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PROGRAMME FOR IMPROVED NUTRITION IN SINDH (PINS)

In support of the Accelerated Action Plan, Government of Sindh

Training Workshop on M&E Framework, Impact Evaluation Design and Performance Review Workshop

Days Inn, Karachi
7-9 December, 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
AE	Agriculture Entrepreneur
CEO	Chief Executive Officer
CLEW	Community Livestock Extension Worker
CM	Chief Minister
CO	Community Organization
COO	Chief Operating Officer
CRP	Community Resource Person
ER	Expected Results
EU	European Union
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
ODF	Open Defecation Free
PINS	Programme for Improved Nutrition in Sindh
PMP	Project Monitoring Plan
PRP	Poverty Reduction Programme
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
P&D	Planning and Development
RSPN	Rural Support Programmes Network
RSPs	Rural Support Programmes
SRSO	Sindh Rural Support Organization
TRDP	Thardeep Rural Development Programme
UC	Union Council
UCBPRP	Union Council Based Poverty Reduction Programme
VAP	Village Action Plan
VO	Village Organization

Overview

Government of Sindh (GoS) through its Planning and Development Department (PDD) is implementing a six-year multi-sectoral Sindh Accelerated Action Plan(AAP) for Reduction of Stunting and Malnutrition 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 Nutrition sensitive component (Expected Result-3) with four partners: Action Against Hunger (ACF), 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 a one-day Progress Review Meeting on 7th December 2018 to present the quarterly review of PINS-3 and a two-day training workshop on M&E Framework and Impact Evaluation Design at Days Inn hotel, Karachi on 8th and 9th December, 2018. The objective of M&E workshop was to train RSPs' monitoring Officers and other participants on PINS-3 M&E framework. It also aimed to orient RSPs monitoring Officers and other participants on socio-economic baselines survey approaches and methodologies. This document outlines overall proceedings of the review and two-day training workshop. The list of participants, agenda of training and the definition of EU are annexed as Annexes A, B, and C respectively.

Proceedings of the Workshop

Day-1: Performance Review of SRSO, NRSP and TRDP

The performance review workshop started with recitation of verses from the Holy Quran by a volunteer from the participants. Mr. Akbar Raza shared the objective of the performance review and the M&E training and requested the participants to have a round of introduction. The first RSP to give performance review presentation was SRSO. Mr. Hamid Ali Magsi from SRSO gave the presentation, followed by a presentation by Mr. Nazar Joyo from NRSP and lastly by Mr. Ali Kallar from TRDP. During Performance Review Workshop COO-RSPN Mr. Khaleel Tetlay gave speech on the need for professionalism. He further discussed the terms QQT i.e. quality, quantity and timeliness and PDC i.e. Programme, Documentation and Communication. Following are the main discussion points of the Performance Review Workshop:

- During SRSO presentation it was discussed that in Shikarpur the PINS team working in the field is facing the issue regarding CO members. The PM ensured that till 15 December things will be on track.
- Mr. Bashir Anjum said that after NSER survey data will be gathered from BISP.
- During discussion it was noted that strong monitoring should be carried out of goat beneficiaries. For documentation purposes DPOs should take pictures of beneficiaries with their goats. Mr. Bashir Anjum said that the amount given to the goat beneficiaries is huge and it should be used properly.
- Mr. Hamid Ali Magsi said that SRSO is facing issue of preferred breed. He said that Agriculture officers shared the kind of breeds as per area. He suggested that the preferred breed should be shared by Government Department and it should be taken in written form from them.
- During presentation it was emphasized that there should be 100% utilization of amount given to goat beneficiaries.
- In Dokri and Qubo Saeed Khan which are SRSO areas there is issue of water logging. Mr. Bashir Anjum said that drill sowing is recommended for areas with waterlogging. In the month of December farmers would cultivate through drill sowing method.
- Data collection by CRPs in SRSO intervention areas has not been done. Mr. Bashir Anjum said that if data is not collected how will the programme activities be carried out? RSPs have huge human resource they should pay attention to these issues.
- The information regarding water source mapping can be collected in VO meetings. In the same way identification of Kitchen gardening beneficiaries for FFS can also be selected in VO meetings.
- It was emphasized that the Agriculture entrepreneurs should know their JDs.
- Mr. Kayani said that the tools for VAP have been shared with RSPs field staff and he suggested that the VAP should be developed properly.
- Mr. Alee Kapri said that workplan has been shared so everyone can develop his/her workplan according to their roles but unfortunately all teams were engaged in same activity. Mr. Alee Kapri suggested that there is a need to be clear on individual role and responsibilities.
- To get any required clarity on matters Mr. Bashir Anjum said that the WASH team will conduct session after the presentation. Mr. Kayani said that VAP process will be discussed after the presentation.

