and economic transformation and environmental conservation are other challenges
- 6) Building on its achievements in the R&D Component under SUCCESS Programme, RSPN needs to deepen and broaden its scope, and further specialise as a knowledge network for all RSPs.

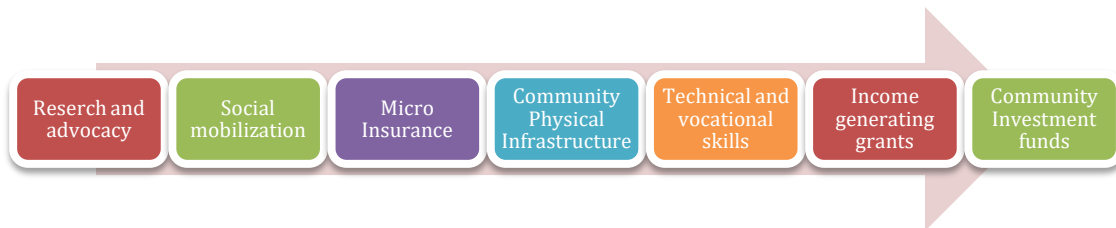
1. INTRODUCTION

1.1 SUCCESS Programme

The Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme is a six-year (2015-21) community-driven development (CDD) initiative, supported by the European Union (EU). The Programme is jointly implemented by three Rural Support Programmes (RSPs) and the Rural Support Programmes Network (RSPN)¹, and covers eight districts in Sindh Province. A unique feature of the Programme, at least in Pakistan, is that it is exclusively focused on women. The Programme builds on the experience of previous EU and Government of Sindh supported CDD projects implemented in partnership with RSPs in Khyber Pakhtunkhwa, Balochistan and Sindh provinces.²

The overall objective of the SUCCESS Programme is to reduce poverty through an intensive, integrated and interconnected suite of interventions, ‘tested and proven’ by RSPs in different socioeconomic contexts of Pakistan.³ The SUCCESS Programme aims to demonstrate the efficacy and effectiveness of the three-tiered CDD approach spearheaded by RSPs in Pakistan for its acceptance at the state level. The Programme includes both ‘hardware’ and ‘software’ components, aimed at lifting rural poor out of their poverty in significantly large numbers, and doing it in a manner that can be replicated by the government of Sindh (GoS) with some adaptations. The Programme has a number of support activities, considered as critical for effective implementation, quality assurance, and evidence-based advocacy. This component is implemented by RSPN, and is the subject of this evaluation. Altogether, the Programme includes the following six components:

Figure 1: Success Programme Components



Through these investments, the Programme intends to break the cycle of abject poverty in rural Sindh, by creating and diversifying income sources for the poorest households and improving their access to basic social and economic services from the public and private sector providers. An explicit purpose of the programme is to work in tandem with the provincial government in implementing innovative approaches to local development. The idea is to promote decentralisation of development management at the local level, create space for local elected and civil society actors, and eventually inject key features of RSPs’ CDD approach in public policy, sector planning and resource allocation decisions. The provincial government supports this Programme, and sees it as an opportunity to reform and update its own systems. SUCCESS provides a timely opportunity to support newly elected local governments at the Union, sub district and district levels to work and undertake joint actions with increasingly empowered, capacitated and willing COs, VOs and LSOs for effective local development.

¹ The implementing partners include 1) National Rural Support Programme (NRSP), 2) Sindh Rural Support Organization (SRSO), 3) Thardeep Rural Development Programme (TRDP), and Rural Support Programmes Network (RSPN). RSPN is a Network of 11 RSPs in Pakistan.

² EU supported Programme for Economic Enhancement and Community Empowerment (PEACE) in KP and Balochistan Rural Development Programme (BRDP) in Balochistan, Government of Sindh supported Union Council Based Poverty Reduction Programme (UCBPRP) in Sindh

³ The RSP approach was first tested as a ‘replicable’ model, as Aga Khan Rural Support Programme (AKRSP) in the Gilgit-Baltistan and Chitral region in 1980s, and has now grown into 11 RSPs and RSPN, covering over 40 million people in the whole of Pakistan

1.2 RSPN Component

A key value addition to the SUCCESS Programme is advocacy, research and knowledge support to the implementing RSPs, through award of a separate grant to RSPN by the EU. The main objective of this Component is to complement other components of the Programme, through action research and development of knowledge products. Specifically, through this Component, RSPN is expected to ensure quality and effectiveness of programme interventions through a carefully selected set of interventions. These interventions are designed to ring fence the main Programme for quality assurance in implementation, but also formalise, harmonise and institutionalise tools and methods for scaling up and scaling out the broader CDD approach to state sector policy and planning systems, both in Sindh and other provinces, as well as transmit evidence-based results to national and international development agencies.

From the review of Programme documents and interviews with key stakeholders, it is evident that a new and specialised division of labour is being envisaged between RSPs and their Network, pointing to a broader aim of developing and integrating knowledge tools, experimenting and learning, calibration and adaptation, in a seamless process. This evaluation examines the design relevance and overall performance of RSPN component, in its first year of its implementation, report on early results, and make recommendations for fine-tuning the Programme in the remaining period.

1.3 Objectives of RSPN Component

Overall Objective:

Support SUCCESS partners to enable the Government of Sindh (GoS) from 2018 to support and sustain CDD initiatives throughout the province, through the provincial budget, based on a dedicated budgeted policy in partnership with Community Institutions.

Specific Objective

SUCCESS Programme effectiveness enhanced for achieving results at all levels through standardisation of processes, quality criteria and quality assurance processes.

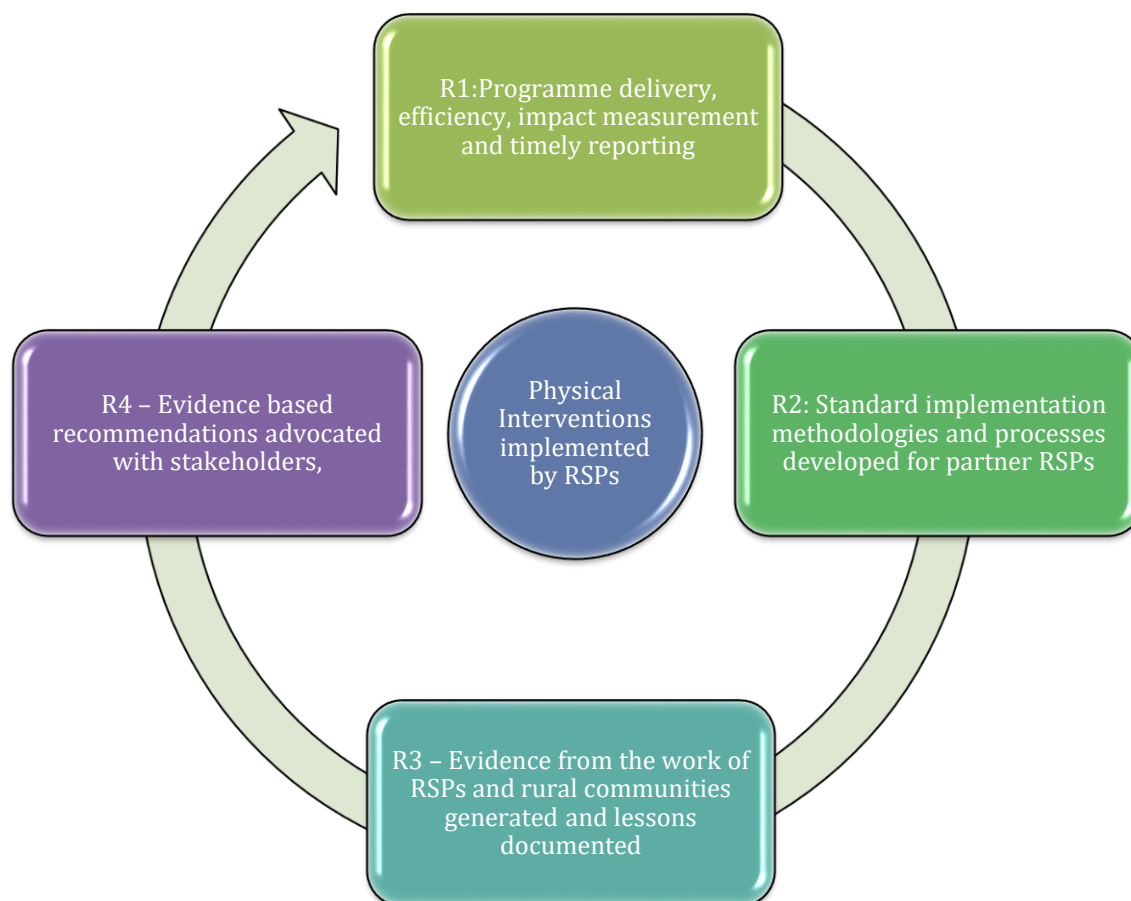
Results

R1	A common approach to benchmarking/baselines by all implementing RSPs	A common M&E Framework	Annual Key Performance Indicators (KPIs)
R2	Implementation manual/guidelines	Staff of Partner RSPs trained on Programme Implementation Manual	Quality Control Plan in Place
R3	At least one action research Project completed by the end of Programme	Four thematic/sectoral studies completed by end of the Programme	One synthesis report completed by end of the Programme
R4	CDD approach reflected in a # of donor /government programmes and projects	A number of advocacy events undertaken	A # of Regional Cooperation activities undertaken

The above objectives and results are to be achieved through a number of activities clubbed under each result.

The 'core' development activities of the programme are ring-fenced for quality assurance by the RSPN Component activities, as depicted in Figure 2.

Figure 2: SUCCESS Programme Conceptual Framework



2. PURPOSE AND SCOPE OF EVALUATION

This evaluation is intended to provide the key stakeholders with an independent assessment of the SUCCESS Programme (RSPN component) for year one of its implementation.

2.1 Evaluation Objectives

As stated in the Terms of Reference (TORs), the evaluation has two primary purposes:

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

2.2 Scope of Work

To carry out this assignment the consultant collected and compiled information and analysed the results and activities of the RSPN Component, for their contribution towards the overall Programme objective (see TORs in Annex 1).

