EUROPEAN UNION

SUCCESS

RSPN

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

Second Evaluation of
SUCCESS Programme – RSPN Component

Submitted to:

Rural Support Programmes Network (RSPN)

Submitted by:

Izhar Hunzai

Independent Consultant

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ACKNOWLEDGMENTS

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LIST OF ACRONYMS

1. Accelerated Action Plan for Reducing Stunting & Malnutrition AAPRSM
2. Aga Khan Rural Support Programme AKRSP
3. Annual Key Performance Indicators KPIs
4. Baseline and End Line Socio-Economic Survey BELSES
5. Community Awareness Toolkit CAT
6. Community Driven Development CDD
7. Community Institutions CIs
8. Community Investment Fund CIF
9. Community Organisations COs
10. Community Physical Infrastructures CPIs
11. Computer Assisted Personal Interviews CAPI
12. European Union EU
13. European Union Delegation EUD
14. Finance, Audit and Compliance Team FACT
15. Gender Resource Group GRG
16. Human Development Index HDI
17. Information and Communication Technology ICT
18. Institutional Maturity Index IMI
19. Key Performance Indicators KPIs
20. Local Support Organisation LSO
21. M&E Resource Group MERG
22. Management Information System MIS
23. Micro Health Insurance MHI
24. Monitoring & Evaluation M&E
25. Monitoring & Evaluation Framework MEF
26. Multidimensional Poverty Index MPI
27. National Rural Support Programme NRSP
28. Non-governmental organisations NGOs
29. Planning and Development Board PDB
30. Poverty Score Card PSC
31. Programme Implementation Manual PIM
32. Programme for Improving Nutrition in Sindh PIN

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1 PROJECT SYNOPSES

1.1 Context

The recently concluded census (2017) shows that Pakistan's population has swelled to 208 million. Sindh has a total population of 47 million, of which 23 million is rural.

Pakistan ranks 147 out of the 188 countries on the Human Development Index (HDI), according to the latest Human Development Report (2016). The ranking puts Pakistan in the 'medium human development' bracket, which also includes India, Bangladesh, Bhutan, Kenya, Myanmar and Nepal.

According to the 2016 survey conducted under the revised, multidimensional poverty index (MPI) methodology, poverty head count has declined from 55.2 % in 2004/05 to 38.8 % in 2014/15.

However, this is an aggregate picture, as there is great variation in the incidence of poverty in different parts of the country and within different social groups. For instance, poverty in Pakistan is concentrated in the rural areas where the bulk of its population lives. Rural poverty in the province of Sindh is 75.5 %, according to the MPI Report. Also, women suffer more from conditions of poverty, marginalisation and discrimination than men.

The federal and provincial governments in Pakistan have been working with multilateral and bilateral partners, as well as with prominent non-governmental organisations (NGOs), especially the Rural Support Programmes (RSPs) to address issues of poverty, illiteracy, gender inequality, and a host of other issues that are preventing the country from reaching its development potential.

Despite best efforts and sizeable investments made by the public sector and donors, and despite decent growth rates achieved during the past many years, poverty still persists as an entrenched problem, especially in Sindh, which ranks as the second poorest province in Pakistan, after Balochistan. The Sindh province has the highest incidence of absolute landlessness, highest share of tenancy and lowest share of land ownership in the country. The rural population also suffers from poor access to and quality of public services.

In support of the public sector, RSPs have been implementing integrated, targeted and inclusive development programmes in different parts of the country. Their approach to lifting rural people out of poverty is to socially mobilise households into horizontal and vertical community Institutions (CIs).

The federal 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 the Sindh Province. In fact, the government of Sindh was an early adopter and champion of this approach. In 2003, it sponsored creation of Sindh Rural Support Organisation (SRSO) and supported and established a variety of partnerships with at least three RSPs, including SRSO, National Rural Support Programme (NRSP) and Thardeep Rural Development Programme (TRDP) that are presently working in various parts of Sindh.

1.2 Description of the Intervention Logic (RSPN Component)

The Government of Sindh (GoS) initiated the Union Council Based Poverty Reduction Programme (UCBPRP) in 2008, in partnership with SRSO. UCBPRP was a multi-sector, poverty and women-targeted programme anchored in social mobilisation as its key strategy. The programme was designed to address key needs of the poor falling in different poverty bands.

The Programme was considered a major success and it paved the way for the European Union (EU) funded SUCCESS (Sindh Union Council and Community Economic Strengthening Support) Programme, which incorporated lessons, learnt from the UCBPRP, as well as included new features (Figure 1).

The overall objective of the SUCCESS Programme is to enable GoS, from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and budgeted policy in partnership with Community Institutions.

The SUCCESS is a six-year (2015-2021) programme and implemented by three RSPs, namely, NRSP, SRSO, TRDP and their network, RSPN (Rural Support Programmes Network). It is currently implemented in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan.

The SUCCESS Programme has seven components and builds on and complements GoS initiated UCBPRP, with the specific objective to stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women.

Figure 1: SUCCESS Programme Components
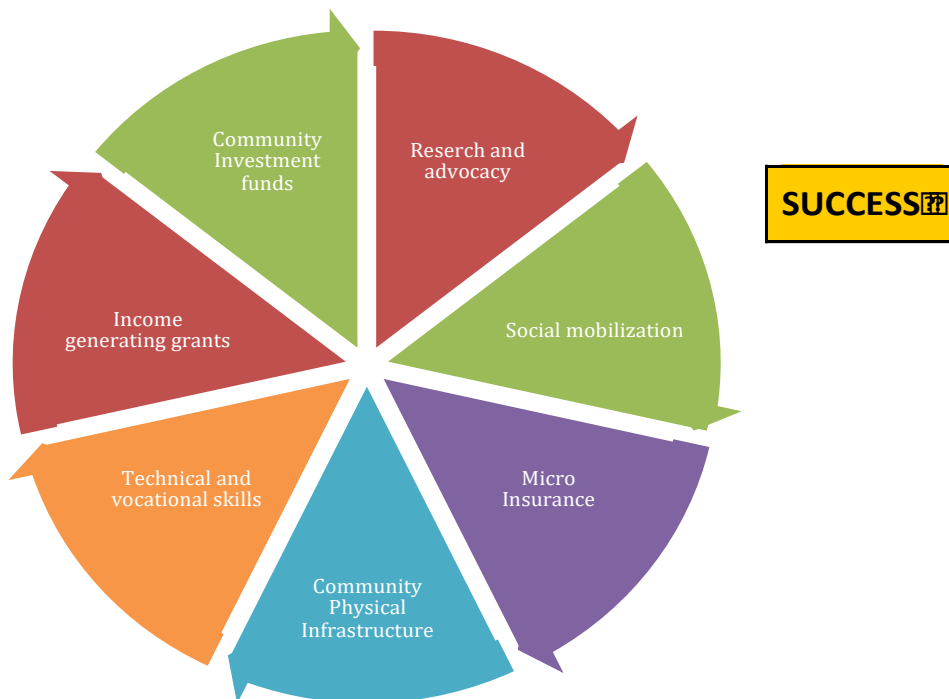
SUCCESS Programme Indicators at the objective level:

- Reducing by 30% the number of targeted "poor" households (those having poverty scores below 24)
- Policy changes in support of community development

RSPN Component

The basic premise of the Research and Advocacy Component or 'RSPN Component' (see Figure 2) is to 'ring fence' the main SUCCESS Programme for quality assurance and timely implementation.