- LSO training on water testing will be done when the equipment has been purchased. Mr. Kayani said that the vendor has been asked regarding delivery of equipment and also for schedule of training on how to use the equipment.
- Mr. Affan Baig said the delivery of equipment will be done in the second week of December. He said there is a need for timely delivery and training plan.
- LSO orientation has not been done yet, SRSO team shared that it will be done in the month of December.
- Mr. Alee Kapri said that two months have passed since the training of mason & plumbers. The identification of demo latrine households can be done at VO meetings; however it has not been done.
- SRSO PM said that orientation of poultry entrepreneurs has not been done and Agriculture officers have to conduct second round of session with small farmers. If poultry entrepreneurs will not get the orientation and receive inputs they will not properly get the benefit from it. SRSO team will do the activity of poultry entrepreneurs in December.
- PM TRDP, Mr. Ali Kallar said that some of the WASH entrepreneurs have been trained. The remaining WASH entrepreneurs will be trained in December.
- In TRDP areas International days were not celebrated in all UCs.
- FFS demo plot should be near the FFS venue.
- The DPO NRSP was asked about the strategy regarding the drought situation.
- Issues regarding drill sowing was discussed.
- The DPOs were asked to divide the workplan on weekly basis.
- DPO NRSP suggested that in VO meeting some of the activities can be managed.
- Mr. Bashir Anjum said that the criteria for selection can be changed on the basis of experience and learning.
- Mr. Ali Kallar said that sometime they do not get timely response from PMU. To this Mr. Bashir Anjum said that component wise emails can be sent to Programme Director to which WASH specialist and Agriculture expert will reply.
- Mr. Nazar Joyo PM, NRSP said that NRSP has celebrated 5 international day events in 5 districts. Mr. Bashir Anjum said that it should be clearly communicated with RSPs that international days should be celebrated as per given guidelines in PIM.
- Mr. Arafat Majeed said that PIM should be reviewed.
- In 6 UCs the drill sowing is not feasible so target is shifted to other districts. Mr. Bashir Anjum said that RSPs should try to adopt this technology.
- Regarding Fish farming it was said that if any districts cannot find the farmers as per target, the target will be transferred to other district.
- Mr. Bashir Anjum suggested that the workplan should be divided on weekly basis and performance should be reviewed on weekly basis too.

The next presentation of the day was given by Coordinator M&E Mr. Alee Kapri. He gave an overview of findings and observations pertaining to the field activities. He said that the fortnightly reporting should be shared on every 16th and 1st or 2nd of month. He said complete data of programme affiliates should be shared. RGM NRSP Mr. Arafat Majeed suggested that after every visit in debriefing, timeline should be set and it should be part of NFR. If anything in the activity is changed approval shall be taken from Programme Director Mr. Akbar Raza. He further said that the list of replaced programme affiliates will be shared by RSPs.

The last presentation of the day was given by Mr. Bashir Anjum. He gave his feedback on the presentations of the day and discussed the following key points.

- Latrine design should be developed at LSO and displayed at VO level or LSO level.
- The design can be finalized at Tehsil level gathering. LSO representatives should be part of the meeting.
- Triggering should be done at Basti level, and SBCC sessions that have not been done yet should be started.
- Mr. Bashir Anjum suggested that in Thatta CRPs can be selected from 100% area and can be trained, but the payment will be carried out after 14 February 2019 when year one completes.
- CRPs of SUCCESS will not be engaged anymore and 30% of trained CRPs will not be changed, only 70% remaining CRPs will not be from SUCCESS unless they show their willingness.
- Both CRPs should be literate. In rare cases one can be illiterate. Therefore, no more compromise on CRP selection criteria.
- Drill sowing should be a must at demo plots.
- If people are willing for drill sowing they can carry it out. If some people are not the amount can be saved for next year or target can be shifted to other districts.
- Fish farmers' targets can be adjusted within RSP first and then with other RSPs.
- VO level meeting is essential. It was suggested that RSPs should match the planning with SUCCESS VO meeting plan.