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Specifically, this entailed:

- Review and analysis of key documents related to the SUCCESS Programme.
- Examination of financial documents, six monthly progress reports, Programme Implementation Manuals (PIM) and guidelines, event reports, and various monitoring documents related to the SUCCESS Programme
- To evaluate the logframe achievements, the consultant gathered additional information through interviews with key stakeholders, including donor representatives, and group and individual discussions with the implementing partner RSPs. The consultant also reviewed published views of officials of government of Sindh.

3. EVALUATION METHODOLOGY

The methodology covered review of the overall Programme design, objectives and indicators of the SUCCESS Programme (RSPN component) for relevance, and evaluation of achievements against the logframe indicators and standard criteria of relevance, efficiency, effectiveness, and sustainability. The consultant conducted this assessment using the deductive, inductive and cross-validation methodology, combining the review of project documents and interviews with donor, RSPN and RSP representatives.

Quantitative data was obtained from programme documents, progress reports/ MIS. Qualitative data was collected through interviews with key stakeholders, including programme staff, sector experts, and donor representative.

Two evaluation instruments were developed: a) an overall questionnaire for donor representatives, and b) a more detailed one for programme staff. Close-end questions, i.e., “to what extent the programme was relevant, efficient, effective, and sustainable were asked with (Y/N) answer options. Follow up questions (FOR YES answers,) focused on *HOW* questions, to find out contributing factors. For No answers, *WHY NOT* questions were asked to determine limiting factors.

(See Evaluation Methodology in Annex 2 and Evaluation Instruments in Annexes: 3 & 4).

The following sequential steps were followed to complete this assignment

- Understand evaluation purpose
- Review project documents/ LOGFRAM
- Develop evaluation methodology
- Develop evaluation Instruments
- Collect data/ information
- Analysis/ synthesis
- Share draft report with RSPN
- Review and incorporate feedback
- Finalise Report

4. EVALUATION QUESTIONS

The evaluation questions are clustered under five standard evaluation criteria (relevance, effectiveness, efficiency, and sustainability). These criteria are further defined as follows:

- Relevance:** The evaluation examined the continued relevance of RSPs’ approach to CDD, especially its three-tier Social Mobilisation approach to EU’s sector strategy in Pakistan and, specifically, the design and appropriateness of the RSPN component to implementing partners (NRSP, TRDP and SRSO) in enhancing their efficiency in implementing the SUCCESS Programme.
- Efficiency:** looked at questions, in terms of how smartly programme resources were deployed and value created. In this evaluation, which is in its first year of

implementation, the analyses is limited to providing preliminary evidence on financial planning, budgetary targets, disbursement, staff recruitment and training.

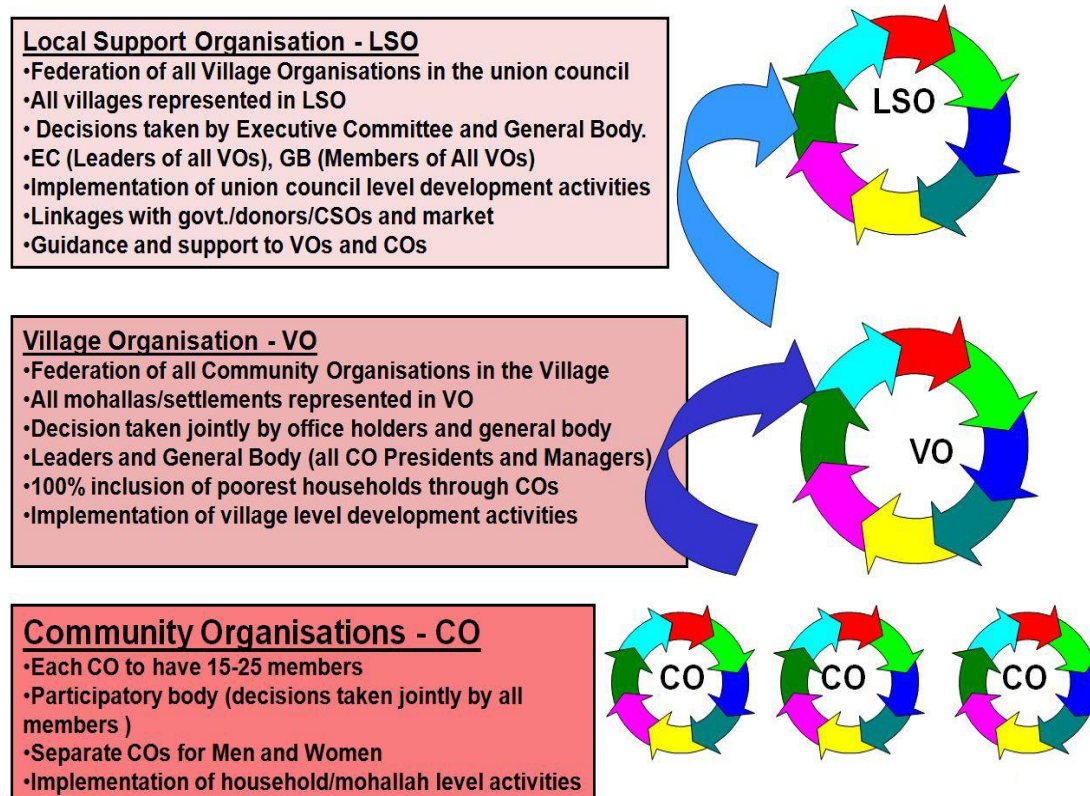
- c. **Effectiveness:** refers to the extent to which an intervention’s objectives are achieved or are likely to be achieved. This evaluations sought to determine whether interventions’ services and products are reaching the targeted audiences; whether the intended beneficiaries, in this case implementing partner are using them; whether the interventions were delivered is as planned in the project design; and whether the interventions are likely to achieve their targets.
- d. **Sustainability:** refers to the continuation of an intervention’s services and benefits after programme assistance ends. Three dimensions of sustainability—continued use of approach and outputs by implementing institutions, replication, and spill over effects—are examined in this evaluation. Institutional sustainability refers to the implementing partners’ capacity to manage its operations independently.

5. DESCRIPTION OF RSP APPROACH

As shown in Figure 3 below, a three-tiered CDD approach has been evolved by RSPs, and well articulated by RSPN on its website: <http://www.rspn.org/index.php/work/social-mobilisation/>

Figure 3: Institutional Pyramid of RSPs

Three-Tiered Social Mobilisation



Source:www.rspn.org

The above institutional pyramid is considered as the *sine qua non* of RSP approach. It is built over time to meet a number of pre-requisites considered as critical, but difficult to ensure in a flat organisational approach, for effective CDD. Conceptually and based on experience, the

horizontal and vertical organisation of communities is understood to provide a more complete answer and work more effectively in addressing complex and multi-layered community needs.

The base of this pyramid is provided by women-only Community Organisations or COs, which are small and manageable groups of about 15 households or women members, who are likely to be homogenous and have similar needs and interests. They live in proximity to each other and can meet on a regular basis to articulate their potentials and needs, pool their labour and resources, and plan and implement mutually agreed small-scale development activities. Key attributes of COs are:

- **High levels of participation** and democratic decision-making, with a good degree of mutual trust and accountability
- **Highly inclusive**, flexible and able to identify and address individual household needs with a promise of equity in benefits
- **Highly cohesive** (one for all, all for one), driven by common interests and self-determination

Village Organisation (VO) is the next level of aggregation. It is removed one step from direct participation of individual households in decision-making, but works on the principles of democratic representation. VO members are nominated by COs, and their mandate is to seek out opportunities for village development, with the expectation that most, if not all, households will share the benefits from the collective actions of their VO. Key attributes of VOs are:

- **Democratic representation of COs** for aggregating common needs and taking collective actions at the village or settlement level
- **Civic forums** for expressing village identity, autonomy, protection of rights, advocacy and collective bargaining
- **Accountable retailing mechanisms** for development inputs and services available from government and aid agencies

VOs come together to foster the Local Support Organisations or LSOs for aggregating community needs and interfacing and contracting with public/ private sector service providers at higher level, usually corresponding to the geographical area covered by a Union Council (UC). LSOs as 'people's own institutions' combine the voluntary spirit, espouse the values of self-help and self-management of the organised communities and offer outreach to households via VOs and COs. The LSO concept was initially conceived with an *end* purpose in mind, to create on permanent basis people's institutions that are owned by, and accountable to communities. As LSOs gain confidence, experience and develop capabilities, they will develop local networks to access resources as well as services for their members. LSOs have begun to interact with district line departments for improving access to public services. The next level of organisational development envisioned is to foster taluka and district level LSO Networks for greater interaction and advocacy with local stakeholders between public the and civil society sectors. The key traits of LSOs include:

- **Neo-indigenous**, voluntary social pillar of people's own institutions for resources and public service mediation at higher level for their constituent VOs/COs
- **Downward accountability** to their constituent members in decision making and shaping of development agenda
- **Formal and final** expression of the institutional edifice created by RSPs (*institutions of the people*)

6. FINDINGS AND CONCLUSIONS

6.1 Relevance

6.1.1 Relevance of RSPs' CDD Approach to EU's Development Strategy

Evaluation question

To what extent RSPs' particular approach to community driven development (CDD) is relevant to EU's poverty reduction strategy in Pakistan?

The following is a summation and approximation of the responses received through formal interviews with representatives of EU Delegation (EUD) in Pakistan.