The specific objective of the RSPN component is to promote a common approach in programme design, implementation and the standardisation of processes to ensure that the programme delivery is efficient and effective.

The RSPN Component of the SUCCESS Programme was evaluated in 2016, after completion of its first year. This second evaluation covers, the RSPN Components' performance as of September 30, 2017.

Figure 2: RSPN Component—Ring fencing the Success Programme for quality assurance
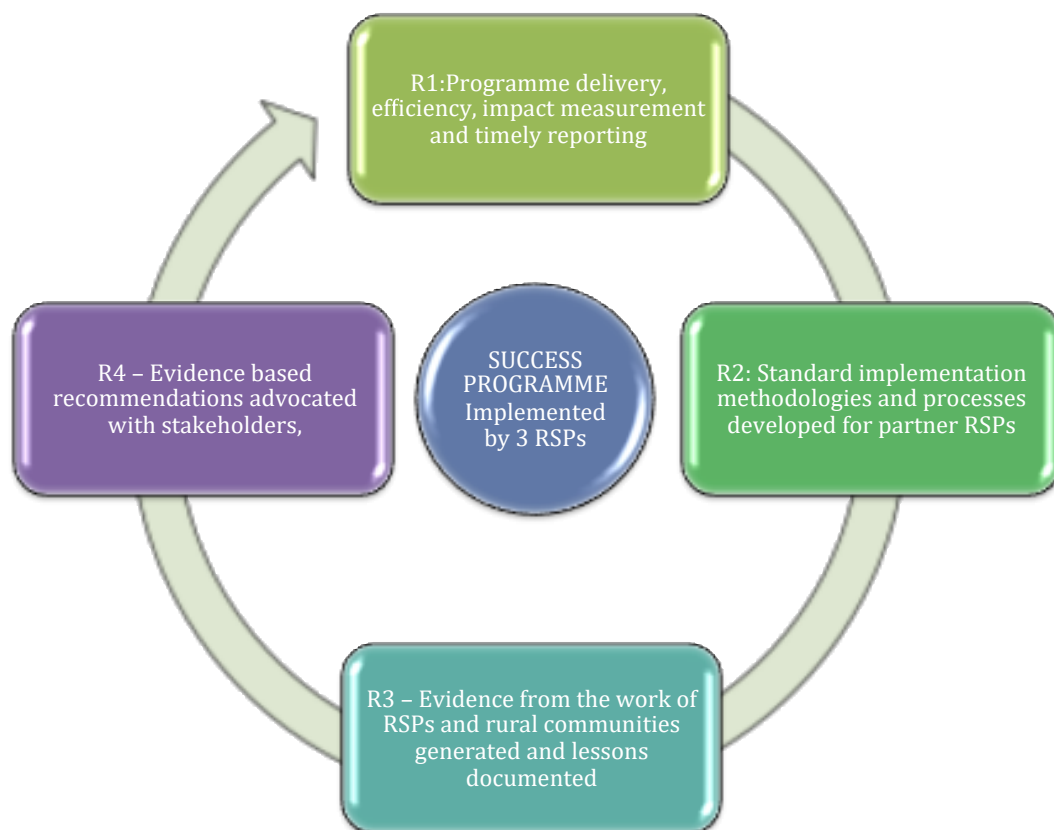
Indicators at the Objective level
- A common implementation approach and methodology adopted by all the SUCCESS implementing partner RSPs:
- Percentage of project outputs, which are reported as achieved or on track.

Expected Results

1. SUCCESS Programme delivery, efficiency and impact measured and reported.

Indicators:
- A common approach for undertaking baselines by the implementing RSPs by end of the six months
- A common M&E framework for the programme developed by end of the first six months
- Annual Key Performance Indicators (KPIs) report published by RSPN on behalf of SUCCESS RSPs

2. SUCESSS programme implementation methodologies and processes standardised across the partner RSPs, to guarantee quality, coherence and improvements.

Indicators:
- Similar Implementation Manual/Guidelines adopted by SUCCESS partner RSPs
- Number of SUCCESS RSPs staff trained on Programme Implementation Manual
- Quality Control Plan developed by RSPN and adopted by RSPs

3. Evidence from the work of RSPs/rural communities generated and lessons documented.

Indicators:
- One action research Programme completed by end of the programme
- Four thematic/sector studies and one synthesis report completed by end of the programme
- SUCCESS Programme lesson learning visits and workshops

4. Evidence based recommendations advocated and communicated with stakeholders

   Indicators:
- Community Driven Local Development Approach reflected in number of donor and government programmes and projects
- Number of Advocacy events under taken
- Number of Regional cooperation activities undertaken with organisations working in the regional countries

Target Group includes SUCCESS partner Rural Support Programmes (NRSP, SRSO and TRDP), Government of Sindh and District Governments.

Final Beneficiaries are people and people's organisations benefiting from the SUCCESS Programme: 770,000 households, 307 LSOs, 3,240 VOs and 32,400 COs.

The total cost of the RSPN Component is EUR 5 million, of which EU has funded EUR 4 million, while RSPN has contributed EUR 1 million.

The project period is October 1, 2015 – September 30, 2021. The Project is being implemented in 8 districts of Sindh Province, Pakistan.

GoS is a major partner, stakeholder and beneficiary of the SUCCESS Programme.

2 FINDINGS

2.1 Relevance

Poverty reduction has been a key policy objective of various governments both in the Centre and in provinces in Pakistan. Pakistan's Vision 2025 document reaffirms the need to make economic growth inclusive and sustainable in order to reduce poverty. It also recognises that poverty is multidimensional, including social, material and cognitive, resulting from poor access to services and resources, and denial of certain fundamental rights.

