



EUROPEAN UNION



## PROGRAMME FOR IMPROVED NUTRITION IN SINDH (PINS)

In close collaboration with the Accelerated Action Plan, Government of Sindh



### RSPs Staff Orientation Workshop Report

Karachi

23<sup>rd</sup> - 24<sup>th</sup> April, 2018

Technical Assistance Partner



Implementation Partners for PINS ER-3 Component



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## Acronyms

AAP	Accelerated Action Plan for Reduction of Stunting and Malnutrition
ACF	Action Against Hunger
AFS	Agriculture and Food Security
CDD	Community Driven Development
CLTS	Community Led Total Sanitation
CEO	Chief Executive Officer
CIF	Community Investment Fund
CLEW	Community Livestock Extension Workers
CM	Chief Minister
CO	Community Organization
COO	Chief Operating Officer
CRP	Community Resource Person
DPO	District Project Officer
DRR	Disaster Risk Reduction
ER	Expected Results
EU	European Union
FFS	Farmer Field School
GoS	Government of Sindh
HR	Human Resources
LSO	Local Support Organization
M&E	Monitoring and Evaluation
NGO	Non-Government Organization
NRSP	National Rural Support Programme
PINS	Programme for Improved Nutrition in Sindh
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
RSPN	Rural Support Programmes Network
RSPs	Rural Support Programmes
SRSO	Sindh Rural Support Organization
TRDP	Thardeep Rural Development Programme
UC	Union Council
UNICEF	United Nations International Child's Emergency Fund
VO	Village Organization
WASH	Water Sanitation and Hygiene

## Overview

Government of Sindh (GoS) through the Planning and Development Department is implementing a six-year multi-sectoral Sindh Accelerated Action Plan for Reduction of Stunting and Malnutrition (AAP), with the objective of reducing stunting rate from the existing 48 percent to 40 percent by 2021. The European Union (EU), under the EU Commission Action Plan on Nutrition 2014, is supporting GoS in addressing the issue of malnutrition. Therefore, EU Brussels Office has approved the four-year Programme for Improved Nutrition in Sindh (PINS) to be implemented in ten districts of Sindh starting from February 15, 2018.

RSPN is leading the PINS Expected Results (ER) 3 component with four partners: Action Against Hunger, National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). This component includes nutrition sensitive interventions i.e. Water Sanitation and Hygiene (WASH) and Agriculture & Food Security (AFS).

RSPN organized an orientation workshop for the key staff of the three implementing RSPs for the ER-3 component. This orientation was held on 23-24 April, 2018 at Mehran Hotel in Karachi. This document outlines the proceedings of the workshop. The objectives of the workshop were as follows:

- Orient project staff on the key programme interventions, results and targets along with M&E and Communication and Visibility activities
- Familiarize the participants with the conceptual framework of Agriculture & WASH and its impact on nutrition
- Inform participants about role of RSPN, implementing RSPs, and importance of coordination among partners
- Explain the organogram and roles and responsibilities of the programme staff
- Familiarize the programme staff with RSPN's HR Manual, Financial Management System, and EU Financial and Procurement Guidelines.

## Proceedings of the Workshop

### Welcome Note and Introduction

The RSP staff orientation workshop began with a recitation of the Quran by a volunteer from the audience. An introduction activity was carried out by the Programme Management Unit (PMU) of PINS-RSPN. The participants including staff from RSPN, key members of RSPs and representative of ACF took part in the activity and introduced themselves, their role in the programme and passed a ball of string to one person in the room who they support. The activity resulted in the formation of a web between participants which emphasized the need for synergies and coordination between all partners of the PINS programme.



Introduction activity

The introduction activity was followed by a welcome note by Khaleel Tetlay, COO of RSPN. He gave a brief history of RSPs in Pakistan and the importance of synergies between them. He also introduced the Community Driven Development (CDD) approach of RSPN and RSPs which will also be adopted in PINS. Khaleel Tetlay emphasized on the need for transparency and accountability by all partners in implementing the programme.