It was agreed that the international days will be celebrated only after RSPNS shares the concept note and guidelines to RSPs

- Mr. Alee Kapri will be responsible to take work plans from RSPs and track them

Day-2: Training on M&E Framework and Impact Evaluation Design

The training workshop on M&E Framework and Impact Evaluation Design held on 8th-9th December, 2018. On day one, the training workshop started with the recitation from the Holy Quran by Mr. Muhammad Akbar Raza, Programme Director PINS-3.

2.1 Intervention Logic of the Overall PINS

By Mr Bashir Anjum, Social Sector Specialist, RSPN

Mr. Bashir Anjum, Social Sector Specialist at RSPN Head Office, took over the next session with a round of introduction. He started the session with an overall objective of EU funded PINS. He stated that the objective of PINS is to sustainably improve the nutritional status of children under five (U5) and of Pregnant and Lactating Women (PLW) in Sindh, in line with the second target indicator of the SDG Goal No. 2. He added that the specific objective of PINS-3 is to contribute in Government of Sindh (GoS) efforts in improving food diversity and reducing water borne diseases while implementing climate resilient nutrition sensitive interventions in targeted districts of Sindh.

He further stated that under PINS, the target groups include Community Organisations (COs), Village Organisations (VOs) and Local Support Organisations (LSOs) fostered under SUCCESS and UCBPRP/PRP programmes by the RSPs (Sindh Rural Support Organisation, Thardeep Rural Development Programme and National Rural Support Programme). He added that EU's partners are engaged in implementation of other components of PINS (PINS-1 and PINS-2) and other partners are engaged in implementation of agriculture related projects (FAO). He emphasized on avoiding duplication while implementing programme activities and tasks in the target districts whereas underscored the need to create synergy between all the EU supported programmes in order to create impact by focusing on real target group with the help of community institutions. Furthermore, he explained the two components of PINS-3 i.e. WASH and AFSL in detail and insisted DRR, RBA and gender as cross cutting aspects of the programme.

2.2 An Overview of Overall PINS Logframe

By Mr. Alee Kapri, Coordinator M&E, PINS-RSPN

Mr. Alee Kapri took lead on this session. He made the session interactive as participants were encouraged to share their understanding on the log frame. Several definitions of logframe were put forth by the participants. Mr. Alee Kapri then defined the logframe and explained about the horizontal and vertical logic of the logframe tool. He said that the logframe recapitulates the project/programme and its context in a logical way, consequently the association between the activities (inputs) and the expected results (outputs) can be observed. It has both a vertical and a horizontal logic, where the vertical logic illustrates what the project proposes to do; the connections between what will be done and what will be accomplished (the 'means to the ends') and it postulates the key risks and assumptions. The horizontal logic delimits how progress and performance will be monitored, and what will be the information sources for doing this. Then Mr. Kapri discussed the PINS-3 logframe template and explained its contents in detail.

He told that the output/result indicators can be fed on a regular basis and it is important to note, remember and ensure that the indicators will be disintegrated by gender. He informed that result level

indicators will be in percentage; however, the output level indicators will be in numbers. All the participants agreed to all this.

He said PINS is in support of Government's accelerated action plan and requires a close coordination with AAP taskforce and line departments at district and provincial level.

2.3 Strategic Importance and Process of Development of M&E Framework

By Mr. Khuram Shahzad, Specialist M&E, RSPN

Mr. Khuram Shazad, M&E Specialist at RSPN Head Office, Islamabad, extensively elaborated this session. Referring to the strategic importance of PINS M&E Framework, he articulated that M&E Framework is indispensable as it will assist in developing unified monitoring and evaluation strategies and serve as a guidance to construct a common M&E component of the PINS for the implementing partners. The framework showcases a meticulous description of the scope of the monitoring and evaluation functions. It also contains modules on the approaches and methodologies for socio-economic baseline surveys; quality assurance and control plan along with monitoring guidelines and formats. On the process that was adopted in formulation of M&E framework, he recounted that the approach has been consultative that hinges on 'shared expectations' and 'joint ownership'. It was headed out with a desk review followed by several consultative meetings with focal points and relevant PINS team. M&E framework was also thoroughly reviewed by the gender expert. He said that the M&E framework is a living document. However, ensuing to the initial approval; revisions can be incorporated into it as per the requirements of field implementation; when deemed necessary. It will be preferred to accept request for revisions in writing; the approval of incorporating any modification will be established jointly with all the stakeholders including EU.