GoS has carefully studied and supported the Community Driven Development (CDD) approach used by RSPs. The most attractive features of this approach for the policy-makers and planners in GoS include its targeting strategy (household poverty and women); its scalability through horizontal and vertical social mobilisation; the evidence-backed verifiability, i.e., the methodology establishing clear baselines for before and after comparisons of project impact, using well-regarded tools, such as Poverty Score Card (PSC), Socioeconomic Surveys, Institutional Maturity Index (IMI) and supporting these with independent studies. And last but not the least, its insistence on building community institutions, in order to strengthen the third sector, or the social pillar[1].

Another key point of relevance is that GoS is leveraging the SUCCESS Programme to formulate a larger, strategic framework to address persistent poverty in both rural and urban parts of the province. For this purpose, it has requested the EU to enhance the scope of the Technical Assistance (TA) component, originally conceived under the SUCCESS Programme to evolve draft policies and recommendations to mainstream key elements of the SUCCESS Programme's CDD component in public policy, planning and budget allocation processes.

The TA Unit is now tasked to work closely with a high level Strategy and Policy Dialogue Committee (SPDC) that has been established to oversee drafting of the proposed poverty reduction strategy for both rural and urban areas the province. Social mobilisation for CDD, the core intervention logic behind the SUCCESS Programme, will be a major part of this assignment.

The RSPN Component is expected to work closely with the TA team and contribute to the rural poverty reduction component or CDD, in the overall poverty reduction framework. However, in itself, CDD is not expected to be an effective strategy, unless this approach is carefully calibrated to supplement and complement public services, in terms of identification of felt needs at the community level, demand creation, targeting, and participation in planning and resource allocation decisions at the District and lower levels.

When pressed further to provide a specific answer to the question of relevance, the Secretary, Planning and Development Board (PDB), stated that the GoS is hoping to get concrete and actionable proposals from RSPN/RSPs to be included the proposed Poverty Reduction Strategy.

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[1] The RSP approach implies that in addition to the public and private sector pillars or drivers of growth and development, a third, civil society sector pillar, is needed for ensuring sustainable development.

Specifically, GoS expects to know what services LSOs, VOs and COs will provide to the public sector, for reducing rural poverty. She said that GoS is keen to adapt RSP's CDD approach to enrich public sector planning and development processes, and is willing to pay for the services provided by the civil society organisations that have a demonstrated value for the public sector.

When asked about the potential conflict of interests and competition for resources between community institutions, such as LSOs and elected bodies at the District and lower levels, the Secretary said that both elected and community institutions are expected to engage in healthy conversations and identify development needs at the micro level through consensus. In all cases, projects identified through these forums will have to be implemented under prescribed public sector procurement rules and procedures, and subject to financial audit and government oversight. "These procedures and processes will be amended and strengthened further to allow participation of CIs in local development, should there be a compelling need to do so", the Secretary added.

Interviews conducted with both district and provincial level officials of the GoS support the conclusion that for effective poverty reduction in rural areas, working on both demand side and supply side, is important.

For GoS, the SUCCESS Programme's foci on rural, community and household level poverty reduction offers potential last mile solutions for effective delivery of public services through macro programmes, especially social and economic infrastructure projects.

The GoS has asked the European Union (EU) for assistance in devising an overall poverty reduction framework for the province that links development interventions at both micro with macro ends, and leverages CIs and integrates their 'targeting' capacity and self-help potential with local elected bodies to stimulate and energise local development.

The three implementing partners (TRDP, SRSO & NRSP) follow a common 'RSP philosophy and approach' to CDD, with a focus on reducing poverty at household level in a verifiable, scale-significant and gender-sensitive way. This approach is translated into the SUCCESS Programme. This approach has high relevance to what GoS wants to achieve through its own policy reforms.

In the SUCCESS Programme, each implementing partner is individually responsible for achieving its targets, results and objectives, yet they all follow a common implementation strategy. This is where the RSPN component comes in.

The RSPN Component provides the conceptual underpinnings to the RSP approach, and works to support the implementing partners, by defining, designing, and developing relevant knowledge products, and systematically building a common implementation toolkit.

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.

Through specialist input from RSPN, implementing partners are able to develop and use common tools and standardised methodologies, avoid reinventing the wheel, save time and effort, and get better millage from available resources.

The following Table provides a summary of the common tools and methodologies developed and delivered under the RSPN Component and their purpose and relevance to the SUCCESS Programme design, implementation, and M&E.

Table 2: Tools and Methodologies Delivered by RSPN

#.	Tool/ Methodology	Purpose	Relevance
1	Programme Implementation Manual (PIM)	Provide detailed and structured guidance and procedures to implementing partners for rolling out project components	Ensures common standards and technical parameters for compliance and scalability, across programme districts
2	Poverty Score Card (PSC) Manual	Systematic analysis of poverty at the household level for targeting interventions within specific poverty bands	Census of household poverty, using a uniform scientific tool for comparison before and after project interventions, across programme districts
3	Baseline and end line survey methodology	Establishing basis for comparisons before and after project interventions	Uniform empirical evidence for the delivery of expected results and impact, across programme districts
4	Monitoring & Evaluation Framework (MEF)	Define key functions of M&E under the SUCCESS Programme and determine roles and responsibilities for implementing these functions	Tracks programme deliverables as per agreed Logframe indicators, across programme districts
5	Quality Control Plan (QCP)	Guidelines setting standards for ensuring minimum quality in project implementation processes and outputs	Ensures that the programme inputs and outputs meet defined standards, across programme districts
6	Community Awareness Toolkit (CAT) and associated tools	Basic awareness training on critical issues: Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Environment and civic education, etc.	Structured delivery of social awareness training: 12 critical social issues are articulated and explained to all CO members across programme districts
7	Annual Key Performance Indicators (KPIs)	Logframe indicators to measure project performance	Measures progress by comparing oranges with oranges and apples with apples, across programme districts

On the ground, it is clear that tailored tools, methodologies and common frameworks are useful for fast-tracking implementation of a large, complex and multidimensional Programme, especially when using the same project intervention logic.

Another important point of relevance for RSPs is the internal consistency and quality that has resulted from using common implementation tools and standardised methodologies, for the entire project cycle, from design, implementation, M&E, course correction and communication of results to stakeholders.

All implementing partners were actively involved in the design and development of common tools and methodologies. Key RSP staff received extensive training in the administration of these tools. RSPN also provided technical backstopping in the field to RSPs, through regular visits and interaction with communities.

Partner RSPs shared their experience and intimate knowledge of local dynamics and field level ground realities, while RSPN provided technical input to these learning ventures.

This collaborative learning culture is the hallmark of the workings of RSPs and their Network, according to the staff interviewed for this report.

2.2 Efficiency

The RSPN Component has helped in creating efficiencies and enhancing the quality and value of Programme implementation in a number of key areas. These include helping the staff of implementing RSPs to evolve a common understanding of the SUCCESS Programme's goal and objectives; good communication; engagement, coordination; team building and in evolving well thought out responses to planning, implementation; and M&E challenges.