Mir Hussain Ali, CM's coordinator for Nutrition, GOS provided opening remarks for the workshop. He explained that the need for the AAP arose due to the severity of malnutrition and its socioeconomic implications, particularly in interior Sindh. He also informed the participants the Provincial Task Force which is chaired by the Minister of the Planning and Development Department, and the Task Force Secretariat which has been formed for addressing malnutrition which he leads.

Mir Hussain reiterated the commitment of the Secretariat to address malnutrition and emphasized the need to adopt an approach for meaningful implementation rather than routine implementation of the programme. He said that this is the first time the GoS has adopted a multi-sectoral approach for nutrition and motivated the participants to work as a unified team and make the programme a model for the rest of the country.

## Overview of SUCCESS and UCBPRP

Fazal Saadi, Programme Manager for SUCCESS, presented an overview of SUCCESS and UCBPRP. He discussed the three-tier social mobilization approach which is being used to implement the SUCCESS project. He discussed the origins of community organizations (COs), Village Organizations (VOs) and Local Support Organization (LSOs) and how they will be employed for the implementation for ER-3 component of PINS. He explained that the COs/VOs/LSO will perform the following functions:

- Provide platform for effective community engagement for WASH and AFS
- Implementation, operation and maintenance of water related projects
- Provide community support for implementation of programme activities.

## PINS Overview

An introduction to PINS was provided by Bashir Anjum, Social Sector Specialist at RSPN. He discussed the collaboration between various partners involved in the implementation the programme. He also explained how the PINS project is being implemented in close coordination with AAP. In terms of outreach, out of the ten districts that PINS is covering, AAP will cover 50% of the Union Councils while RSPN-PINS will cover the rest.



Bashir Anjum gives an overview of PINS

For this purpose, Bashir Anjum emphasized the need for improved collaboration via knowledge sharing and coordination at the field and management levels.

The presentation and discussion that followed brought forward the importance of a multi-sectoral approach and coordination between stakeholders. Bashir Anjum highlighted previous projects that have been implemented due to collaboration between the RSPs and how PINS will be able to add value to past projects in Sindh. Other participants also shared their local insights from these past projects and appreciated that PINS will be focusing on behavioural change with respect to various sectors such as agriculture and WASH.

## Overview of Conceptual Framework

Imran Jatoy represented ACF which is providing technical assistance to the PINS ER-3 component. He introduced the UNICEF (1990) conceptual framework which provides the basis of applying a multi-sectoral approach to reducing malnutrition. He also discussed the immediate and underlying causes of malnutrition. It was pointed out that healthcare and disease are the most significant issues in interior Sindh and that they are directly linked with malnutrition. Malnutrition is also linked to other issues such as food insecurity, education, lack of sanitation and cross-cutting themes such as gender, climate-change and cultural practices which are being addressed through the project.

The discussion provided the participants of the workshop with an understanding of how the various activities of ER-1, ER-2 and ER-3 are linked to malnutrition. The pathways between agricultural food systems, WASH and nutrition were given special focus. The presentation also highlighted the importance of the first 1,000 days and the role of women in nutrition which justifies targeting children under 5 and pregnant and lactating women in Sindh.

## Discussion on Implementation of Activities under PINS ER-3

An activity led by Musadiq Kayani, WASH specialist of PINS-RSPN introduced the participants to the activities proposed for PINS ER-3. The participants were divided into teams which were then allocated clusters for both WASH and AFS, for example livestock management, climate sensitive agriculture, water and sanitation. The teams then had to select activity cards relevant to their cluster and post them on a wall in the order of which they will be implemented. Representatives from each team then presented their clusters and the activities under them. This allowed participants to get familiar with the activities that will be taking place

under PINS

ER-3.