2.4 Session on Types, Purpose, Scope, and Monitoring Functions

By Mr. Alee Kapri, Coordinator M&E, PINS-RSPN

Mr. Alee Kapri took lead on this session. He started this session by explaining the purpose of monitoring. In addition, he emphasized that monitoring should result in validation of progress, risk mitigation, scope management, project course correction, quality assurance, timeliness and better coordination. Further, he explained the scope of monitoring. He stated that the scope of monitoring focuses on human resource, technical inputs, activities, processes, and immediate outputs. Moreover, he briefly explained functions of the monitoring program under PINS ER3. On evaluation he stated that the aim of evaluation under PINS will be twofold.

1. Learning for improvement of in the ongoing PINS programme and/or design of future projects and programmes, and
2. Accountability of those results that are committed to the GoS and EU.

He further stated that a number of thematic quantitative and qualitative studies will also be conducted that will also gauge the impact of PINS activities. In addition to these evaluations/assessments, EU has planned to undertake an external mid-term review and a final evaluation.

2.5 Overview of the SUCCESS Program and its Integration with PINS-3

By Mr. Fazal Saadi, Programme Director, SUCCESS

Mr. Fazal Saadi, Project Manager of the SUCCESS Programme, took lead on this session by giving an overview of the overall SUCCESS Project. He explained that SUCCESS Program is based on the Rural Support Programs' (RSPs) Social Mobilization Approach to Community Driven Development (CDD) and provides a platform for PINS and other programmes through network of community institutions. He said that Social Mobilization centres around the belief that poor people have an innate potential to help themselves. Hence, they can manage their limited resources if they organize and are equipped with technical and financial support. The RSPs under the SUCCESS Programme provide social guidance, technical and financial assistance to the rural poor in Sindh. SUCCESS is a six-year long (2015-2021) programme funded by the European Union (EU) and implemented by Rural Support Program Network (RSPN), National Rural Support Program (NRSP), Sindh Rural Support Organization (SRSO) and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. Furthermore, Mr. Fazal showed a short video clip on SUCCESS and its implementation in eight districts of Sindh. Moreover, he explained the interlinkages of PINS and SUCCESS/UCBPRP/PRP programmes. Mr. Fazal encouraged participants to share their views on improving coordination between SUCCESS, UCBPRP/PRP and PINS. The participants shared their views as most of them were well aware of SUCCESS and UCBPRP/PRP programmes. Later, at the side-lines of the workshop a meeting was called to hold a discussion regarding synergy and integration between the above mentioned programmes at field level.

2.6 Key Elements of Monitoring Functions in PINS-3 [Key Performance Indicators & Programme Monitoring Plan]

By Mr. Khuram Shahzad, Specialist M&E, RSPN & Mr. Imtiaz Ali, M&E Officer, PINS-RSPN

Mr. Khuram Shahzad, took lead in this session and explained key policies of monitoring and evaluation at RSPN. He stated that monitoring and evaluation was ignored in projects' implementation in the beginning. However, with the passage of time, M&E gained attention. Hence, it has become a fundamental component in every project. Similarly, in PINS, M&E plays a significant role. Hence M&E team has been formed to ensure the project objectives. He added that at RSPN, M&E team is an independent function from implementing intervention. M&E focal person reports to M&E Specialist who further reports to CEO. RSPN scope of work and mandates a five-year strategic result matrix (SRM) and report to the Board on the SRM at least once a year. Hence, there is a specific M&E manual at RSPN.

Mr. Imtiaz Ali presented the below given key elements of the elements of monitoring function in PINS-3.

- Key Performance Indicators (KPIs)
- Programme Monitoring Plan (PMP)
- Detailed Result Matrix (DRM)
- Programme Monitoring Matrix (PMM)
- Monitoring in insecure areas
- Reporting
- M&E Team Structure, Role & Responsibilities.

He explained the KPIs by providing various practical examples. He mentioned that these KPIs will provide a holistic picture of the overall PINS on a standardized format. In addition, a web-based integrated MIS is being developed by both implementing RSPs to track and report on the KPIs on regular basis. In the MIS, the KPIs will be mapped on different geographic layers, for e.g. province, districts, tehsils, and union councils to show the overall geographic coverage of the programme interventions. As concerns Programme Monitoring Matrix (PMM), it informs who will implement, how the implementation will be done, what will be the timeframe and who will monitor. The template of PMP for PINS was showcased and explained in detail. It was also added that PINS impact and outcome level indicators are aligned with all the SDGs and AAP indicators.