All three implementing RSPs were satisfied with the quality and timely delivery of planned outputs by RSPN.

Technical services delivered by RSPN under its Component were rated as 'sound' and of high quality by all implementing RSPs, and their technical advice at all times remained useful for all implementing partners' technical teams, which contributed to the quality, value and efficiency of implementation processes and activities from, project design, planning, programming, to monitoring, learning, and course-correction.

A high degree of collaboration and participatory processes used in developing project components and sub components allowed efficient use of resources, both human and financial.

All recruitment processes have been completed and the staffing levels are just right in relation to the package of interventions pursued by the project, and salaries and other emoluments are just about enough to retain staff with a good degree of motivation.

All implementing partners made good use of electronic communication and made minimum use of physical paper

Prior knowledge of project components and experience of working together by all implementing partners, contributed to higher efficiency and quality in the use of project resources and delivery of its outputs

Following is a summary of the discussions that was held with the field teams and management staff of the implementing RSPs on how they perceived the role of RSPN Component in creating efficiency, quality and value in their implementation work.

Programme design: individual RSPs had a pretty clear idea of the design parameters in the SUCCESS programme, as all of them had been implementing individual components under their main portfolios, such as social mobilisation, savings, Community Investment Fund (CIF), Technical Vocational Skills Training (TVST), Micro Health Insurance (MHI), Community Physical Infrastructures (CPIs), etc. Two of the three RSPs already had prior experience of implementing the UCBPRP. However, putting it all together not only required combining individual experiences but also integrating such experiences in a way that ensured producing a programme design that was greater than the sum of its parts. The implementing RSPs felt that RSPN was uniquely qualified to lead such an exercise.

Planning and programming: from all accounts, it is clear that a lot of effort has gone into putting together all the pieces of the puzzle during the initial planning. For instance, a quick review of the PIM reveals the richness of detail, clarity of purpose and the precise nature of intervention guidelines, standard operating procedures (SOPs) and protocols. The document does show that it is being prepared by a group of people who know their brief very well. When asked to estimate the incremental value of the planning and programming activities under RSPN Component towards the operational efficiencies of the SUCCESS Programme, the estimates provided by the implementing RSPs' field staff, ranged from 20% to 40%.

Stakeholdership /team building: high levels of engagement in developing common tools and methodologies resulted in better communication, team building, and stakeholdership in and ownership of outputs and results, which in turn contributed to lower transaction costs, fewer controversies and hiccups, and smooth and more efficient implementation.

Monitoring and reporting: participatory methods used in developing a common M&E framework and smart KPIs, have resulted in keeping the programme implementation on track. Also, there is indication, after two years into Programme implementation, that managers and sponsors/ donors are better informed and the risks of major cost overruns, delays and other inefficiencies are likely to be reduced, in the remaining years of implementation.

Learning and course correction: the addition of RSPN as a knowledge management partner can be regarded as an important innovation in the SUCCESS Programme, as this has effectively institutionalised co-learning, co-creation and course correction processes.

Traditionally, a TA component is added to such large, multi-sector and multi-actor programmes with the un-envious task of 'handholding' and 'chaperoning' implementing partners, on behalf of the donor agency, which often leads to more complexity and often works at cross-purposes. In the SUCCESS Programme, the approach taken is re-enforcing and "ring-fencing" the project by assigning the role of quality-assurance and knowledge management to the project itself, by recognising, organising, and deploying its own intellectual resources.

This has clearly helped in reinforcing the intervention logic and also does more than what the TA components are typically expected to do. The role of external TA in this case is then more appropriately focused on the broader policy and institutional objectives of sustaining the project results and outcomes.

To an external evaluator, this approach appears as an innovation and a strategic investment.

RSPN continues to use project resources prudently and efficiently, and has largely met timelines in the delivering project outputs and results. Almost all the deliverables in the work plan for the year (October 2016-September 2017) have been delivered to, and verified by, the partner RSPs.

All implementing partners followed internally consistent and EU approved guidelines for the procurement of common services and undertaking outsourcing arrangements.

RSPN's operating costs seem to be generally at par or lower than comparable organisations in the sector and in the country. This was helped in part by the fact that RSPN did not establish its own field offices, instead operating from the office facilities belonging to its partner RSPs.

Moreover, effective use of information and communication technology (ICT), and social media tools, also helped in creating significant efficiencies.

RSPN has contributed EUR 1 million (20%) towards the cost of the project to match the EU's contribution of EUR 4 million (80%) for the RSPN component. The cost sharing arrangement ensured the Programme's ownership amongst all stakeholders, in addition to more leveraged outcomes.

The significant 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.

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 85% against the Programme budget as of Year-2. Table 1 summarises financial resources budgeted for the component, and cumulative disbursements made by the end of September 2017.

Table 1: Budget and Expenditures (October 2015 to September 2017)

S #	Description	Budget (Oct 2015 to Sep 2017)	Expenses (Oct 2015 - Sep 2017)	Utilization Rate (%)	Variance to date	Variance %age
1	Human Resources	70,014,866	65,673,474	93.8	4,341,392	6%
2	Travel	5,090,000	5,014,024	98.5	75,976	1%
3	Equipment and supplies	9,026,246	8,368,139	92.7	658,107	7%
4	Local office - operational expenses	9,197,532	7,613,343	82.8	1,584,189	17%
5	Other costs, services (programme activities)	18,585,434	8,414,785	45.3	10,170,649	55%
6	Other - programme expenses	45,486,969	39,042,516	85.8	6,444,453	14%
7	RSPN IDC @ 7%	11,018,074	9,388,840	85.2	1,629,234	15%

	Total	168,419,120	143,515,121	85.2	24,904,000	15%

The scale of funding and the number and level of staffing were commensurate with the planned outputs.

Some delays resulted in rolling out the overall SUCCESS Programme and the progress was slightly uneven among the three implementing RSPSs in year one. In year two, the pace of implementation has picked up. However, there are still some unresolved issues that continue to cause delays in programme implementation at the RSP level.

The observed delays in the programme implementation were and continue to be caused by many factors, including: a) government regulation making it difficult for the community institutions to open bank accounts, b) institutional processes required in harmonising procurement procedures by all the implementing partners and, c) the policy of mandatory sequencing of activities.

The last point is significant, for instance, if there is a delay in forming a CO and providing its members with basic initial training and reaching the required maturity threshold, all the subsequent activities will also be delayed and cascade down the entire chain of implementation.

However, the Board of RSPN is aware of this issue, and considers such delays as a necessary trade off, in order to get the process steps right. In the scheme of larger things, such as institutional maturity and sustainability, such delays are acceptable and can be tolerated, according to the RSPN Board.