Activity to introduce participants to WASH component

The activity was followed by a detailed discussion of implementation of WASH activities under PINS ER-3. Musadiq Kayani discussed the main expected result of WASH activities, that is, improved community-level climate resilient WASH infrastructures including behaviour change in rural areas of Sindh.



He also discussed the two main aims of the activities:

- Achieve Open Defecation Free Status
- Improve access to safe drinking water

The presentation on activities for the Agriculture and Food Security component was led by Rao Ayub, Technical Agriculture Manager, ACF. The presentation discussed the current situation of food security in Pakistan, causes of food insecurity and activities that will be implemented to address the various causes and to achieve the main expected result, that is, improved community-level nutrition sensitive food production systems adapted to climate change in rural areas of Sindh. He discussed details of the different interventions that will take place such as kitchen gardening, food preservation and storage, use of bio-fortified seeds and climate smart agriculture technologies. He explained that the activities will include orientation, demonstrations and provision of inputs. He also discussed the approach of Farmer Field Schools (FFS) and the focus on developing female farmers and entrepreneurs. Livestock, fisheries and Disaster Risk Reduction (DRR) activities were introduced by Akbar Raza, Programme Director, PINS-RSPN.

The presentations on the AFS components led to useful discussions on how gender will be incorporated as a cross-cutting theme. For example, hiring of women as CRPs and CLEWs was discussed. Discussions also took place on how sharecroppers and landless can be prioritized and incorporated in AFS activities. For example, participants agreed that provision of assets and inputs, such as livestock and seeds for kitchen gardening, are useful ways to improve assets and food insecurity for these groups.

### **Kickstart of Activities and Organogram**

Day 2 began with a recap of discussions from the previous day by the participants. Bashir Anjum followed the recap by presenting the organogram of PINS-RSPN and the roles and responsibilities of its staff. He explained the reporting process so that all District Project Officers (DPOs) report to Program Managers at RSPs, who all report to Akbar Raza, Director, PINS-RSPN.

He also discussed the kickstart activities at district level which are due to commence soon and conclude before the end of June, 2018. These activities include:

- Dialogue with LSOs
- Orientation of LSOs
- Selection of WASH CRPs/Masons/Plumbers/Entrepreneurs
- Selection of Agricultural Entrepreneurs
- Selection of Poultry Entrepreneurs
- Selection of CLEWs
- Selection of Fish Farmers

### Discussion on the Overall and RSP-wise Targets

A discussion on the overall and RSP-wise targets of the programme was led by the Monitoring and Evaluation (M&E) team of PINS-RSPN. Munawar Alee Kapree, M&E coordinator of PINS ER-3 discussed the overall, RSP, district and year-wise targets and KPIs of PINS ER-3.

### Discussion on Knowledge Management Activities

Ayesha Mysorewala, Knowledge Management and Reporting (KMR) Officer of PINS-RSPN outlined the plan and targets for knowledge management activities. She emphasized the necessity of documentation of key events, activities and trainings in formats which will be provided by the M&E team in due time. She also discussed the overall objective of the function, that is, to compliment M&E, coordinate between partners and communicate the learnings to various stakeholders.

Various kinds of knowledge products such as case studies, quotes, newsletters and annual reports were discussed and the DPOs and Project Managers committed their support to ensure that the impact of PINS activities will be successfully documented.

### Discussion on Communication and Visibility Activities

The Communication and Visibility plan was presented by Rabab Jafar, Communications Officer of PINS-RSPN. She discussed the various forums that the progress, successes and learnings of PINS will be shared on such as print media, social media, radio and the website.

She informed the participants that the AAP and PINS teams are collaborating to produce a joint communication plan, and that the successes and progresses will be shared across the forums managed by both programmes. She emphasized the need to follow EU branding guidelines. She also presented quick tips to ensure good photographs.