2.7 Overview and Discussion on Programme Monitoring Matrix

By Mr. Imtiaz Ali, M&E Officer PINS-RSPN

Mr. Imtiaz thoroughly explained the Programme Monitoring Matrix and shared that this matrix explains how, when and where to undertake monitoring and who would be responsible for conducting the monitoring activity. He explained that the PMM is based upon the Detailed Results Matrix (DRM) which is built upon the PINS-3 Log frame by adding process and inputs indicators at the activity level. In essence DRM focuses on what to monitor in the overall programme result chain starting from input to impact. He further added that PMM is built upon the DRM and provides a detailed description on how, when, and where to undertake monitoring, including who should be responsible for implementing and monitoring the activities. He continued that it provides detailed information on the target/criteria of each indicator, the timeline/frequency with which the indicators are to be monitored and who would be responsible for conducting the monitoring activity. The PMM will be reviewed annually by the RSPN/RSPs' Management. He then explained the format and contents of the PMM in detail. In last, participants were asked to provide feedback or clarify any query they may have.

2.8 Strategy for Synergy between EU & GoS funded SUCCESS/PINS and UCBPRP/PRP Programmes

On the side-lines of the workshop, a meeting was called to discuss a mechanism to create synergy between EU funded SUCCESS and PINS programme and other programmes being implemented in the targeted district. Senior staff engaged in EU supported PINS and SUCCESS programmes participated in the meeting. Following was the agenda set for the meeting:

- Agenda finalization for the scheduled synergy workshops at district level.
- Improve field level coordination and integration to enhance effectiveness of the EU supported Programmes.

During the meeting joint ownership of all staff was stressed and agreed upon after a detailed discussion on field level challenges and opportunities. Key decisions were made on an action plan to be implemented at field level. In addition, the agenda for district level staff orientation on synergy between SUCCESS and PINS was also finalized. Here are the key decision points and agenda for the synergy workshop:

- I. Joint workshop to ensure integration and synergy will be held at district level and participated by all field level staff of PINS and SUCCESS/UCBPRP/PRP staff. Each RSP will organize first workshop on priority basis in their districts and the learnings of first workshop will be incorporated in the upcoming events. In this connection agenda will be shared by RSPN with all RSPs.
- II. Joint PPM of all projects, being implemented in the target areas, will be held at district level, onwards
- III. At field unit level, joint work plans of all projects will be developed and executed.
- IV. At district level joint M&E plans will also be developed and followed. In this regards tools will be amended accordingly.
- V. PINS and SUCCESS MIS will be integrated to reflect both components (PINS & SUCCESS).
- VI. A follow up meeting to review progress of the agreed action will be held on 10th January,2019.

List of Participants

- | | | |
|----|-------------------------|-----------------------------------|
| 1. | Mr. Fazal Sadi | Programme Director, SUCCESS, RSPN |
| 2. | Mr. Muhammad Akbar Raza | Programme Director, PINS ER-3 |
| 3. | Mr. Arafat Manjeed | Social sector specialist NRSP |
| 4. | Mr. Mustaffa Jamro | Regional Manger Hyderabad, NRSP, |
| 5. | Mr. Jamal Shoro | Programme manager SUCESS |
| 6. | Mr. Ali Muhammad Kallar | Project Manager PINS TRDP |
| 7. | Mr. Nazar Hussain Joyo | Project Manager PINS NRSP |
| 8. | Mr. Hamid Ali Magsi | Project Manager PINS SRSO |
| 9. | Mr. Alee Kapri | M&E Coordinator PINS ER-3 |

Day-3. Session on Monitoring Team Structure-Roles and Responsibilities

By Mr. Alee Kapri, Coordinator M&E, PINS-RSPN

Mr. Alee Kapri shared M&E structure and roles and responsibilities of M& E staff at Head office, PMU, and PIU level. He shared that three female M&E Assistants at PIU level (one in each RSP) will directly report to their respective manager or Head M&E of each implementing partner including a monthly monitoring report to M&E coordinator. Three M&E Officers (one male and two females) at PMU will report directly to M&E Coordinator, who will report to M&E Specialist at RSPN Head Office. The M&E Specialist will provide supervision and technical assistance to PMU. He will also provide technical support for management of financial resources in the M&E functions. Later, he explained in detail the set of responsibilities to be carried out by each team member under the responsibility matrix. At the end he responded to questions asked by the participants for their clarity.