RSPs are trying their best to overcome the constraints imposed by the banking regulation in reaching out to their clients for disbursement of small grants and delivery of other cash inputs. Various initiatives are currently underway to find a way around the overburdening banking rules, which are primarily designed to deny flow of funding to terrorist organisations, but they are hurting the poor.

The delays related to mandatory sequencing / order of project inputs subject to completion of previous activities is likely to remain.

It must be noted that there are no delays in the delivery of RSPN inputs, which is the subject of this evaluation. All the planned outputs to be delivered at this point in the Project life have been delivered, for the RSPN Component.

2.3 Effectiveness

The focus in year one was on developing common implementation tools and methodologies. These included a Programme Implementation Manual (PIM), a Community Awareness Toolkit (CAT), an M&E Framework, an Institutional Maturity Index (IMI), a Quality Assurance and Control Plan and the modalities of a socio-economic baseline and end line surveys, among other activities (See Table 2).

RSPN followed a participatory process in the development of these tools and methodologies, working closely with all three implementing RSPs and their technical staff in various sectors e.g. Social Mobilisation, M&E and Gender. The focus in two was on quality improvement, learning, research and communication with stakeholders.

For on-going learning and course correction, RSPN has constituted resource groups comprising members from all RSPs, for each theme, such as Social Mobilisation Resource Team (SMRT), Gender Resource Group (GRG), Social Sector Resource Group (SSRG), M&E Resource Group (MERG) and Finance, Audit and Compliance Team (FACT).

Resource Groups meet on regular basis and also exchange ideas on issues and solutions through email and other social media platforms, such as the *WhatsApp*. The primary purpose is to share sector experience and operational matters through these RGs, but they also serve as mechanisms for sharing new ideas, proposing innovations and providing feedback to the programme management team to make timely decisions and adjustments, based on new learning. RSPN plays a key role in organising training workshops for these RGs, and documenting and reporting new developments to the RSP's management.

The benefit of RGs is creating information loops for adaptive programming, i.e., using information collected from on-going implementation processes to improve project management, create efficiencies and more importantly, to encourage open thinking and innovation. While formal mechanisms, such as project coordination and review meetings allow information and knowledge sharing across project teams, generating context-specific knowledge through more informal methods, such as internal debates and brain storming, optimises the utilisation of such information for project management. This aspect was seen as missing, as greater emphasis is placed on formal systems.

While discussing information sharing and knowledge management processes with the field teams of implementing RSPs, it was revealed that the current practice of holding fortnightly Project Review Meetings (PRMs) was too formal and too frequent, and did not produce that many actionable decisions. It was thought that these meetings should be held on quarterly basis, while also encouraging internal brain storming sessions to discuss subliminal issues, which often do not make it to the agendas of formal project coordination and review meetings. This is because complex projects such as SUCCESS Programme, do not always lend themselves to linear management processes. They require deconstruction of problems into their constituent pieces, decentralised decisions and local adaptations. This aspect is

largely missing in the SUCCESS programme, perhaps because of the primary consideration given to the need for standardisation of processes and procedures.

The Programme is in its second year of implementation and this evaluation covers cumulative progress. The main focus of year one was on start-up activates, such as common tools, methodologies and frameworks, roughly organised under ER1 and ER2, which have been delivered and adopted by all three implementing RSPs.

The focus during the second year was on rolling out programme activities, knowledge products, communication and visibility, support and supervision, quality control and efficiently and effectiveness of programme delivery.

The progress with regard to the four Expected Results (ERs) of the RSPN Component is broadly satisfactory and of high quality. All expected results and Logframe outputs are being assessed below for their quality, effectiveness and impact, as well as for room for improvement.

ER1: Prepare common baselines approaches and methodologies with technical assistance of University of Mannheim (Germany)

a) Baseline and End Line Socio-Economic Survey (BELSES)

The socioeconomic surveys before and after the project interventions, is an essential requirement to objectively determine SUCCESS Programme's results and impact. For this purpose, an internationally recognised methodology has been developed and some 4,000 households have been randomly selected in 20 Union Councils (UCs), whose current socioeconomic conditions will serve as the baseline to estimate end-of the project impact of the SUCCESS Programme, especially in terms of income and poverty, as well as other variables given in the programme logframe.

One caveat in the delivery of this output is that given the universal coverage of the households in all the Programme districts, it is not possible to conduct these surveys, involving a deliberate control group. Therefore, the BELSES will only be able to measure the overall change over the baseline, regardless of attribution to the Programme inputs.

The BELSES Tool has been developed with technical input from an international consultant, a reputed University in Germany. M&E staff of all three implementing RSPs was actively involved in all aspects of developing this tool. The BELSES Tool has been tested on the ground and calibrated to estimate changes in income, sources of income, asset ownership; incidence, depth and severity of poverty, and associated social characteristics of the poor (households) in the targeted Programme districts.

After initial testing, the BELSES Tool has been improved to also estimate changes in targeted poor households' access to and consumption of public services, such as water and sanitation, education, health, birth and identity registration, etc. Another key feature estimates changes in the stunting rate of children below 5 years of age in the targeted districts.

The BELSES has been designed as a standard tool to be used across all Programme districts employing a common methodology, indicators, data collection protocols and guidelines for analysis and reporting.

Relevant staff members of all three implementing RSPs had been trained in the application of this Tool. However, in order to ensure professional independence, the implementing RSPs have decided to outsource the baseline and end line surveys to a third party.

b) Poverty Score Card (PSC)

The SUCCESS programme aims to mobilise 70% of all households and 100% of the poor households in the eight programme districts into COs and provide targeted interventions to poor households, especially those falling between the poverty score of 0-23. This is a daunting task, as it requires a poverty census of all the households in the target districts.

NRSP is a pioneer in using and popularising this tool in Pakistan, which was first introduced by the World Bank, using a Proxy Means Test (PMT) that determines welfare status of a household on a scale between 0 and 100 points. Under the SUCCESS Component, this knowledge was leveraged and RSPN in consultation with NRSP has developed a detailed manual on the PSC survey.

The survey employs Computer Assisted Personal Interviews (CAPI) whereby interviewers use portable tablet computer to enter data directly into MIS system. The manual is being used in providing training to the enumerators and field supervisor and used by all three RSPs as a toolkit for their data collection teams.

The process of conducting surveys to identify households' poverty scores has been completed. So far, 849,777, or 77% of the target households have been surveyed in eight districts. PSC is extremely useful for precise targeting of poor households.

A possible downside identified by some CO members during the field visits pointed to the arbitrary line of 23 score in the PSC, above which households are excluded from certain project inputs. Though too early to make any judgement at this early stage in Programme implementation, if this sentiment persists and widely shared by the community members, then it may dampen the interest and enthusiasm of some households to participate in the social mobilisation process.