### Discussion of Monitoring and Evaluation Activities

Specialist at RSPN discussed the M&E procedures of RSPN and how they will be mainstreamed into PINS ER-3 activities. He explained that past work of RSPN, especially the databases of UCBPRP and SUCCESS were consolidated and used to set the targets and log frame for PINS ER-3. The data provided the rationale for division of UCs amongst GoS and PINS Programme for implementation for PINS and AAP. He outlined the following M&E activities which will be undertaken under PINS ER-3:

- 1) Development of a comprehensive M&E Framework and reporting mechanism. He added that the M&E Framework will be guided by RSPN's M&E Manual and aligned with the result framework of AAP.
- 2) Development and implementation of a web-based real time MIS and GIS mapping to track KPIs. The KPIs will be mapped with SUCCESS & UCBPRP and contain real-



time data on households and organised communities and their activities using different geographic layers.

- 3) Trainings for PINS ER-3 M&E teams to increase their capacity for monitoring and evaluation of activities. There will also be refresher trainings held in due course of the programme.
- 4) Development and implementation of PINS impact evaluation design

He also explained the periodic progress reporting mechanism which will include submission of KPI tracking and technical periodic progress reports and sharing of KPI progress report with AAP's Secretariat.

### **Procurement under PINS ER-3**

Muhammad Affan, Procurement Officer at RSPN, gave a presentation on the procurement policies of RSPN and EU and their key features. He explained the explicit rules of procurement pertaining to service contracts, supply contracts and work contracts in addition to the rules of procurement specific to RSPN.

### **Financial Management**

Abdul Ghani, Financial Manager of RSPN gave a concise synopsis of RSPN and EU's financial management policies and features. He explained that RSPN holds dedicated bank accounts and separate accounting procedures for each project. There are monthly and quarterly management reports for each project as per donor's requirements, and a bi-annual review of physical and financial progress by the Finance and Investment Committee and the Board of Directors of RSPN. RSPN's annual financial statements are in accordance with the requirements of the International Financial Reporting Standards (IFRSs) and Companies Ordinance, 1984. The records of all transactions are maintained up to 10 years.

### **EU Compliance Guidelines**

Mr. Bader ul Islam, Manager Compliance at RSPN, talked about the PINS ER-3 programme's compliances procedures and policies in place for effective compliance of donor agreement. The compliance procedure at RSPN includes preparing a compliance checklist from the programme agreement, orient the Programme Manager and staff and share the compliance sheet on a monthly basis with the Programme Managers. It also includes a bi-annual visit from the Chief Internal Auditor and Compliance Manager to each project. The Internal Audit and Compliance Reports prepared are submitted to the Audit Committee of the Board and also presented in the Board meetings.

### **Closing Remarks**

Participants were encouraged to share their learnings over the two days and share their feedback about the orientation. The participants which also included Muhammad Dittal Kalhoro, CEO of SRSO commended the aim behind the orientation – that is to improve collaboration and increase familiarity with the PINS ER-3 proposal. They committed to maintaining effective collaborations throughout the duration of the programme.

Akbar Raza ended the orientation with concluding remarks. He wished the team good luck for the implementation of the PINS programme. He also thanked the participants for their attendance and for contributing to the future accomplishment of the programme

### **Feedback from Participants**

At the end of the orientation, the M&E team asked the participants to fill feedback forms. According to the data received from 19 participants (See Annex D), majority of the participants agreed that the orientation workshop achieved its objectives and comprehensively covered all aspects of PINS activities. Overall, the participants indicated satisfaction with the various criteria, such as opportunities to participate, materials distributed, knowledge of the facilitators etc. Some participants however felt that the duration of the orientation was not sufficient.

Qualitative feedback suggested that future orientations and workshops should further improve time-management, provision of relevant material, facilitation and encouragement of participation, and organization of content and its delivery.