3.1 Monitoring of the Programme by EU

By Mr. Khuram Shahzad, Specialist M&E, RSPN

Mr. Khuram took lead in this section and discussed the overall mandate of EU Delegation for Pakistan. He explained how evaluation of PINS-3 is carried out by EU. He also talked about the purpose and scope of evaluation of PINS-3, and EU external evaluation guidelines. Mr. Khuram stated that the EU will organise Result Oriented Monitoring (ROM) missions every year. RSPN is in charge of managing

EU-funded grant component of the programme. The EU Operational Manager will inform the RSPN ahead of each planned ROM mission, so that they can prepare and facilitate the work of the ROM experts. Following are the key responsibilities assigned to EU Delegation for Pakistan designated for PINS-3.

1. The senior officials at EU Delegation for Pakistan designated for PINS-3 will conduct regular monitoring programmes through regular meetings with PINS-3 PMU and implementing partners, EU-TA.
2. Through participation in the PINS-3 Programme activities.
3. Through field visits to observe progress and meet beneficiaries, partners, GOS, development stakeholders.
4. Through review and follow-up on the periodic progress reports of PINS-3 submitted by RSPN- by annual portfolio meetings with EUD.
5. The RSPN PINS-3 PMU will keep the EUD, PINS-3 senior managerial focal persons updated on the program progress

He explained in detail the evaluation process by EU, the systematic and objective assessment of on-going programme or completed project, its design, implementation and results. The objective of evaluation by EU is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, and impact and sustainability (continuity of benefits from intervention to the beneficiary household). He shared that the the purpose of evaluation under PINS-3 will be (a) learning for improvement in the on-going programme or design of a future programme, and (b) accountability of those results that are committed to the donor or other key stakeholders. He later shared that the scope of the evaluation under PINS-3 is based on the impact and outcome level indicators of the overall PINS-3 Log frame. He also shared RSPs responsibilities in this process and answered questions from the participants.

3.2 Impact Evaluation Design for PINS-3

By Mr. Khuram Shahzad, Specialist M&E, RSPN

Mr. Khuram Shahzad took lead in this session. He stated that the impact evaluation design for PINS-3 is an impact evaluation design document developed on a quasi-experimental approach to estimate the causal impact of PINS-3 interventions on target population without a random assignment to treatment or control. He added that RSPN has engaged C4ED Germany for technical assistance on M&E of PINS-3. The impact evaluation design is a difference-in-difference approach, combined with propensity score matching. He continued that the evaluation will measure overall development impact in the programme areas using a before, midlevel, and after intervention design. All three programme's impact indicators i.e. stunting, wasting, and anemia will be measured through national and provincial surveys.

3.3 Strategy for Operationalization of M&E Framework through Building Capacities of RSPs M&E Team

By Mr. Khuram Shahzad, Specialist M&E, RSPN

Mr. Khuram Shahzad took lead in this session and explained the concept of “operationalization of the M&E Framework”. He discussed that operationalization of the M&E framework provides guidance on the M&E capacity building sessions to be undertaken in order to communicate the usage of the

framework to all implementing partners. It supports M&E section of the RSPN and RSPs in producing a facilitating mechanism such as preparation of monitoring formats and plans. Mr. Shahzad stated that initially all key personnel from each RSP for M&E activities are being capacitated by RSPN in this two-day long training on the M&E function and framework in order to create a common understanding among all implementation partners. Follow up reviews and subsequent sessions will also be included in the M&E Resource Group in order to continue to gain feedback from all implementing partners and ensure continuous improvement and efficiency of the M&E function of the PINS. The M&E section of the RSPs will also produce facilitating mechanisms such as development of research methodologies, preparation of monitoring formats and plans; and technical backstopping to the PINS partner RSPs in maintaining PINS-3 databases. RSPN has already established institutional linkages with research organizations and universities in Pakistan and the University of Mannheim to bring in best practices and knowledge resources. The M&E section of RSPs at the head office level will provide continuous backstopping and need-based capacity building support to the M&E staff at the Programme Implementation Unit (PIU) and district level.