- For donors in general and EU in particular, the RSP approach is not new, as they have been following this approach for 30-40 years, and it has been continuously tweaked and improved through the process of “learning by doing”. However, this is not say that this approach has all the answers. But it is a good approach in many respects. It is a tested approach, and has proven its worth by delivering results.
- One of the attractive features of the RSP approach is that it is a learning approach and that is important. That is one of the reasons why we as a donor like it.
- Another important feature of the RSP approach is the scalability through an extensive network of professional and voluntary organisations, which RSPs have helped to create on the ground through social mobilisation of communities. Pakistan is a very large country and if we need to reach out to communities in the middle of the desert, or in mountains with information or services, we can readily do that through this institutional pyramid of RSPs, LSOs, VOs, COs.
- This is an important consideration for EU, as this ability to reach out to tens of millions of people in the countryside is almost unique to RSPs. We cannot do this and the government cannot do this. We can access this channel for a variety of purposes, such as passing information for sensitising people on the benefits of hand washing and sanitation, nutritional information, new ways of doing agriculture, and for implementing projects and getting instant feedback
- A second point of relevance for us is the high degree of trust that exists between communities, RSPs and RSPN. This is something that we value most. The trust factor is important for community development, as we know the high cost of distrust, suspicion and the fear of the unknown, which many donors are experiencing in Pakistan, and elsewhere. If people have no trust, then even the most beneficial and well-indented programs can breakdown. People have been working with RSPs for all these years, and the bond of trust between communities and RSPs is time-tested and very high. This has good value for us as a donor and working through these channels guarantees good delivery, acceptance of services, and good results and outcomes.
- Another point is that the institutional pyramid developed by RSPs is also useful for delivering public sector services and the government is committed to this approach. There is commitment from the GoS and GoKPK to support this approach, especially for implementing projects at the lower level, encouraging newly elected local government bodies and LSOs to work together, with UC as the lowest unit of development, and closest to people.
- We are working with RSPs in other projects, and using elements of this approach in other projects, such as RAHA in Balochistan, and we are planning two new projects in Sind and Balochistan, where we will add new features to the RSP approach. In Balochistan, we will be working with local authorities, which we don't yet have in Sindh. So, we are also learning as a donor and pushing RSPs and other partners to be more innovative and effective, but also realising that we cannot push them too much, and overburden them too much.

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- While recognising their high capacity and competency in CDD, it is also important for RSPs not to lose their soul, and pretend that only they have the magic bullet to fix the problem. Yes, the RSP approach is a good approach, it is working and has produced good results, but we have not eliminated poverty, which is a larger challenge, requiring an open-minded approach. If we think that we know it all, then we stop thinking, stop experimenting, stop piloting and one day, we will find ourselves in a deep pit, and become irrelevant.
- There are also risks for RSPs in venturing beyond their areas of expertise and specialisation, by becoming just conduits of funding for donors, especially because of the good reputation they have developed as reliable partners to implement larger projects. The donors are under pressure to streamline and reduce the number of contracts. This in our view will be a mistake, as it will dissipate their focus, divert their resources and dilute their specialised effort.
- RSPN has an important role to play in keeping the door of ideas and possibilities open for its members, through collecting information on different practices, critically analysing this information, and presenting findings and proposing new ideas, approaches and possibilities to RSPs for testing them on the ground. Not just looking inwards into RSPs, but also looking outside for inspiration, ideas, and innovations, both technical and social innovations.

6.1.2 Relevance of RSPN Component to the needs of Implementing RSPs

<p>RSPN Component</p> <p>The specific role of RSPN in the SUCCESS PROGRAMME is to develop and standardise operational tools and methodologies for implementing the main components by three RSPs, and improving efficiency and quality of implementation processes</p>
<p>R1 – SUCCESS Programme delivery, efficiency and impact measured and reported timely</p> <ul style="list-style-type: none"> • A common approach for undertaking baselines by the implementing RSPs • A common M&E framework • Annual Key Performance Indicators (KPIs)
<p>R2 – SUCCESS Programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements.</p> <ul style="list-style-type: none"> • Implementation manual/guidelines • RSPs staff trained on Programme Implementation Manual • Quality control plan
<p>R3–Evidence from the work of RSPs and rural communities generated and lessons documented</p> <ul style="list-style-type: none"> • AT least one action research Programme completed by end of the Programme • Four thematic/sector studies and one synthesis report completed by end of the Programme
<p>R4 – Evidence based recommendations advocated with stakeholders, including policy makers, donors, and development organisations, to promote successful community development approaches within the country and beyond.</p> <ol style="list-style-type: none"> a) Community driven local development approach reflected in number of donor and government programmed and projects b) Number of advocacy events undertaken c) Number of Regional Cooperation activities undertaken with organisations working in the regional countries

Evaluation question

To what extent project design and activities under RSPN Component are relevant to the contextual conditions and stakeholders' needs?

Summary of EUD Responses

- Since all RSPs are using a common approach and the same conceptual framework to community development, it makes sense to develop common working tools and methodologies for planning and programming and having a standard yardstick for measuring results. As RSPs grow in scale and complexity, they need standard tools. And this is not something new, as RSPN and RSPs are already in the process of harmonising their planning, programming and M&E tools and methodologies. The main purpose of this component is to facilitate and formalise this process. The value for donors like EU is that it allows us to compare apples with apples and carrots with carrots, among other value additions.
- It is also about measuring and presenting results and impacts of their work as a network in their true scale, rather than presenting what individual RSPs are able to achieve. Instead of saying this is what NRSP, SRSO and TRDP have achieved, they could say this is what RSPs in Pakistan have been able to achieve. This project is a step in the direction of greater synergies, harmonisation and scaling up the work of RSPs.
- These standard tools and methodologies can enable RSPs to collect information in real time and in ways that makes it easier to consolidate, compare and analyse data, and draw results that are useful for UC, District and regional level planning, information that can also be used for public sector planning. In this way, this project is also an investment in improving public sector planning, at the UC, district and higher levels
- This clear division of work between RSPs and RSPN is very important and there is debate within EUD about the temptation on the part of donors, EU included, in saying that let's give one contract to RSPN and let it sub contract it to RSPs, because it makes life much easier to manage one contract for donors. But that will be a mistake and not in the interest of RSPN itself, as it will turn it into a contractor, rather than a network for ideas and good practices.
- We think that this is the type of work (RSPN Component) RSPN should undertake and specialise in, of course in consultation with its member RSPs. These tools are not cast in stone, but should be continuously improved, as new needs emerge. The way we see RSPN's role evolving is that of a research and knowledge-oriented organisation, or a think tank, developing and testing new products and services for its members. Not in isolation but working closely with its members and getting its inspiration from their work, seeking solutions to their problems and documenting and sharing good practices emanating from the knowledge and experience of its member RSPs.
- The important point in this relationship is to recognise that RSPs are independent players and it is their work and their creativity that is the driving force for the actual work on the ground. RSPN is there to add value to the work of RSPs and this can be done in a variety of support roles. One of them is the role in the SUCCESS Project, developing knowledge tools, another could be testing and piloting new ideas with different RSPs.
- We as a donor will be happy to support RSPN in playing this R&D and knowledge generation role, testing and experimenting new ideas, being at the front, distilling learning and then scaling new workable ideas through RSPs. I think there is this opportunity in Pakistan.

Findings from Responses of Implementing RSPs

The SUCCESS Programme is built on the experience of Union Council Based Poverty Reduction Programme (UCBPRP), which was an initiative of GoS, with good results. From the review of statements of the top political leadership and senior government officials available in public domain, it is clear that there is good commitment and ownership for the RSP approach in general and for the SUCCESS Programme, in particular.

The officials of EU interviewed for this report, also testified GoS' commitment at the highest level for adopting CDD approach in public policy and planning.

A Senior Manager of one of the implementing RSPs stated that for RSPs, the RSPN Component is about learning and improving and going to the next level of professional development as a group.

As lead partner in designing and implementing all the research and combined tools for Programme performance tracking, RSPN consulted with all three implementing RSPs, and took their input in finalising them. A series of consultative workshops were held for the relevant staff members of RSPN, NRSP, TRDP and SRSO. This ensured relevance and buy in for implementing RSPs.

The methodologies defined for Baseline and end line surveys were reported as “well articulated and in accordance with the project agreement with the donor”. These methodologies were also consistent with existing approaches followed by all RSPs in reaching out to their targeted communities.

These methodologies were also found to be relevant to the contextual conditions, as it allows measuring changes in the social and economic determinants of poverty.

The indicators on socioeconomic change that will be tracked are clear and comprehensive, and include education status, health status, work status of household members; income levels and sources, expenditure level and expenditure heads; assets – quantity, value and ownership; liabilities, i.e., loan amount and sources, debt amount and sources; poverty incidence, and depth and severity of poverty.

These indicators were considered as appropriate and relevant, not only to meet the requirements of the implementing RSPs, but also national and provincial level government mandates, as most of the SDGs are also covered by these types of assessments.

The Monitoring Framework ensures that the programme is delivered efficiently and the impact is measured and reported in a timely manner with common approach.

The M&E head of one RSP said that although he was not part of the design team but he has reviewed the documents and was satisfied with the contents and context with reference to the agreed points with the government of Sindh in general and technically in conformity with donor requirements.

The M&E framework developed by RSPN was described as “well articulated with performance indicators, means of verification and the intended results against components are directly or indirectly contributing to the Sustainable Development Goals (SDGs)”, by the relevant project staff of all three RSPs.

The Programme Implementation Manual (PIM) developed by RSPN represent many of the ideas and practices in each of the implement RSP, so they were rated as “very relevant” to their context.

Quality Control Plan (QCP) was quoted as a “very useful tool” to sensitise the operational staff responsible for ensuring quality in the delivery of services in the field. Among other useful guidelines, the QCP provides a checklist for staff and supervisors to systematically check the quality of each activity during and after its implementation. This tool is being used by at least one RSP for its activities other than SUCCESS Programme.

Conclusions for relevance

- a. The RSP approach to CDD has organically evolved through “learning by doing”. It is time-tested, scalable and based on mutual trust and respect between RSPs and the communities they serve
- b. The central and provincial governments in Pakistan have proactively supported this approach and have taken steps to incorporate many of its applications into public policy, planning and budgetary allocations, especially in Sindh Province
- c. Major donors, especially EU, have recognised the relevance of RSP approach to their poverty reduction and sustainable development strategies for Pakistan, and are willing to support similar initiatives in future
- d. One weakness of the RSP approach to CDD may be that it is largely missing the market orientation of communities and the role of private sector for stimulating local growth.
- e. EU’s support to GoS through the SUCCESS Programme and its engagement with RSPs for its implementation is contingent upon tangible results on the ground, and continuous learning for all stakeholders, and openness to experimenting with new ideas, especially through RSPN
- f. The RSP Component in the SUCCESS Programme is well designed and relevant to the contextual conditions and the needs of communities
- g. Implementing RSPs’ participation and contribution in developing common tools and methodologies under the RSPN Component, have been found to be both meaningful and substantive
- h. The SUCCESS Programme’s approach to developing common tools and methodologies has relevance to a variety of needs of other stakeholders, such as other RSPs, LSOs, COs, Government, small businesses and even individual households

6.2 Efficiency

Evaluation question

To what extent the project activities and outputs delivered so far by RSPN, or in-progress, under each Result, were efficient and cost-effective? (This question was asked for activities under all four Results).