Another issue that was highlighted by some target beneficiaries interviewed for this report was regarding the long time that it takes for all the sequential steps to be completed by the implementing RSPs, from social mobilisation, starting a savings programme by the CO, training of community leaders in community management to opening bank accounts, etc., before CO members can access any project inputs. RSPs need to listen carefully to CO members, and take their concerns seriously, and not dismiss them as a sign of impatience and inability to appreciate institutional considerations.

c) Institutional Maturity Index (IMI)

IMI is a Tool originally developed at Aga Khan Rural Support Programme (AKRSP) and used to assess and monitor the level of organisational maturity of Community Institutions. RSPN has built on that experience and provided a common framework on which to assess the evolution of CI's for all three RSPs.

The utility of IMI is that it provides time-tested variables to measure the continued health of CIs, such as the quality of participation, problem-solving capacity, linkages

and other indicators of activism, dynamism and actions that are common measures of institutional maturity. The IMI is an additional useful tool for regular monitoring and assessing the performance of COs, VOs and LSOs over the coming years.

d) District Profiles

As part of the start-up activities, profiles of the eight SUCCESS districts were developed. These profiles provide a useful context to the SUCCESS programme interventions. With the help of secondary data, details of administrative structure, history, demographic information, gender-wise literacy status and number of available health facilities at *tehsil/taluka* level have been included in each of the district profile. In addition, brief notes have been provided on major agriculture crops and climatic conditions of the district. These profiles provide a quick glance to an overall socioeconomic status of the programme districts, and provide a good baseline for measuring and comparing future changes.

e) M&E framework with KPIs

Based on the SUCCESS partners programme documents, RSPN developed a common logical framework and internal M&E framework, including a set of common KPIs. A participatory approach was used involving M&E and social mobilisation staff of implementing RSPS in developing this framework, reflecting shared expectations and joint ownership. The M&E framework spells out the key functions of monitoring and evaluation under the SUCCESS Programme, and determines roles and responsibilities for implementing these functions. Appropriate training was also provided to the relevant staff of the implementing partners. The M&E framework and KPIs and the technical training were reported to be effective, robust and of high quality in their end uses, by the implementing RSPs.

f) Development of MIS with mapping to track KPIs

A web based management Information system (MIS) reporting system has been developed to track the physical progress and report on KPIs of the overall SUCCESS Programme. This is a highly useful tool and reflects the ability of RSPN to leverage latest technology for creating highly reliable decision support systems in real time. The KPI-MIS interface will show progress on all interventions by UCs in each Programme District, presenting a dynamic SUCCESS Programme evolving and expanding on a map, which can be accessed from anywhere in the world.

ER 2: SUCESSS programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements

g) Technical support to the RSPs

RSPN provided technical assistance to the three RSPs in designing stage the SUCCESS Programme. This helped in ensuring the uniformity and standardisation of approach, programme content, implementing processes and performance measurement indicators.

h) SUCCESS Programme Implementation Manual (PIM)

The development of PIM was an intense, but collaborative effort between RSPN and implementing RSPs. "The effort was worth it, and now it is our implementation

bible", said one of the Programme Managers. The PIM is one of the key tools developed for implementing a large and complex programme by multiple partners. It provides, in meticulous detail, principles, procedures and protocols for initiating all project activities. The document has now been translated into the Sindhi language to enable local staff of RSPs for effective use. It is an impressive and effective tool and has contributed to scaling and fast tracking of activities across Programme districts.

i)   Community Awareness Toolkit (CAT)

This is another highly useful standard tool, comprising counselling cards designed for sensitising CO members on 12 critical social sector issues, including family planning, nutrition, HIV, education, WASH, DRR, environment and civic registration requirements. The way this has been developed is also interesting and a good examples of replicating good practices and adapting knowledge products already available with specialised agencies. RSPN, RSPs and other key stakeholders, including UNICEF, WHO and public sector institutions, reviewed the existing awareness materials available in the public domain, and CAT was developed.

After witnessing a CAT session in the field, the evaluator, asked several women to repeat what they had learnt; and found the absorption rate to be impressive, with one woman correctly describing 10 out of 12 critical issues that she had just been briefed on. The value of CAT reminded this evaluator of effective extension methods used in China under Mao, where rural people were given similar information through loudspeakers. One such piece of information, boiling water and keeping it in thermo-flasks for use throughout the day and night at homes, work and public places, still remains as key part of the Chinese culture even today that has reduced preventable diseases on a significant scale, and saved lives, and billions of dollars in health costs.

One recommendation on CAT would be to keep researching on other useful and relevant information to be included, currently not covered by CAT, without increasing the number of critical issues. This tool can also be adapted to different cultural and contextual contexts, and developed its higher versions for graduating audiences. Recognition and rewards can also be attached to the recipients, promoters and champions of CAT, for creating a critical mass/ snowball effect.

j)   Quality control plan and quality control tools (QACP)

QACP has been developed for all activities in PIM. They specify standards and benchmarks for the processes and products to be delivered under the SUCCESS Programme. They ensure programme activities are completed in a timely and efficient manner and conform and comply with processes and standards outlined in the PIM.

The only comment on QACP is that while useful, these activities are excessively detailed and may be overburdening for the implementing partners, especially since the project activities are already standardised and that RSPs have years if not decades of experience in implementing them.

k)   Remaining outputs under ER2

The evaluation also reviewed the following other outputs under ER 2, which were found to be satisfactory, effective and of higher quality.

- Orientation Training of RSPs' key SUCCESS Programme staff on PIM, CAT and quality control plan and quality control tools: Common and uniform level of
- Supportive supervision and quality control spot check visits during the SUCCESS Programme implementation
- Organising RSPs strategic support group meetings (SMRT, GRG, M&ERG, SSRG, FACT) for lessons learnt and standardisation:
- Organising National LSO conventions:

ER3: Evidence from the work of RSPs and rural communities generated and lessons documented

The target in the Logframe is one action research activity, four thematic / sector studies, and one synthesis report, by the end of the programme. The main purpose of these activities is to support evidence-based learning, policy advocacy and continuous programme improvement.

In the second year of the programme, RSPN has conducted the following major activities to achieve this result:

l) Action Research on Poverty Dynamics

A focused research initiative has been initiated as a follow up socioeconomic baseline survey completed in 2016. The purpose of these studies is to gain more in-depth insights on the information obtained through the generic survey, for making more evidence based and informed policy recommendations.