3.4 Mechanisms to Review the Progress against M&E Framework

By Mr. Khuram Shahzad, Specialist M&E, RSPN

Mr. Khuram Shahzad took lead on this session. He stated that there are key elements which need to be considered while tracking the progress against M&E Framework. For example, by annual progress against M&E framework, monthly report, and log frame which will be considered as key elements to track the progress. Also, RSPs strategic support group meetings (M&E RG) for lessons learnt and standardization of M&E activities is another key indicator to measure the progress. Mr. Shahzad informed the participants that there will be six monthly review of progress against the M&E framework. He mentioned that the key officials of RSPs and RSPN will attend this meeting in order to improve the progress and impact of M&E arrangements. Relevant officials will receive the meeting minutes for further needful actions

3.5 Discussion on Reporting, Field Monitoring Reports, and Monitoring Action Plan

By Mr. Imtiaz Ali, M&E Officer PINS-RSPN

Mr. Imtiaz said that the focus of field monitoring should be on beneficiary selection, their participation in the programme activities, verification and feedback on benefits received by them. Monitoring that takes place at the field level should conclude in concise reports according to the type of monitoring activity. He said that PMR will be sent on every 5th of the month. It was also explained that how the reports of monitoring visits can be written effectively and precisely. He added that the reports shall be produced after monitoring activities such as direct observations of trainings, community mobilisation activities, construction activities, or other activities described in the programme document and rollout plans. He added that the monitoring also includes Focus Group Discussions (FDGs), programme beneficiaries' interviews and meetings with programme implementation teams or beneficiaries, and conducting mini-surveys to document feedback of programme participants on various activities. Later a detailed discussion between the participants was encouraged to ensure all the concepts were clearly understood.

3.6 Importance of Management Information System in M&E and session on developing an Integrated MIS/GIS for PINS

By Mohammad Naeem Khan, MIS Officer, PINS-RSPN

Mr. Naeem took lead in this session and talked about tracking of the program activities, data entry, data usage, and the generation of progress reports. He explained five components of the MIS including User MODULE, Selections (Data Entry Forms), Human Resource Development, Beneficiaries and Affiliates, Activity Tracking, and Key Performance Indicators. Furthermore, he discussed listing and tagging, where he thoroughly explained how listing and tagging should be done. He explained two types of tagging such as social mobilization tagging (SM) and poverty score card tagging (PSC). In PINS-3, all beneficiaries tagging will be done based on either SM data or PSC data. However, some of the interventions do not require data to be tagged with PSC or SM. Therefore, the data against such individuals will be entered manually into the MIS. In addition, he discussed issues and challenges related to the MIS and tagging. He said that PSC and SM survey is in progress in the programme districts, SM data from Thatta and both PSC and SM data from Shikarpur is missing.

3.7 Mainstreaming Gender and Social Accountability Mechanisms in the M&E Framework

By Mr. Alee Kapri, Coordinator M&E, PINS-RSPN

Mr. Alee Kapri took lead in this session and discussed about mainstreaming gender in projects in general and gender integration in M&E Framework of PINS in particular. He added that monitoring and evaluation (M&E) recognizes mainstreaming Gender as an essential step for evaluating development toward specific outcomes and for assessing impact. He said gender mainstreaming under PINS-3 in the delivery of services, implementation of programme interventions, and specifically reporting are addressed in ongoing monitoring and evaluations activities. He added that keeping in view the importance of gender-mainstreaming in rural and community-led development programmes, PINS-3 M&E Framework has been designed with specific focus on gender mainstreaming and development. He shared that the M&E team is required to report gender concerns in PINS programme as Gender analysis of M&E framework is carried out and the feedback is made part of the document. He added all KPIs for the programme give a gender-wise bifurcation and make it bound to do a gender sensitive reporting against it. He also added that the programme result indicators and KPIs are aligned with SDGs' related to gender mainstreaming.

Closing Remarks

By Mr. Akbar Raza, Programme Director, PINS-RSPN

Mr. Akbar Raza concluded the two days training workshop. He gave vote of thanks and appreciated participants for ensuring their presence.