6.2.1 Overall efficiency Assessment

Overall, RSPN has used project resources prudently and efficiently, and has largely met timelines in delivering project outputs. An estimated 90% of outputs in the work plan for year one have been delivered to, and verified by, the partner RSPs. See List of Outputs delivered so far in Annex 5.

TRDP experienced delays in commencement of Programme activities as previously they were managing project related activities in Jamshoro and Dadu districts directly from their head office based in Tharparkar. For SUCCESS, TRDP has now established the project implementation office, district and field offices in the SUCCESS target districts.

After the review of initial progress, RSPN provided technical assistance to TRDP in order to boost-up the pace of implementation of Programme activities during their third reporting quarter. The current situation is encouraging as TRDP is catching up and able to increase the pace of implementation and on track to achieve planned targets. Activities that are currently in progress include undertaking poverty scorecard census, organisation of households in COs

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and clustering them into VOs, and their initial trainings, etc. It is expected that they shall achieve the Year-I targets well on/before the given deadlines.

In addition, some other work schedules and planned activities did not anticipate potential delays, which led to their taking more time in completion. For instance, the “*Baseline Approaches and Methodologies*” document was scheduled for delivery in the first six months, but was finalised in Nov-Dec 2015. The explanation given by RSPN staff was that timelines for undertaking surveys were indicative. The baseline assignments’ contracts were signed on 15th August 2016 between the consultant firm i.e. APEX Consulting and three SUCCESS RSPs (NRSP, TRDP and SRSO) after competitive bidding process. It is expected that the data collection exercise will be completed by November 2016 and final datasets along with baseline reports will be finalised by last week of December 2016.

6.2.2 Value for Money

With strong programmatic and financial management systems, RSPN has demonstrated value for money in implanting SUCCESS Programme activities. Experience of being a network of large partner RSPs with biggest outreach in the country and strong technical competency has enabled RSPN to manage activities under SUCCESS with relatively high economies with good value impacts on the capacities and resources of beneficiaries, local communities and institutions.

Some examples of this cost-efficiency under SUCCESS Programme that were noted are given below:

- RSPN’s operating costs are generally at par or less than comparable organisation in the sector and region. This was helped in part by the fact that RSPN did not need field offices, as its focus was on capacitating partner RSPs and community institutions to manage and implement CDD programs under robust supervision.
- Using existing knowledge, platforms of sector specific resource groups and nationwide experience helped RSPN to develop Programme implementation manuals and guidelines, baseline methodologies and approaches, tools for disseminating cross-cutting themes amongst communities, etc. for SUCCESS partner RSPs
- RSPN has contributed EUR 1 million (20%) to the EU’s contribution of EUR 4 million (80%) for the RSPN component. This institutional arrangement of co-financing ensures the overall Programme’s ownership amongst all stakeholders and allows the funding agency to achieve more outcomes and impacts in contrast to their actual investments.

6.2.3 Financial Management

The long experience and institutional capacity of RSPN and its member RSPs in managing finances and disbursing large amounts of funds from multiple donors for project activities ensures that funds are well managed and are accounted for. RSPs typically follow highest financial control and corporate governance standards, and regulated by the Securities and Exchanges Commission of Pakistan (SECP). Financial management and accounts are subject to multiple control system, including mandatory internal and third party financial audit, and independent audit of project finances by individual donors. The internal audit departments of RSPN and RSPs work independently and report to the Audit Committees of their respective Boards

RSPN achieved an overall funds utilisation of 90% against the Programme activity amended budget in Year-I. Table 1 summarises financial resources budgeted for the component, and disbursements made for year 1.

Table 1: Budget and Expenditures for Year 1 (October 2015 to September 2016)

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#	Description	Budget (PKR)	Expenses (PKR)	Utilization Rate (%)
1	Human Resources	30,471,104	28,862,325	94.7
2	Travel	1,793,000	2,199,330	122.7
3	Equipment and supplies	7,359,150	5,811,515	79.0
4	Local office - operational expenses	3,953,308	3,446,230	87.2
5	Services (Programme activities)	5,773,518	3,749,155	64.9
6	Programme expenses	23,799,587	21,782,375	91.5
7	RSPN IDC @ 7%	5,120,477	4,609,565	90.0
	Total	78,270,143	70,460,495	90.0

Findings:

The following are the evaluation findings on efficiency criteria, based on formal interviews and informal discussions with the stakeholders, as well as review of documents and outputs delivered.

- The EU officials responsible for project oversight and quality control were satisfied with the quality and timely delivery of deliverables.
- RSPN was prudent in its choice of implementation modalities. For instance, procurement of services and contractual arrangements, were jointly managed with implementing partners.
- RSPN and its implementing partners have followed EU guidelines and selected most efficient and cost-effective methods available for procuring project services.
- Part of the reason for efficient use of project resources in delivering the outputs was prior knowledge and experience of RSPN in developing and working with such tools and methodologies
- Good working relations with implementing RSPs, also helped in operational efficiency
- The participatory design (RSPN and Implementing RSPs) of the components and sub components allowed efficient use of resources, both human and financial
- Technical Advisory services received from the University of Mannheim, Germany were seen as a value-added activity by implementing partners
- RSPN Monitoring team's technical skills were rated 'sound' by all implementing partners, and its help at every stage remained useful for RSPs' technical teams, which contributed to improving Monitoring and reporting
- After initial hiccups in one RSP in hiring project staff and training them, the recruitment, reorientation and training of relevant staff members has been completed. Project offices are also fully operational in all districts served by implementing RSPs
- Staffing levels are just right in relation to the package of interventions pursued by the project, and salaries are just about enough to retain staff with a high degree of motivation
- Because of high demand for good M&E professionals in the market, there is constant temptation for M&E staff to move to new projects that offer higher salaries and benefits
- All implementing partners made good use of electronic communication and made minimum use of physical paper

Conclusions on Efficiency

- a. In terms of operational efficiency, RSPN has logically planned and sequenced relevant activities under each result
- b. Although, the Programme is only one year old, the approach potentially signals smart planning and efficient implementation support for the core components, involving a multitude of implementing partners and stakeholders—COs, VO, LSOs, elected representatives at UCs and higher level, and functionaries of government line departments
- c. Although one the of implementing RSPs experienced delays in starting project activities, the reasons for the delay were analysed and implementation support was calibrated for that RSP; the pace of implementation has improved as a result
- d. The evaluation recognises clear thinking on the part of the part of RSPN, and good coordination with implementing partners, as well as with key stakeholders in GoS and at the Center, and the EU support team in Islamabad.

6.3 Effectiveness

Evaluation question

To what extent project activities and outputs delivered so far by RSPN were effective in achieving desired results? (This question was asked for activities under all four Results).

6.3.1 Overall Assessment of the Project Effectiveness

Although each partner RSP is responsible for delivering results for its share of Core SUCCESS Programme activities, the RSPN Component has played a strategic role in supporting the implementing RSP in effective design, delivery, quality control, and reporting on the main Components.

Based on interviews, review of outputs and direct observations, the evaluation confirms that activities under RSPN component have resulted in improving implementation processing, as envisaged in the programme design.

In this project, we have made it clear to our partners that all implementing RSPs are responsible for their deliverables and RSPN does not have any policing role. Our understanding is that as a network, RSPN has a key role in facilitating a dialogue among RSPs to agree on common parameters, which will help all implementing RSPs to deliver their outputs more efficiently and assist them in enhancing the quality and impact of their deliverables

Dr. Amaury Hoste, EUD, Islamabad

SUCCESS Programme implementers have explicitly stated that they are better prepared and equipped in achieving the ultimate project objectives of reducing household poverty by 30% and increase the participation of communities in COs by 70% within the targeted (0-23 poverty score band) families.

Implementing RSPs have reported considerable gains in new learning and addressing the capacity gaps in professional staff, and this learning has been incorporated in tools and methodologies to improve the SUCCESS Programme's overall outreach in improving the capacity of community institutions (CIs).

Two of the three implementing RSPs reported that, initially, the RSPN Component appeared to impose additional work on them, but once they started to use these tools, it increased their efficiency and effectiveness. They acknowledged the contribution of RSPN Component in

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improving their targeting, saving time in information collection and enhancing quality of programming, M&E and reporting.

RSPN developed implementation methodologies and tools with active participation of their end users. This was effective as it created ownership, met expectations and reflected and incorporated all scenarios that the end users could possibly conceive in the design of M&E, research and implementation tools. The end result was tools and methodologies that were robust, precise and could withstand diversity and heterogeneity in their application.

The programme concept to rationalise and harmonise essentials “tools of the trade” for RSPs was recognised as an effective approach to not only improve quality of implementation in the SUCCESS Programme, but also to increasing overall effectiveness and professional development of RSPs.

RSPN was well placed, both technically and as a networking institution of RSPs, in leading activities under this Component and identifying and addressing the needs of the implementing partners.

Some planned programme activities of year 1, could not be completed either some delays in procurement process or were supposed to be completed after closing year 1 activities. They include:

1. Expenditure verification/Audit (will start in October after closing year 1 bills)
2. Annual Evaluation of RSPN Component (in process - started late at the end of the year one)
3. Media Campaign Radio (Procurement in process)
4. Media Campaign Print (publication of article in process)
5. Printing of visibility items (e.g. folders, pens, note pads, photo graph etc.) (Procurement in process)
6. Data Analysis in Research UCs (in process due to delays in data collection)
7. Learning workshop (dropped)
8. Exposure Visit to India (dropped at last minute due to the current Pak-India situation)

6.3.2 Effectiveness of RSPN Component

- In developing programme manuals, Common M&E Framework, and other common tools and methodologies, RSPN used a participatory approach and conducted a series of consultative workshops with the concerned staff of partner RSPs at both the design and development stages. This approach was effective, according to participating staff members, in giving them an opportunity for practical learning, even before the actual training they received on how to use them, once the manuals were ready for use.
- SUCCESS Programme’s logframes (RSPs and RSPN) are linked to the SDGs and both output and results monitoring along with provision of technical assistance to partner RSPs occurs on a regular basis.
- NRSP has integrated M&E systems developed under the SUCCESS Programme with existing MIS system for regular tracking of all other activities. This is yet another indication of effectiveness and spill over of Programme benefits
- Another example of this knowledge transfer is adoption of ‘intervention logic’ concept and sequencing, which NRSP has borrowed from the design of SUCCESS Programme. Data on all field interventions are organised in a logical order in the integrated MIS/M&E system and reports are generated in real time to monitor changes in individual household profiles of targeted beneficiaries, by their National Identity Card (NIC) number of the household head and his/her precise geographical location.