**Participants provide their input and feedback**

## Annex A – List of Participants

S#	Name	Organisation
1	Muhammad Akbar Raza	RSPN - PINS ER3
2	Shahana Ali	RSPN - PINS ER3
3	Ghulam Sarwar	RSPN - PINS ER3
4	Alee Kapri	RSPN - PINS ER3
5	Musadiq Rashid Kiyani	RSPN - PINS ER3
6	Mohan Thakur	RSPN - PINS ER3
7	Rao Ayub Khan	ACF
8	Rabab Jafar	RSPN - PINS ER3
9	Zaheer Ahmed	RSPN - PINS ER3
10	Affan Baig	RSPN - PINS ER3
11	Saira Memon	TRDP
12	Waryam Baloch	TRDP
13	Gulsher Panhwar	TRDP
14	Tashkeel Abbas	NRSP
15	Sikandar Ali	NRSP
16	Dr. Abdul Khalique	RSPN - PINS ER3
17	Ali Muhammad Kallar	TRDP
18	Vasdev Balani	TRDP
19	Abdul Ghani	RSPN
20	Imtiaz Ali	RSPN - PINS ER3
21	Arfat Majeed	NRSP
22	Nazar Hussain Joyo	NRSP
23	Waseem Akhtar	NRSP
24	Ali Nawaz Lakho	NRSP
25	Ghulam Murtaza	NRSP
26	Adnan Ahmed	NRSP
27	Mahboob Jarwar	NRSP
28	Nisar Ahmed Pathan	SRSO
29	Pardeep Kumar	SRSO
30	Mazhar Ali Abro	SRSO
31	Riaz Ahmed	SRSO
32	Fazal Ali Saadi	RSPN
33	Badar Ul Islam	RSPN
34	Muhammad Naeem Akhtar	RSPN
35	Khurram Shahzad	RSPN
36	Mahira Soomro	SRSO
37	Parveen Mahar	SRSO
38	Mir Hussain Ali	AAP-GoS
39	Dileep Kumar	RSPN
40	Bashir Anjum	RSPN
41	Khaleel Tetlay	RSPN
42	Imran Ali Jatoi	ACF

43	Muhammad Dittal	SRSO
44	Zeeshan Jalal	RSPN
45	Qazi Haseeb Rauf	RSPN
46	Shehyar Memon	AAP-GoS
47	Asghar Soomro	Task Force Secretariat -AAP GoS

## Annex B - Agenda

23 April, 2018

Time	Details	Facilitator
0830-0900	Registration	Ghulam Sarwar Memon, Admin. & Logistic Assistant
0900-0905	Recitation from Holy Quran	One of the participants
0905-0920	Introduction of the participants	Rabab Jafar, Communications Officer, PINS ER-3
0920-0925	Welcome note	Khaleel Ahmed Tetlay, COO, RSPN
0925-1000	Overview of SUCCESS and UCBPRP- a base for implementation of PINS ER-3 Programme	Fazal Saadi, Programme Manager, SUCCESS
1000-1015	Overview of PINS and its link with Accelerated Action Plan(AAP), Government of Sind	Bashir Anjum, Social Sector Specialist, RSPN
1015-1030	Tea Break	
1030-1100	Overview of Conceptual Framework of Nutrition	Rabia Anum/Aamir Khan, ACF
1100-1330	Discussion on Implementation of WASH activities under PINS ER-3	Musadiq Rashid Kayani, WASH Specialist/Mohan Thakur, WASH Engineer, PINS ER-3
1330-1430	Lunch Break	
1430-1530	Discussion on Implementation of WASH activities under PINS ER-3 <b>(Continued)</b>	Musadiq Rashid Kayani, WASH Specialist/Mohan Thakur, WASH Engineer, PINS ER-3
1530-1545	Tea Break	
1545-1830	Discussion on implementation of Agriculture, Livestock and Fisheries related activities under PINS ER-3	Akbar Raza, Programme Director, PINS ER-3/ Rao Ayub, Technical Agriculture Manager, PINS ER-3