Annex A: List of the participants

Sr#	Name of Participant	Designation	Organization	Contact#	Email ID
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24	Fazal Ali Saadi	PM SUCCESS	RSPN		
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27	Mohan Thakur	WASH Engineer	RSPN	0333-29770350	mohan.thakur@rspn.org.pk
28	Alee Kapri	M&E Coordinator	RSPN	0333-2511142	munawar@rspn.org.pk

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30	Ghulam Sarwar	Admin & Logistics Astdt:	RSPN	0300-3133017	sarwar.memon@rspn.org.pk

Annex B: Training Agenda and Schedule

Timeline	Activity	Lead
Day 1: Friday, December 07, 2018 [Performance Review Workshop]		
0900 AM	Recitation of Holy Quran	Any volunteer
0905 AM	Welcome Note	Khaleel Ahmed Tetlay, RSPN
0915 AM	Introduction	Akbar Raza, RSPN
0925 AM	SRSO Presentation	Hamid Ali Magri, SRSO
1010 AM	Tea Break	RSPN Administration
1030 AM	TRDP Presentation	Ali Kallar, TRDP
11:15 AM	NRSP Presentation	Nazar Joyo, NRSP
12:00 PM	M&E Session	Munawar Kapri, RSPN
1230 PM	Lunch & Prayer Break	RSPN Administration
02:00 PM	Planning for achieving remaining targets of Year 1 and Discussion	Group Work
03:00 PM	Presentation on Targets for Year 2	M&E Team
Day 2: Saturday, December 08, 2018 [Training on M&E Framework & Impact Evaluation Design]		
09:30 AM	Recitation from the Holy Quran	One of the participant
09:35 AM	Round of Introduction	All Participants
09:50 AM	Welcome Remarks	Akbar Raza, RSPN
10:00 AM	Session on Intervention Logic of the overall PINS	Bashir Anjum, RSPN
10:30 AM	An overview of Overall PINS Log frame	Alee Kapri, RSPN
11:15 AM	Tea/Coffee Break	RSPN Administration
11:45 PM	Strategic Importance & Process of Development of of M&E Framework	Khurram Shahzad, RSPN
12:15 PM	Session on Types, Purpose, Scope and Monitoring Functions	Alee Kapri, RSPN
01:00 PM	Lunch & Prayer Break	RSPN Administration
02:00 PM	Overview of the SUCCESS Programme and its Integration with the PINS-3	Fazal Saadi, RSPN
03:00 PM	Key Elements of Monitoring Function in PINS-3 [Key Performance Indicators & Programme Monitoring Plan]	Imtiaz Ali, RSPN

Timeline	Activity	Lead
03:30 PM	Overview & Discussion on Detailed Results Matrix	Imtiaz Ali, RSPN
05:00 PM	Wrap-up of Day-One	
Day 3: Sunday, December 09, 2018		
09:30 AM	Recap of Day-one	Alee Kapri, RSPN
09:45 AM	Session on BRDCEP's Programme Monitoring Matrix	Imtiaz Ali, RSPN
11:00 AM	Tea Break	RSPN Administration
11:30 AM	M&E Team Structure - Role and Responsibilities	Alee Kapri, RSPN
12:00 PM	Monitoring of Programme by the EU	Khurram Shahzad, RSPN
12:15 PM	Mainstreaming Gender and Social Accountability Mechanisms in the M&E Framework	Alee Kapri, RSPN
12:30 PM	Importance of Management Information System in M&E and Session on Developing an Integrated MIS/GIS for PINS	Alee Kapri, RSPN
01:00 PM	Lunch and Prayer Break	RSPN Administration
02:00 AM	Session on describing the Types, Purpose, Scope and Criteria for Evaluation under PINS	Khurram Shahzad, RSPN
02:15 PM	Evaluation of Overall PINS by the EU	Khurram Shahzad, RSPN
02:30 PM	Impact Evaluation Design of PINS-3	Khurram Shahzad, RSPN
03:15 PM	Strategy for Operationalisation of M&E framework through Building Capacities of RSP M&E Team	Khurram Shahzad, RSPN
03:30 PM	Mechanisms to Review the Progress against M&E framework	Khurram Shahzad, RSPN
03:35 PM	Discussions on Reporting-PMR, Field Monitoring Reports, Monitoring Action Plan	Imtiaz Ali, RSPN
04:15 PM	Session on EU Reporting Guidelines	Alee Kapri, RSPN
04:30 PM	Discussions on Challenges in Monitoring and Evaluation	Khurram Shahzad, RSPN
04:45 PM	Overview of the Training Sessions and Way-Forward	Alee Kapri, RSPN
05:00 PM	Vote of thanks and End of Training	Akbar Raza, 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.

Government of Sindh (GoS) through the Planning and Development Department (PDD) 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. 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.

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).



EUROPEAN UNION

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