- This system can be accessed by anyone holding the passcode from any location in the world. For instance, with the passcode in hand, EU officials in Islamabad or Brussels can directly access this database and find out precise information on which household has received what type of project support, when, and where? What was his/her socioeconomic profile before the project, and where s/he stands during or after the project.
- At present, only NRSP has developed this capability, but this system could potentially be replicated by other RSPs. However in SUCCESS the system is available to all the implementing partner RSPs
- Notwithstanding the ethics and risks of collecting personal information from millions of citizens, this appears as possibly the most effective tool for measuring the results and attribution of project interventions on a large scale.
- After delivering the final manuals and other deliverables, RSPN has trained relevant staff members of implementing RSPs on their use and applications, which was reported to be effective.
- The combination of tools and methodologies and training and skills to use them has contributed to effective delivery and timely implementation of the Core SUCCESS Programme activities at the field level, and their monitoring and tracking
- After training, field implementation started with no hindrances as the pre implementation arrangements were in place, according to project managers of RSPs interviewed for this report
- The Poverty Score Card (PSC) as a tool for poverty targeting was reported as “very effective” by all three implementing RSPs, in reaching out to the intended households with greater accuracy and in segregating the households in different poverty bands
- The exclusive focus on women in the households was also reported to be a very effective strategy to catalyse socioeconomic change both by all implementing partners, as well as EU officials interviewed
- The implementation manuals are translated into Sindhi language that was also reported to be a contributor to Programme implementation effectiveness, facilitating local staff to work in their mother tongue
- The manuals are easy to understand and clearly state the implementation methodology; these manuals were also used during trainings of operational staff
- All the manuals developed by RSPN have been made part of their overall organisational strategy and operational manuals, by the implementing RSPs
- The indicators derived for baseline and end line surveys are detailed and are effective in measuring changes in socioeconomic status of the targeted populations at the end of the project period

6.3.3 Effectiveness of RSPN a Knowledge Network

RSPN’s vision represents the basic philosophy of RSPs’ social mobilisation approach to community-driven development. This vision serves as a unifying force for all members of the network. The stated mission of RSPN is to *Strengthen RSPs to foster institutions of the people.*⁴ It promotes this mission through:

- Ensuring that all RSPs follow the core social mobilisation approach

⁴ RSPN Strategy (2015-2020)

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- Improving coordination and communication between RSPs, and between the network and key development partners especially the government, donor organisations, and civil society
- Providing technical assistance to RSPs
- Piloting innovative concepts and projects for scale up by the RSPs
- Mobilising resources for RSPs and providing implementation support when required

In practice, RSPN works as a resource centre for all eleven RSPs and a repository of knowledge and experience generated by its members. RSPN then tries to analyse and synthesize this knowledge to develop new concepts, products and services for field experimentation with RSPs. RSPN also serves as a convening forum for RSPs for sharing information, co-learning and brand development as a group.

Rigorous research, monitoring and evaluation are key strengths of RSPN and this capacity is well leveraged by the SUCCESS Programme. SUCCESS Programme and its objectives neatly fit with the vision, mission and objectives of RSPN and the RSPs that it represents. Projects like SUCCESS Programme, which are intended to produce and deliver knowledge products, in scaling up of CDD, have been hard to find for RSPN.

Globally, knowledge and policy research centres are funded through public resources and endowments, which is a difficult goal to achieve in Pakistan. The RSPs have created a small endowment for RSPN through membership contribution, but that is very small, and does not provide the needed flexibility and freedom to focus on the work that it is good at. Sometimes, this limitation leads to signing on donor-funded projects that may not represent its core business.

A key difference between RSPN and other knowledge centres is the existence of a large customer base and a captive market for RSPN, in the form RSPs and their extensive network of COs and higher level organisations.

The EU's strategy to leverage RSPs and RSPN to improve public sector's performance, as the ultimate provider of services, offers a new opportunity to create a good division of labour among Government, RSPs and RSPN, each performing distinct, specialised but logically connected services. As quoted in the relevance section, the EU as a donor is sympathetic to this division of labour and RSPN specialising in knowledge mediation, undertaking research relevant to CDD and supporting its clients with customised products and services.

Conclusions on Effectiveness

- a. In each of the four principal sub components, the evaluation has found significant progress and contribution to the overall Component objectives
- b. An estimated 90% of the outputs planned for year one has been delivered, and the remaining activities are initiated and will be completed in the next year
- c. The quality of the delivered outputs has been generally high, and acknowledged as such, by implementing RSPs and the donor
- d. The evaluation has also found examples of spill over effects and opportunities to deepen and extend project activities to build further on the experience thus far, strengthen on-going achievements, and exploring new ways to increase proactivity and performance
- e. Judging from the responses and confidence of the implementing partners, and barring any unanticipated changes in the environment, the evaluation can conclude that RSPN Component has increased the likelihood of SUCCESS Programme achieving its overall objectives, at the end of project period

- f. Common implementation approaches and methodologies are firmly in place, adopted and in practice, by all the SUCCESS implementing RSPs
- g. The coordination and working relations between RSPN and its implementing partners have been excellent
- h. The SUCCESS Programme has presented RSPN with new opportunities to build on its core competencies and further specialise as a knowledge mediator for RSPs, the state and the civil society sectors

6.4 Sustainability

Evaluation Question:

To what extent RSPs and other stakeholders will improve and continue using tools and methodologies produced under R1-R4, after the end of project support?

6.4.1 Overall Assessment

The broader sustainability question is whether the RSP's CDD approach imbedded in SUCCESS Programme will succeed and sustain and continue to influence state policy, especially at the local and provincial levels. Searching for evidence, the evaluation looked at historical evolution of RSP approach. The CDD approach in Pakistan has over three decades of experience, fostered by RSPs and their network, RSPN. Many large RSPs are recognised to be an essential feature of social and economic development landscape in their respective provinces, and at the national level. They are supported by a variety of funding agencies, and increasingly, their outreach capacity is being leveraged to deliver much needed services, often in close collaboration with state sector counterparts. Many have their own endowment funds and financial institutions with deep roots and large captive markets for their services in the communities.

The RSP movement, under its dynamic leader, Shoaib Sultan Khan (SSK), has followed a consistent policy of working with all shades of government in Pakistan, while remaining staunchly non-partisan, to promote common development objectives. RSP's policy in this area is driven by the recognition that the fight against poverty is a collaborative challenge. From its inception in the early 1980s, the RSP movement has recognised the indispensable role, legitimacy and permanency of the government that could never be substituted by any other actor. For these reasons, SSK has led a relentless campaign to market the RSP approach to every government since Zia Ul Haq, and has succeeded, through overwhelming evidence on the ground, in breaking into state policy apparatus.

In the case of Sindh, the evidence so far suggests that the relationship between RSPs and the provincial government is mutually rewarding. RSPs are viewed by GoS as serious and credible development partners. RSPs share the burden of development with GoS, and offer policy options for poverty reduction through real action and demonstrated evidence on the ground. The recent initiatives, such as UCBPRP, and SUCCESS Programme are further evidence of the demand from GoS for this approach. Once key elements of this approach are integrated into Public Sector Development Programme (PSDP), the approach essentially becomes sustainable.

6.4.2 Sustainability of Project Results

The SUCCESS Programme has improved existing tools and built capacities of technical staff of thematic programmes of implementing RSPs, such as Research and M&E, Social Mobilisation, CIF experts, Physical Infrastructure Experts and other staff of key cross cutting themes. These are sustainable up gradations in existing business processes and will survive.

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The improvements effected by SUCCESS Programme also contribute to the organisational development of implementing RSPs, and are sustainable as they bring greater relevance, efficiency and effectiveness in the core business and core competencies of RSPs.

The common approaches to planning, R&D, implementation and standard tools for measurement of results have produced a “sector development effect”, with positive gains for all participants. With RSPN as a shared R&D and quality assurance facility, individual RSPs now have common performance benchmarks and KPIs, which allows leveraging and getting greater mileage from resources invested.

There is also some evidence to support the finding that common approaches to doing business have created sustained peer pressure for improving individual and system-wide performance and innovation, as was evident in pulling up one partner who was lagging behind, and in the case of NRSP, MIS/MER integration, and inclusion of Implementation Manuals, in their overall operational manuals, by two RSPs.

A combined R&D and performance evaluation effort upstream, with strong participation of technical staff, has contributed to increasing quality and reliability downstream, and minimised the risk of errors, in producing knowledge tools for wider applications. This is seen as an opportunity and works as an incentive for further collaboration by professional staff and managers, which further contributes to sustainability.

The investment in common R&D tools and methodologies and shared standard operating procedures have other positive externalities, as the finished products can be readily replicated and adapted across all RSPs, because the nature of their work and approach to CDD is the same.

The common tools and methodologies are prepared in a collaborative mode by all partners that brought together technical and experiential knowledge and intimate awareness of field level ground realities. Though there is always room for improvements, this was the first time, RSPs sat together with a specific purpose to develop common tool of their trade. This collaborative approach has a wider scope and appeal, according to relevant staff interviewed for this evaluation, and it could and should be extended to other RSPs, LSOs and COs.

However, the ultimate reward, according to RSPs/ RSPN staff, will be to go one step further and develop standard tools and methodologies for government agencies for bottom-up and participatory planning, and impact monitoring. With new developments in information and communication technologies (ICTs), it is also possible and desirable to develop mobile phone-based apps, in local languages, for extension, information sharing, and awareness raising ends, in key sectors, such as agriculture, health and hygiene, postharvest and marketing.