**24 April, 2018**

<b>Time</b>	<b>Details</b>	<b>Facilitator</b>
0830 - 0900	Recap	Ayesha Naim, KM/R Officer, PINS ER-3
0900- 0945	Overview of organogram of PINS ER-3 and roles & responsibilities of its staff	Bashir Anjum, Social Sector Specialist, RSPN
0945- 1045	Discussion on the overall and RSPs' wise targets of the PINS ER-3	M&E team, PINS ER-3
1045- 1100	Tea Break	
1100- 1200	Kick start activities at district level under PINS ER-3 -Dialogue with LSOs -Orientation of LSOs -Selection of WASH CRPs/Masons/Plumbers/Entrepreneurs -Selection of Agricultural Entrepreneurs -Selection of Poultry Entrepreneurs -Selection of CLEWs -Selection of Fish Farmers	Bashir Anjum, Social Sector Specialist, RSPN
1200- 1230	Discussion on Knowledge Management activities under PINS ER-3	Ayesha Naim, KN/R Officer, PINS ER-3
1230- 1300	Discussion on Communication and Visibility activities under PINS ER-3	Rabab Jafar, Communications Officer, PINS ER-3
1300- 1400	Lunch Break	
1400- 1430	Monitoring & Evaluation activities under PINS ER-3	Khurram Shahzad Specialist M&E, RSPN
1430- 1510	Procurement under PINS ER-3	Muhammad Affan, Procurement Officer, PINS ER-3
1510- 1530	Tea Break	



1530-1610	Guidelines for Financial Management	Abdul Ghani, Finance Officer, PINS ER-3 / Assad Ali Hashmi, CFO RSPN
1610-1650	Compliance Guidelines of EU	Badar-ul-Islam, Compliance Manager, RSPN
1650-1700	Closing Remarks	Khaleel Ahmed Tetlaly, COO, RSPN

## Annex C

**Definition of European Union:** The European Union is a unique economic and political union between 28 European countries that together cover much of the continent. The EU was created in the aftermath of the Second World War. What began as a purely economic union has evolved into an organization spanning policy areas, from climate, environment and health to external relations and security, justice and migration.

The EU is based on the rule of law: everything it does is founded on treaties, voluntarily and democratically agreed by its member countries. The EU is also governed by the principle of representative democracy and has delivered more than half a century of peace, stability and prosperity, helped raise living standards and launched a single European currency: the euro. One of the EU's main goals is to promote human rights both internally and around the world. Human dignity, freedom, democracy, equality, the rule of law and respect for human rights: these are the core values of the EU.

## Annex D – Compiled Data from Feedback Forms

**Note: All figures indicate percentages**

Criteria Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total (N=19)
The objectives of the orientation were clearly defined	32	68	0	0	0	100
Participation and Interaction were encouraged	47	47	5	0	0	100
Topics covered (course content) were relevant and appropriate	11	79	11	0	0	100
Content was organized and easy to follow	37	53	5	5	0	100
Materials distributed were useful	37	42	16	0	5	100
The facilitators(s) were knowledgeable about the orientation topics	53	47	0	0	0	100
The facilitators(s) were well prepared	21	74	5	0	0	100
The orientation objectives were met	26	74	0	0	0	100
Time allotted for the orientation was sufficient	5	42	32	21	0	100
Orientation room facilities were adequate and comfortable	47	47	5	0	0	100
Do you think you can effectively use the skills/information from the orientation in your work?	58	37	5	0	0	100
Do you think that your personal learning objectives have been achieved?	42	47	5	5	0	100

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The European Union (EU), under the EU Commission Action Plan on Nutrition 2014, is supporting GoS in addressing the issue of malnutrition. The EU has approved the Programme for Improved Nutrition in Sindh (PINS) to be implemented in ten districts of Sindh which include Shikarpur, Thatta, Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sajawal, Tando Allahyar and Tando Muhammad Khan.

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