In addition, a series of research articles were sponsored by RSPN. One article, titled "South-South Learning," was published in October 2016, in an internationally recognised Global Policy Journal. The article highlighted the significance of regional learning and the role of Rural Support Programmes in this regard. A second article titled "No Ordinary Hazards: Risking Climate Change", sheds light on the vulnerabilities faced by the poor and the need for prioritising local actions with the involvement of community institutions in local governance. A third article was published in a leading national newspaper that describes how to build water resilient communities. A fourth article published in another national daily highlighted the significance of community role in improving children enrolment in schools.

Another research initiative is intended to share instant observations and reflections from the field, through a new series of Researchers' Diary. The diaries have reflected on issues such as open defecation, challenges faced during the course of social mobilisation, rural urban migration, saving practices and benefits of the SUCCESS intervention.

A detailed case study titled" Escaping the Mighty Man: The long struggle of Siddique Solangi from Bonded Labour to Freedom" was completed. The study helps to understand the challenges during the struggle of the poor in a deeply entranced feudal social structure in the rural Sindh

Baseline narrative household studies are also being carried out, initially covering 20 households by the research team in the field to understand the present socioeconomic status of the households and then to track the transformational change in households with the roll out of SUCCESS interventions.

In addition, a number of thematic / sector studies are being planned by RSPN and by RSPs, such as women's social and economic empowerment, technical and vocational skills, micro-health insurance and community physical infrastructure, etc. These will be outsourced

This evaluation can confirm that all of these research and knowledge creation activities are of acceptable quality and contribute to the expected result.

A recommendation in this regard would be to supplement these in-house and sponsored research initiatives undertaken by the experts, with simple, community-led knowledge generation initiatives. The starting point would be to expand the community resource persons (CRPs) idea, identify research topics relevant to their work and immediate environment such as open defecation, nutritional habits, water management and other feasible topics, preferably selected from the 12 critical social issues. The purpose should be to engage community members in 'learning by their own research and critical thinking", as an effective method for behaviour change. Conducting expert research has value, but it is like preaching to the convert. What is needed paradigm shifting, breaking local thinking moulds, and exposing people to 'out of box' thinking.

ER4: Evidence based recommendations advocated with stakeholders within the country and beyond

The following planned activities were reviewed and found to be completed and/ or on track:

m) *SUCCESS Programme launching workshop: Completed in year 1.*
n) *Development of communication and advocacy strategy: Completed in year 1.*
o) *Advocacy Workshops with government and other stakeholders: One of the two planned workshops were organised in year 2.*
p) *Showcase of the SUCCESS Programme interventions at cultural events: Completed in year 2*
q) *Collaboration for conferences on rural-urban linkages, and other cross cutting issues: completed and on going*
r) *Regional Experience sharing and learning visits of RSPs/RSPN and Government staff: completed and on going*
s) *Annual RSPs Strategic Retreats: completed in year 2*
t) *Video Documentaries on the SUCCESS Programme and its interventions: not completed*
u) *Bi-annual SUCCESS Programme Newsletter: Completed in both years*
v) *Media Campaigns (print/radio): completed for both years*
w) *Documentation of LSO initiatives: completed*
x) *Annual report, highlighting the SUCCESS Programme: The 2016 report has been published*
y) *Publication of Quarterly RSP's Social Mobilisation Outreach: completed for the reporting period*
z) *Development and maintenance of SUCCESS website: The SUCCESS website (www.success.org.pk) was developed in the first year and regularly updated. The web analytics can be accessed at: http://www.success.org.pk/webalizer/default.html*

aa) Printing and distribution of Visibility Items: Completed for the reporting period
bb) Publication

The logframe remains unchanged. Annual Progress Report and updated action plan for Year 3 of SUCCESS Programme of RSPN-component has been submitted to EUD

All thee partner RSPs have shown high levels of satisfaction with RSPN's contribution in:

- The design of the programme
- Development of common implementation tools and frameworks
- Support in standardisation of Programme approaches
- Quality control of inputs and deliverables
- Training and technical support
- Research and knowledge generation
- Communication of the work to wider audience s
- Supervision support during the programme implementation

Training and orientation support to RSPs' key SUCCESS staff covered all aspects of project design, implementation and performance measurement. Relevant staff of implementing partners received specific training in each area of intervention, tools and methodologies. Common and uniform level of understanding of the key RSP SUCCESS staff was taken seriously to set the direction for the standardised approach for programme implementation.

Capacity building support received by the implementing RSPs focused on enhancing the technical knowledge of the participants about CIF and IGGs management as well as the use of CAT. Separate and focused training has also been provided to the M&E Teams of the SUCCESS Programme. The implementing RSPs, in turn, have started to pass on these skills to their SUCCESS Programme staff at large, community leaders and Community Resource Persons (CRPs).

In the first year of implementation of the SUCCESS Programme, the field teams of the implementing RSPs have observed the following issues, which are yet to reach the formal decision making forums for discussion and resolution.

- Only a small proportion of the overall target households/ CO members will benefit from the grant and loan components of the SUCCESS Programme, such as IGG and CIF
- The cut off line for such support is 23 score on PSC, which is an arbitrary line, in the eyes of many beneficiaries
- The mandatory starting steps for accessing project inputs, such as the formation of COs, VOs and LSOs, and related training and orientation, are too long and time consuming, resulting in observable impatience and loss of interest among some of the beneficiaries

The EUD is proactively engaged in the management and regular monitoring of both the main SUCCESS Programme and its RSPN Component. The EUD's Project oversight activities include political and policy level contacts and communications with key stakeholders as well as technical support and professional interactions, including

field visits, participation in project organised events and regular coordination, review and monitoring meetings.

Moreover, the EUD receives and comments on regular M&E and research reports from the project implementers and promotes and follows developments on social media.

The GoS is committed to incorporating key elements of the SUCCESS Programme in its public sector funding programmes, without waiting for the project support to end. For this purpose, it has notified directives to District level public sector officials, especially the Deputy Commissioner, to convene Joint Development Committees with RSP teams and LSO representative to coordinate and harmonize local development initiatives.

A more formal level of public sector support to SUCCESS Programme type initiatives will be possible after the completion of the poverty reduction strategy that is currently underway, involving the EU funded TA team and the high level committee constituted by GoS.

A number of social science research initiatives are planned by RSPN in 2018 that will focus on identifying, among other social and productive activities, micro-investment opportunities, by analysing the experience of the community investment fund (CIF), which is being rolled out as part of the SUCCESS Programme.

All the programme interventions are designed to be environment-friendly and sustainable. In addition, the Programme has a special focus on women, which is intended to promote gender equality and act as an affirmative action. The foci on women, community and small-scale are all intended to promote green development.

2.4 Sustainability

The key sustainability questions are whether the ideas contained in the SUCCESS Programme are useful, helpful and make sense to the policy makers in the province of Sindh in their political economy calculus, to change their policy orientation. These are old questions, but the answers to these questions may be new!