Box: Research based Policy Dialogue

Under the research component, two UCs have been selected for focused research for policy dialogue. The purpose is to explore household poverty dynamics in Sindh, and make policy recommendations. Three primary questions have been raised: What are the socioeconomic and political causes of poverty? What are the gendered causes of poverty? And what are the missing institutional linkages for provision and access to quality health and education and basic infrastructure responsible for chronic poverty. Based on findings of this research pathways and practical guidelines will be developed to inform SUCCESS Programme implementation organisations, civil society academia the federal and provincial and local governments for reducing chronic poverty. Keeping in view the educational backwardness of the Sindh, a briefing paper was prepared on education crisis in Sindh with targeted recommendations for the government of Sindh and civil society organisations working in the region. Similar research outputs will be produced in the remaining period of the SUCCESS Programme to inform development practice by development organisations. SUCCESS research component has an active collaboration for technical advice on designing different research outputs with the University of Mannheim Germany.

Conclusions on Sustainability of SUCCESS Component

- There is sufficient evidence to support the conclusion that RSP's CDD approach has broader appeal to government and donors to address widespread and entrenched poverty in rural Pakistan;
- The growing partnership between GoS, EU and RSPs/ RSPN is an example of this trend;
- RSPs and their Network have earned this acceptance through scale, demonstrated capacity and evidence-based advocacy;
- RSPN has played a key role in developing and improving better and more precise tools for R&D and impact measurement;
- The SUCCESS Programme has provided an opportunity to make system-wide improvements in both product development and processes (research, design, delivery and measurement of services);
- The evaluation found strong evidence and indication of good collaboration and ownership in developing common tools and methodologies, which are adopted and used by implementing partners;
- Evidence was also found for the sustained use, adaptations and positive spillover effects of these tools;
- The R&D Component also appears to have stirred the imagination of professional staff who were involved in this collaborative effort, to explore further opportunities and possibilities for creating and disseminating a variety of other knowledge tools, methodologies and applications that can contribute to RSP's broader CDD effort.

7. ASSESSMENT OF RISKS

The following observations can be made on implementation risks, based on information collected from key stakeholders:

Multiple implementing partners in the SUCCESS Programme pose some risk, as each partner is separately accountable to the donor for the deliverables, but risks are common. For the donor this means multiple channels for monitoring to enforce the contractual obligations. For implementing RSPs, low performance of one partner can affect the results of the entire Programme. For RSPN, the lack of unity of command, means responsibility for quality control, but without any formal authority to enforce compliance.

Diverse socioeconomic conditions across and within districts in Sindh were highlighted as a possible risk in the application of uniform tools and frameworks. This risk has been addressed to a large extent by two separate mitigation measures. One was the collaborative mode in which all relevant staff participated in the design and development of common frameworks and, the second is the provision of international Technical Assistance (TA), which has been provided to help in smoothing out any wrinkles in the final tools, methodologies, and frameworks.

The overburdening of community institutions, i.e., COs, VO's and LSO, with excessive demands for data, may also be a risk, leading to *survey-fatigue* and lowering of the quality of data thus collected.

The very low levels of literacy, especially among women, who are the main focus of the SUCCESS Programme, was identified another potential risk, inhibiting their ability to adopt new ideas, technologies and practices introduced by the Programme to change their conditions. Although, methods exist to design and develop training and technical packages for low literacy populations, but extreme conditions in rural Sindh, makes even the most conservative ambitions, less certain.

A third area of risk, rather ‘an unknown’ may be how the decentralisation and delegation of political and administrative authority to lower tiers of government turns out. The 18th Amendment has delegated power from the centre to the provinces, but there seems to be a lack of interest in delegating powers further down to lower tiers of government. This foot-dragging tendency may delay or even adversely affect the project goal of transferring capacity, building synergies and sustaining CDD approaches to lower tiers of government.

The last possible risk that came out from interactions with the stakeholders, especially EU officials, was the pressure on donors to contract RSPs or RSPN for implementing all types of projects, and the temptation on the part of RSPs to overreach beyond their mandate, capacity and expertise.

8. EVALUATION RATINGS

The following Table summarises evaluation ratings for the RSPN Component in the SUCCESS Programme, on a scale of 1 to 5 (1 being lowest, and 5 being highest)

Table 2: Evaluation Ratings

Evaluation criteria	Score (1-5)	Remarks
Relevance	5	High relevance of project approach and design to the needs of women/ households, and GoS
Efficiency	4	90% of the target outputs delivered; some variation in the overall efficiency of implementing agencies
Effectiveness	4	Highly collaborative, high quality of tools and methodologies developed; high contribution to Programme quality, high quality training delivered
Sustainability	3	Up gradation of tools and methodologies; high acceptance by management of implementing RSPs, good contribution to organisational development and integration and reliability within implementing partners
Overall	4	High value of knowledge products produced

9. OVERALL CONCLUSIONS

- 1) Overall, RSP’s CDD approach (institutional pyramid) followed in the SUCCESS Programme, is well suited to reducing poverty in rural areas of Sindh.
- 2) In its review of factors that determine implementation success, the evaluation has found a number of strengths, including a high degree of relevance, good design features, economies in resource use, effective and instant uses of outputs, key elements of sustainability, and strong collaboration among implementing partners.
- 3) Under each of the four principal results of the RSPN Component, the evaluation has found significant signs of progress, as well as potential contribution towards the SUCCESS Programme’s overall objectives.
- 4) Scope exists for extending the specific tools and methodologies developed under SUCCESS Programme to other RSPs, LSOs and state sector institutions, and to experiment with other tools, especially mobile phone based applications for mass

mobilisation of communities, financial inclusion, and knowledge transfer for a range of transformative ends.

- 5) As RSPs have discovered, learning happens—by doing it! The same concept applies to the *'institutions of the people'*. Under SUCCESS Programme, RSPs have an opportunity to walk LSOs and lower CIs through this learning process.
- 6) By going further than the COs and targeting individual women and households for income generation activities, RSPs appear to be venturing into creation of private goods, which may be a new challenge. This requires looking into other experiences around the world, and learning and integrating new ideas to their model.
- 7) There is scope for increasing the role of private sector and more market-driven approaches through the upcoming nutritional improvement project.

10. RECOMMENDATIONS

- 1) The overall SUCCESS Programme is poised to create multiple opportunities for the poor to progressively graduate and breakout out of their cycle of poverty. This aspect needs further attention by exploring and integrating elements of market driven approaches into CDD, especially when the new challenge is to create private goods.
- 2) Some context specific problems, such as water scarcity, very low levels of literacy, and health and hygiene issues among women in Sindh, require a combination of technical and social innovations, for which RSPs need to get specialised help from relevant sources.
- 3) Creating a robust pipeline of productivity enhancing interventions, such as for water conservation and management, kitchen gardens, and new market-based products and services, would require new types of partnerships with specialised entities, beyond government line departments and familiar and similar entities.
- 4) Enhancing technical, vocational and management skills, increasing production, productivity and value added and marketization of remote rural areas, remain the main challenges for RSPs and the government, again requiring specialised input, or outreach to global best practices.
- 5) Use of ICTs in support of social and economic transformation and environmental conservation are other challenges.
- 6) Building on its achievements in the R&D Component under SUCCESS Programme, RSPN needs to deepen and broaden its scope, and further specialise as a knowledge network for all RSPs.

ANNEX 1: Terms of Reference



Rural Support Programmes Network (RSPN)

Terms of Reference

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

1. Introduction, Background and Rationale:

The European Union (EU) and the Islamic Republic of Pakistan have signed a Financing Agreement to support a 6 year (2015-2021) Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme, aiming to reduce poverty in eight districts of Sindh. The SUCCESS programme is being implemented by the Rural Support Programmes Network (RSPN) and its three member Rural Support Programmes (RSPs): Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP), and National Rural Support Programme (NRSP). The SUCCESS programme foresees to have some key value added support provided by RSPN, through the award of a direct grant by the European Union. The key components of support provided by RSPN are based upon nearly 15 years of similar experience of supporting RSPs in Pakistan. This experience also includes the Union Council-based Poverty Reduction Programme (UCBPRP) launched by the government of Sindh and implemented by SRSO and TRDP in rural Sindh in 2008.

The objectives of the RSPN role in the SUCCESS programme are to complement implementation of the programme by partner RSPs, by ensuring effective quality control, standardisation, documentation and responsiveness to lessons learnt, by fostering and maintaining a component of research and knowledge management, and by providing value-added strategic support such as development of common implementation methodologies and processes. RSPN also aims at wider dissemination of the lessons learnt through undertaking evidence-based advocacy with stakeholders, and in the media, to scale up successful development approaches. These objectives (and contributing activities) support all four “results” of the overall logframe of the SUCCESS programme, but especially results 0 and 4. The overall SUCCESS programme Logframe is attached in Annex – I and Logframe for the RSPN component is attached at Annex - II.

This document outlines the Terms of Reference (TORs) to conduct a rapid evaluation of the RSPN component of SUCCESS programme on the given mandate envisaged in the Logframe of the EU funded SUCCESS programme (RSPN component).

2. Purpose of the evaluation:

The evaluation has two primary purposes, which are as follows:

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

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

I. Relevance:

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

II. Efficiency:

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

III. Effectiveness:

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

IV. Sustainability:

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

3. Scope of Work:

The purview of the assignment will be to collect, compile and rate the results and productivity of the major components of SUCCESS programme (RSPN component) towards the overall programme objective. This will entail:

- Reviewing and analysing key documents related to SUCCESS programme. This will include an examination of financial documents, periodic progress reports, programme implementation manuals and guidelines, event reports, and other various monitoring documents related to SUCCESS programme. Documents are available at www.success.org.pk
- To evaluate the log-frame achievements.
- Gather additional information through interviews and focus group discussions with the implementing partners and key stakeholders including officials of government of Sindh and EU.

4. Indicative Methodology:

First Evaluation of SUCCESS Programme – RSPN Component

An individual consultant recruited will review the overall objectives and Indicators of SUCCESS programme (RSPN component) for relevance, and to evaluate achievements against the log-frame indicators on the basis of efficiency, effectiveness, and sustainability. The consultant will conduct the assessment using the cross-validation methodology, combining the review of project documents, field observations and interviews with RSPN and RSP representatives.

5. Timeframe (Duration) and Activity Schedule:

The RSPN requires that the evaluation should be completed shortly after completion of first year programme operations and are circulated to the EU and related stakeholders. Total time required for this assignment is 3 weeks (15 work days). Expected date for the assignment to start is 1st September 2016.

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

Item	Deliverable	Due Date
1	Collect and analyze available programme documents and meet with RSPN core and SUCCESS team, EU officials and relevant SUCCESS RSPs staff.	7-Sep-2016
2	Analyze programme documents, available data and submit draft report to RSPN for initial review.	25-Sep-2016
3	Review of the draft report and submission of comments by the RSPN.	26-Sep-2016
4	Incorporate comments of the RSPN, and submit final report to RSPN.	28-Sep-2016
5	The consultant to hold a meeting at RSPN to share the evaluation findings and recommendations.	30-Sep-2016

6. Qualification of the Consultant firm:

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

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

7. Supervision and Reporting:

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

ANNEX 2 – Proposed Evaluation Methodology

Evaluation Objectives

- Provide lessons learned and recommendations in order to refine the designs and introduce improvements into the future efforts
- Share findings with mission similar stakeholders and their networks

Process

- Understand evaluation purpose
- Review project documents/ LOGFRAM
- Develop evaluation methodology
- Develop evaluation Instruments
- Collect data/ information
- Analysis/ synthesis
- Draft and final report

Evaluation Scope

1. **Relevance of Project Design to:**
 - Socio-political context
 - GOS's policy priorities
 - Target community needs (including women's needs)
2. **Efficiency:**
 - Cost-effectiveness
 - Value for money
3. **Effectiveness**
 - Extent to which intended results were achieved
 - Factors that helped or hindered in achieving project results
4. **2. Sustainability**
 - Continuation of project results and benefits
 - Institutionalization and replication

Proposed Methodology

- Quantitative data, from progress reports/ MIS
- Qualitative data (interviews with beneficiary groups, KIIs, project staff; sector experts)
 - Close-end question, i.e., was project relevant, efficient, effective, sustainable (Y/N)
 - Qualitative questions (If Y, what questions (contributing factors); if N, why not questions (limiting factors))

Aligning Questions with Methods

Evaluation Questions	Data Collect. Methods	Analysis Techniques
<ul style="list-style-type: none"> • Relevance: How well was the project focused on the needs of beneficiaries? • Efficiency: How efficiently were resources used to produce intended outputs? • Effectiveness: Did the project accomplish its objectives? • Sustainability: Can the learning so far inform and improve future operations 	<p>Quantitative data produced by the project</p> <p>Semi structured interviews with:</p> <ul style="list-style-type: none"> • Beneficiary/target groups • KIIs • Sector specialists • Project staff • Donor 	<p>Quantitative Frequencies, cross-tabulations</p> <p>Qualitative Deductive & inductive analysis to identify insights and lessons</p> <p>Data Integration Using explanatory approach (Y/N, followed by what, why and why not questions)</p>

Level of Effort (31 Days)

- Kick off meeting with the client (1 day)
- Documents review (7 days)
- Development of evaluation instruments (5 days)
- Field work (7 days)
- Data integration and analysis (5 days)
- Report writing (10 days)
- Presentation (1 day)

ANNEX 3: Evaluation Instrument for EU

GUIDE FOR KEY INFORMANT INTERVIEWS (EC) RSPN COMPONENT	
Respondent name:	
Organization:	
A1.Designation:	
A4. Interview Mode (face to face/ Email): Email	
A2.Interviewer name: Izhar Hunzai	Date of interview:

NOTE: Programme activities under RSPN Component and outputs delivered so far are provided in Annex 1, at the end of this Questionnaire.

B1. RELEVANCE

1. Were the project activities under RSPN Component (see Annex 1) relevant to the contextual conditions and stakeholders’ needs? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don’t Know

2. **If yes**, please explain **HOW** project activities were relevant to **EC Country Strategy?** (Please also include the following optional parts of the question in your answer, if you have information: *the contextual conditions, policy priorities of GOS, and the needs of beneficiary communities and implementing partners*)?

Please write down your answer/s below:

3. **If No**, please provide possible reasons as to **WHY** some or all project activities might not be relevant.

Please write down your answers below:

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B2. EFFICIENCY

4. Were the project outputs delivered so far by RSPN (please see Annex 1) were efficiently (cost-effectively) delivered? (I.e., complete, according to agreed budget and work plan, and met your expectations?) <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Partial efficiency (%)
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5. **If yes**, could you please explain **HOW** the project outputs delivered so far were cost effective? And, if there was any value-added for EC?

Please write down your answers below:

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6. **If No**, please explain **WHY** these outputs were not cost-effective and did not create value for money?

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B3. EFFECTIVENESS

7. Were the project outputs delivered so far effective in achieving their intended results? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Partially effective (%)
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8. **If yes**, could you please explain to **WHAT** extent the reported deliverables were effective, or likely to be effective, in achieving project results at all levels? In terms of:

- Improving: a) Programme implementation, b) programme efficiency, c) impact measurement and, c) reporting?
- Standardization of processes, quality criteria and quality assurance processes, ensuring quality, coherence and improvement in Programme implementation?
- Distilling evidence from the work of RSPs with rural communities and in documenting and disseminating the lessons learnt?
- Replicating evidence based community development approaches within the country and beyond.

Please write down your answer/s below:

9. Could you please identify factors that can help or hinder achievement of the project results?

B4. SUSTAINABILITY

10. In your opinion will the project results be sustained after project supported has ended? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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11. **If yes**, could you please describe **HOW** RSPs and other stakeholders will continue, improve on and institutionalize the project results in their programming? **If no**, **WHY** not?

Please write down your answer/s below:

B5. REPLICATION

12. In your opinion, will the project results be replicated? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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13. **If yes**, could you please describe **HOW** RSPs and other stakeholders will disseminate new learning to wider audiences in the country and outside? **If no**, **WHY** not?

Please write down your answer/s below:

14. Could you please identify factors that can help or hinder replication of proven concepts and practices in CDD through effective communication and advocacy?

First Evaluation of SUCCESS Programme – RSPN Component

Please write down your answer/s below:

Thank you for your time!

ANNEX 4: Evaluation Instrument for RSPs

GUIDE FOR KEY INFORMANT INTERVIEWS (RSPs) RSPN COMPONENT	
Respondent name:	
Organization:	
A3.Designation:	
A4. Interview Mode (face to face/ Email): Email	
A4. Interviewer name: Izhar Hunzai	Date of interview:

B. Programme activities under ER1:

1.1	<i>Methodologies for baseline, end-line surveys, for implementing RSPs</i>
1.2	<i>A common M&E framework for implementing RSPs</i>
1.3	<i>Annual Key Performance Indicators (KPIs) for implementing RSPs</i>

B1. Relevance

1. Were the planned activities under ER1 (listed above) relevant to the contextual conditions and stakeholders' needs? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know

- 2. If yes,** please explain **HOW** planned activities were relevant to the contextual conditions, policy priorities of GOS, and the needs of beneficiaries and implementing partners?

Please write down your answers below:

- 3. If No,** please explain the reasons **WHY** these activities were not relevant?

Please write down your answers below:

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B2. Efficiency

4. Were the following project activities and outputs delivered by RSPN under ER1 were cost effective? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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Summary of Outputs Delivered by RSPN under ER1:

1	<i>Development of approaches and Methodologies for Socio-Economic Surveys (SES)- Baseline and End-line</i>
2	<i>Development of common Approaches and Methodologies for Institutional Maturity Index (IMI)</i>
3	<i>Manual for Poverty Scorecard (PSC) Survey</i>
4	<i>Development of a common M&E framework for the Programme</i>

5. **If yes**, please explain **HOW** the project activities and outputs delivered by RSPN were cost effective? And, if there was any value-added for project beneficiaries, GOS, and the implementing partners?

Please write down your answers below:

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6. **If No**, please explain **WHY** these activities and outputs were not cost-effective and did not create value for money?

B3. Effectiveness

7. Were project activities and outputs under ER1 effective in achieving their intended results? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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8. **If yes**, could you please explain to **WHAT** extent these deliverables were effective in improving a) Programme implementation, b) efficiency, c) impact measurement and, c) reporting?

Please write down your answer/s below:

9. Could you please identify factors that can help or hinder achievement of the overall purpose of ER1, which is to improve Programme delivery, efficiency, impact measurement and timely reporting?

Please write down your answer/s below:

B4. Sustainability

10. Will RSPs and other stakeholders adopt, improve and continue using tools and methodologies produced under ER1, after the end of project support? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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11. **If yes**, could you please describe HOW RSPs and other stakeholders will adopt, continue, improve and institutionalize these tools and methodologies in their operations? **If no**, WHY not?

Please write down your answer/s below:

C. Programme activities under ER2:

2.1	<i>Development of standard implementation manual/guidelines</i>
2.2	<i>Training of relevant RSPs staff on Programme Implementation Manual</i>
2.3	<i>Development of Quality Control Plan</i>

C1. Relevance

First Evaluation of SUCCESS Programme – RSPN Component

12. Were Programme activities under ER2 (above) relevant to the project context and needs of stakeholders? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know

13. **If yes**, please explain **HOW** project activities under ER 2 were relevant to the contextual conditions and the needs and priorities of project stakeholders?

Please write down your answer/s below:

14. **If No**, could you please explain **WHY** these activities were not relevant?

Please write down your answers below:

C2. Efficiency

15. Were the following projects activities and outputs delivered by RSPN under ER2, cost-effective? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know

Summary of Outputs Delivered by RSPN under ER2:

2.1	<i>Standard implementation Manual/Guidelines developed in consultation with partner RSPs</i>
2.2	<i>Relevant staff of partner RSPs trained on Programme Implementation Manual</i>
2.3	<i>Quality Control Plan developed in consultation with partner RSPs</i>

16. **If yes**, please explain **HOW** these outputs were cost effective? And, if there was any added value for project beneficiaries, GOS, and the implementing partners?

Please write down your answers below:

17 **If No**, please explain the reasons **WHY** these outputs did not create any efficiencies/

value added to your RSP in implementing SUCCESS PROGRAMME

Please write down your answers below:

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C3. Effectiveness

Were the outputs delivered under ER2 effective in achieving their intended results? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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18 If yes, please describe to **WHAT** extent Programme activities under ER2 were effective in ensuring quality, coherence and improvement in Programme implementation?