The third sector[2] in Pakistan, represented by the largest network of CSOs, that is RSPN, has accumulated enough evidence on the ground to show that social mobilisation of the people can lead to mainstreaming masses in national poverty reduction programmes.

The CDD approach followed by RSPs in Pakistan has over three decades of experience and evidence that it works. RSPs have also passed the test of convincing the managers of the political economy of Pakistan, that a social pillar is needed to completing the theory of nation building.

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.

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[2] https://www.weforum.org/agenda/2015/08/10-trends-shaping-the-future-of-civil-society/

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 extension to another six districts by GoS, 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.

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.

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.

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.

For instance, the EU's Programme for Improving Nutrition in Sindh (PINS) is designed to use the CIs fostered under the SUCCESS and UCBPRP programmes. Additionally, GoS' own Accelerated Action Plan for Reducing Stunting and Malnutrition (AAPRSM) will also use the same CI network for outreach services.

These are examples of the value of CO/VO/LSO for other service providers in terms being able to reach their target groups through Cis.

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.

3 RANKING

Evaluation criteria	Score (1-5)	Remarks
Relevance	5	High relevance of project approach and design to the needs of target groups, implementing RSPs and GoS
Efficiency	4	90% of target outputs delivered with high efficiency
Effectiveness	4	Highly collaborative, high quality of common tools and standard methodologies developed; high contribution to Programme quality, high quality of training and supervision
Sustainability	3	High acceptance and use of results by implementing RSPs, possible delay and uncertainty in uptake by GoS
Overall	4	High value of knowledge products produced for users

4 CONCLUSIONS

a) The overall and specific objectives of the SUCCESS Programme are highly relevant to the needs of beneficiary groups in Sindh

b) There is also consistency and convergence between RSPN's strategic objectives as laid down in its five-year strategy document, and the implementation support role in the SUCCESS Programme

c) Design parameters and project components are carefully modulated to address contextual conditions, including problems and opportunities.

d) The most attractive features of the SUCCESS Programme for GoS are its targeting strategy, focusing on the poorest households and women, and verifiability through PSC.

e) The Programme addresses the twin goals of reducing multidimensional poverty and SDGs

f) GoS has sought to lavage the SUCCESS Programme to develop an overall Poverty Reduction Strategy for the Province

g) Implementing RSPs and RSPN well placed to provide technical input to GoS' Poverty Reduction Framework, currently assigned to TA Team

h) RSPN Component is designed to achieve economies of scale, fast track implementation and ensure quality of project services.

i) Common tools and methodologies under the RSPN Component have broader relevance to public sector/ donor programmes, other NGOs and CIs.

j) In terms of operational efficiency, RSPN has logically planned and sequenced relevant activities under each result

k) Standard tools and methodologies developed under RSPN Component have added immense value and operational efficiencies in rolling out SUCCESS through multiple partners

l) RSPN/RSPs need to step up their proactive support to GoS in developing a coherent poverty reduction strategy that addresses structural issues, creates demand and capacity, and streamlines supply-side services

m) The project appears to be somewhat over designed and expert driven; the trade off b/w standardisation and learning by doing may need to be looked at again

n) The evaluation has found significant evidence of progress in the delivery of planned outputs, as well as potential contribution towards the SUCCESS Programme's overall objectives.

5 RECOMMENDATIONS

a) Standard tools/methodologies developed are excellent. Now focus should be on innovations, improvements /adaptations

b) Consider developing and extending existing tools and methodologies to UCBPRP and line departments to improve supply/demand of public services

c) Work closely with TA team and come up with a comprehensive poverty reduction plan

d) CAT is an excellent tool to sensitize rural women in critical social issues; use the same logic to sensitise them in other sectors

e) Plot dynamic career and leadership paths for CRPs; engage them in a variety of research/social/productive activities

f) The autonomy of CIs should be protected while aligning them to quality for public sector support.

ANNEX 1: Evaluation Questions

1. Relevance

1.1 To what extent RSP's CDD approach is relevant to GoS' poverty reduction policy goals?

1.2 To what extent the overall SUCCESS Programme's objectives and results are relevant to the needs of the target groups?

1.3 Is RSPN Component relevant to the needs of implementing partners of the SUCCESS Programme?

1.4 Were implementing RSPs involved in the design and development of implementation tools under RSPN component?

1.5 Have any adaptation made to the Component Logic, due to changed circumstances, or new learning?

1.6 Are the indicators well defined and relevant to measure the achievement of the objectives?

2   Efficiency

2.1 To what extent has RSPN Component contributed to the efficiency and quality of the Success Programme implementation?

2.2 Has the RSPN Component used Programme resources efficiently?

2.3 Do you think that the project implementation mechanism selected for this Programme is the right mechanism? (GoS)

2.4 What is the value added of RSPN component in project implementation?

2.5 Are you satisfied with the project progress so far?

Inputs
a)   a) Do the resources provided to RSPN sufficient to deliver quality inputs?
Delays
a)   Are there delays in some planned deliverables?
b)   Have the reasons been identified?
c)   Are the revisions of planning been properly implemented? Effective?
d)   Have the outputs been produced/ delivered in a cost-efficient manner?

3   Effectiveness

3.1 What specific products and services have been developed under RSPN Component that are relevant to the needs of implementing partners of the SUCCESS Programme?

3.2 Is there a mechanism for on-going iteration of programme assumptions and activities?

3.3 Has the progress in term of expected results being properly achieved?

3.4 Were the implementing partners satisfied with the quality and quantity of the support activities delivered under the RSPN Component?

3.5 In what areas has the RSPN Component added to the implementation and M&E capacity of your RSP?

3.6 How confident are you that the project will deliver its intended results?

3.7 Are you satisfied with RSPs/ RSPN/ GoS Coordination in project implementation/ management?

3.8 Is there any activity, part of the implementation process, or sequencing of activities in the design of RSP component that you, your department or your RSP want to change?

4   Sustainability

4.1 What are the formal mechanisms through which GoS monitors this project?

4.2 Is the role of the EUD/HQ in the management and the monitoring of the operation sufficiently helpful for the implementing partners in implementing the overall SUCCESS Programme, its RSPN Component and in sustaining its results?

4.3 Are the relevant authorities taken the financial measure to ensure the continuation of services after the end of the action?

4.4 Has the private sector been involved to ensure the sustainability of the action?

4.5 Have the necessary measures been taken to address the environmental sustainability?

4.6 Have the necessary measures been taken into account to enhance the role of women?

4.7 What policy / strategic changes GoS is making based on the learning from this project?

4.8 What project results/ outcomes do you see being taken up by GoS after the end of donor support for this project?