Please write down your answer/s below:

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19 Could you please identify factors that can help or hinder achievement of the overall purpose of ER2, which is to support *standardization of methodologies and processes to guarantee quality, coherence and improvements in Programme implementation across partner RSPs*?

Please write down your answer/s below:

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C4. Sustainability

20 Will RSPs and other stakeholders continue the results and learning of the SUCCESS PROGRAMME after the end of project support? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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21 If yes, could you please describe how RSPs and other stakeholders will continue, improve on and institutionalize ER2 outputs in their operations? **If no, WHY** not?

Please write down your answer/s below:

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Programme activities under ER3:

3.1	<i>AT least one action research Programme completed by end of the Programme</i>
3.2	<i>Four thematic/sectoral studies and one synthesis report completed by end of the Programme</i>

D1. Relevance

22 Were the planned activities under ER3 (above) relevant to the project context and the needs of project stakeholders? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know

23 If yes, please explain **HOW** project activities were relevant to the contextual conditions, policy priorities of GOS, and the needs of beneficiaries and implementing partners?

Please write down your answers below:

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24 If No, please explain the reasons **WHY** these activities were not relevant?

Please write down your answers below:

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D2. Efficiency

25 Were the following project activities and outputs delivered by RSPN under ER3, cost-effective? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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Summary of Outputs under progress by RSPN under ER3:

1	<i>As part of the research component of the SUCCESS Programme, a comprehensive research framework was prepared outlining its conceptual parameters, research questions and studies, data collection and dissemination plans for research findings</i>
2	<i>As per the research framework, poverty scorecard has been undertaken in the research union councils. Currently, the data received from the poverty scorecard is used to build union council profiles and sampling of households for the socio-economic baseline. In addition, data collection tools are developed to undertake the baseline. Once complete, the baseline data will be used to identify case studies for qualitative research.</i>

26 If yes, please explain **HOW** these project outputs were cost effective? And, if there was any added value for project beneficiaries, GOS, and the implementing partners? Please write down your answers below:

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27 If No, please explain **WHY** these outputs were not cost-effective and did not create any value added for the Programme stakeholders?

D3. Effectiveness

28 Were the outputs delivered under ER3 effective in achieving their intended results? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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29 If yes, could you please explain to **WHAT** extent these planned deliverables were or likely to be effective in distilling evidence from the work of RSPs with rural communities and in documenting the lessons learnt?

Please write down your answer/s below:

30 Could you please identify factors that can help or hinder achievement of the overall purpose of ER3, which is to collect and document evidence-based learning from the work of RSPs?

Please write down your answer/s below:

D4. Sustainability

31 Will the project results under ER3 be sustained after the end of project support? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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32 **If yes**, could you please describe HOW RSPs and other stakeholders are planning to document and disseminate project learning to wider audiences in the country and outside? **If no**, WHY not?

Please write down your answer/s below:

Programme activities under ER4:

E1. Relevance

4.1	<i>Community driven local development approach reflected in number of donor and government programmed and projects</i>
4.2	<i>Number of advocacy events undertaken</i>
4.3	<i>Number of Regional Cooperation activities undertaken with organizations working in the regional countries</i>

33 Were the project activities under ER4 (above) relevant to project context and stakeholders' needs? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know

34 **If yes**, please explain **HOW** project activities were relevant to the contextual conditions, policy priorities of GOS, and the needs of beneficiaries and implementing partners?

Please write down your answers below:

35 **If No**, please explain the reasons **WHY** these activities were not relevant?

Please write down your answers below:

E2. Efficiency

36 Were the following project activities and outputs delivered by RSPN under ER4, cost-effective? <i>Please insert a cross (X) under your chosen answer? Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know

Summary of Outputs Delivered /planned by RSPN under ER4:

1	<i>Development of advocacy and communication strategy</i>
2	<i>Collaboration for conferences on cross cutting issues</i>
3	<i>Video Documentaries, services of a private firm hired</i>
4	<i>Bi-annual newsletter on the SUCCESS Programme</i>
5	<i>Documentation of LSO initiatives</i>

37 **If yes**, please explain **HOW** these project outputs were cost effective? And, if there was any added value for project beneficiaries, GOS, and the implementing partners?
If No, Why Not?

Please write down your answers below:

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E3. Effectiveness

38 Were the outputs delivered under ER3 effective in achieving their intended results? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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39 **If yes**, could you please explain to **WHAT** extent these deliverables will be effective in replicating evidence based community development approaches within the country and beyond. **If no, WHY Not?**

Please write down your answer/s below:

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E4. Sustainability

40 Will the project results under ER4 be sustained after the end of project support? <i>Please insert a cross (X) under your chosen answer</i>	Yes	No	Don't Know
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41 **If yes**, please explain **HOW** the project activities aimed at replicating proven good practices in CDD will be sustained by RSPs, after project support has ended? **If no, why Not?**

Please write down your answer/s below:

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OVERALL EFFECTIVENESS

42 Are you aware of any spillover effects of the SUCCESS Programme?

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43 Have there been any unintended benefits of the SUCCESS Programme that you are aware off?

44 Has the Programme created any harmful effects?

45 Are there any success stories or failures that you would like to share?

46 Do you wish to make any recommendations to improve Programme performance?

Thank you for your time!

ANNEX 5: List of Outputs Delivered

Expected Results/ Key Activities and Outputs	Description of Outputs Delivered
ER 1: SUCCESS programme delivery, efficiency and impact measured and reported timely.	
Prepare common baselines approaches and methodologies with technical assistance of University of Mannheim (Germany)	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Socio-Economic-Survey.pdf
Prepare common M&E framework and development of SUCCESS programme KPIs	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Monitoring-and-Evaluation-Framework.pdf
Training for RSPs M&E staff on M&E framework, baselines approaches & methodologies and KPIs reporting	http://success.org.pk/wp-content/uploads/2016/08/Training-of-RSPs-Staff-on-SUCCESS-ME-Framework-Report-2.pdf
Technical support to RSPs in implementation of baselines and M&E framework	Developing TORs, tendering documentation & process, implementation, etc.
Development of MIS and mapping to track KPIs	MIS link will be shared on request please
ER 2: SUCCESS programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements.	
Technical support to RSPs in technical and financial proposal development for SUCCESS programme	RSP proposals would be shared on request please
Produce common SUCCESS Programme Implementation Manual (PIM)	http://success.org.pk/wp-content/uploads/2016/06/PIM-Manual-for-printing.pdf
Develop Community Awareness Toolkit (CAT) for awareness on critical cross-cutting and thematic issues	http://success.org.pk/wp-content/uploads/2016/07/Community%20Awareness%20Toolkit%20(CAT)-Urdu.pdf
Prepare quality control plan and quality control tools	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Quality-Assurance-and-Control-Plan.pdf
Orientation of RSPs key staff on PIM and CAT and Quality Control Plan& Tools	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Orientation-Training-on-PIM-CAT-Report-2.pdf
Supportive supervision and quality control spot check visits	NFRs/emails/letters/meeting-minutes/etc. will be shared on request please
Organising RSPs strategic support group meetings (SMRT, GRG, M&E, SSRG, FACT)	Meeting minutes will be shared on request please

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Organising annual national LSO conventions	http://success.org.pk/wp-content/uploads/2016/09/National-Convention-of-LSOs-2016-Report.pdf
R3 – Evidence from the work of RSPs and rural communities generated and lessons documented	
Development of research concept note and methodology with technical assistance of University of Mannheim (Germany)	Research concept note and methodology document is attached along-with this email
Development of research tools and data collection guidelines	Research tools and data collection guidelines will be shared on request please
Undertake annual socio-economic panel surveys in selected research locations	Activity completed
SUCCESS lesson learning visits and workshops	Event's report will be shared on request please
SUCCESS programme launching workshop at Karachi	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Launching-Ceremony-Report-2.pdf
Development of SUCCESS programme's communication and advocacy strategy	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Communications-Strategy-2.pdf
Advocacy workshops with government and other stakeholders	In-progress
R4 – Evidence based recommendations advocated and communicated with stakeholders, including policy makers, donors, development community, to successful community development approaches within the country and beyond.	
Showcase of SUCCESS programme at Cultural events	Event's report will be shared on request please
Collaboration for conferences on critical issues	In-progress
Regional experience sharing and learning visits	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS%20In-country%20Visit%20to%20Swat-SRSP.pdf
Implementing RSPs/RSPN staff and GoS staff visit to India	RSPs/RSPN staff and GoS staff visiting India from 21-Sep to 3-Oct 2016
Implementing RSPs/RSPN staff, GoS staff and CRPs visit to other RSPs areas	http://success.org.pk/wp-content/uploads/2016/08/SUCCESS%20In-country%20Visit%20to%20Swat-SRSP.pdf
Annual RSPs Strategic Retreat.	http://success.org.pk/wp-content/uploads/2016/08/RSPs-Annual-Strategy-Retreat-2016-Report-2.pdf
Video documentaries on SUCCESS programme & its interventions	http://success.org.pk/index.php/video-gallery
Bi-annual SUCCESS programme newsletter	http://success.org.pk/index.php/publications/newsletter
Media campaign (radio and print media)	In-progress

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Documentation of LSO initiatives (monthly)	http://success.org.pk/index.php/publications/case-studies
Publication of RSPN annual report highlighting the SUCCESS programme	http://www.rspn.org/wp-content/uploads/2016/03/RSPN-Annual-Report-2015-NV..pdf
Publication of quarterly RSPs social mobilisation outreach	http://www.rspn.org/index.php/publications/newsletter/
Development and maintenance of SUCCESS website	http://success.org.pk/
Printing of visibility items (e.g. folders, posters, note pads, photographs, etc.)	Printing of visibility items is currently underway
Monitoring and Evaluation and Reporting	
Monitoring of programme activities of RSPN	Monitoring reports will be shared on request please
Annual evaluation of RSPN activities	In-progress
Six monthly progress reporting to EU	First bi-annual report shared with senior evaluator consultant
Annual expenditure verification/audit of RSPN SUCCESS programme	Report will be ready by mid-October 2016