



EUROPEAN UNION



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



Programme Implementation Manual (PIM)



Acknowledgments

The manual is a product of various consultative meetings with the senior staff members of SUCCESS partners RSPs (NRSP, SRSO, TRDP, RSPN) and all RSPs Resource Groups of Social Mobilisation, Gender, Social Sector and M&E. During these consultative meetings all of the participants provided valuable feedback based on their on-ground experience of working with local communities. The authors are indebted to their contribution.

The authors have also benefited from the existing manuals of RSPs/RSPN, manuals of Society for Elimination of Rural Poverty (SERP) of India, RSPN/RSPs SUCCESS Programme documents and the decision document of SUCCESS signed between EU and Government of Pakistan. The authors have also benefited from the guidance of Mr. Shoaib Sultan Khan, Chairman RSPN through meetings and reading his Note for Records (NFRs) for conceptual clarity of various programme interventions included in the SUCCESS Programme and explained in this manual. Mr. Khaleel Ahmed Tetlay, Acting CEO, RSPN, reviewed the draft manual and provided input. Ms. Filza Nasir and Ms. Marvi Ahmed helped in editing and developing of various formats used in this manual. The authors sincerely thank them all.

www.rspn.org

www.success.org.pk

www.facebook.com/successprogramme

PROJECT MANAGEMENT AND TEXT

Fazal Ali Khan, Programme Manager, SUCCESS, RSPN

Muhammad Ali Azizi, Specialist Social Mobilisation, RSPN

EDITING

Filza Nasir, Documentation and Reporting Officer, SUCCESS, RSPN

Marvi Ahmed, Monitoring and Evaluation Officer, SUCCESS, RSPN

DESIGNING AND PRINTING

Dot Advertising

First version developed in March 2016.

© 2016 Rural Support Programmes Network (RSPN). All Rights Reserved.



“This Publication has been produced by Rural Support Programme (RSPN) with assistance of the European Union. The content of this publication are the sole responsibility of RSPN and can in no way be taken to reflect the views of the European Union.”

More information about the European Union is available on:

Web: <http://eeas.europa.eu/delegations/pakistan/>

Twitter: EUPakistan

Facebook: [European-Union-in-Pakistan/269745043207452](https://www.facebook.com/European-Union-in-Pakistan/269745043207452)

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

**Programme Implementation
Manual (PIM)**

Version 1.0

March 2016

Content

	ACRONYMS AND ABBREVIATIONS	1
	STRUCTURE OF THE MANUAL	2
0.	PRELIMINARY	3
0.1.	Introduction to the SUCCESS Programme	3
0.2.	Objectives of the SUCCESS Programme	3
0.3.	Purpose of the PIM	4
0.4.	PIM Development Process	4
0.5.	Extent and Commencement	4
0.6.	Implementation and Revisions	4
1.	SOCIAL MOBILISATION	6
1.1.	The Social Mobilisation and Purpose and Approach	6
1.2.	General Procedures of Social Mobilisation	6
1.3.	Specific Procedures of Social Mobilisation	7
(1)	Programme Staff Training	7
(2)	Poverty Score Card (PSC) Survey	9
(3)	Formation of Community Organisations (COs)	10
(4)	Preparing Micro Investment Plan (MIP) for the CO Member Households	12
(5)	Community Management Skills Training (CMST) for Leaders of COs	13
(6)	Formation of Village Organisations (VOs)	14
(7)	Leadership and Management Skills Training (LMST) for VO Leaders	16
(8)	Community Resource Persons (CRPs) and Social Mobilisation	17
(9)	Village Development Plan (VDP)	19
(10)	Formation of Local Support Organisation (LSO)	21
(11)	Establishment of LSO Office	24
(12)	Selection and Training of Community Book Keeper (CBK)/Accountant Assistant at LSO level	25
(13)	LSO Leadership and Management Skills Training (LMST)	25
(14)	Union Council Development Plan (UCDP)	25
(15)	Activists Workshops for LSO / VO / CO	27
(16)	Mentoring and Monitoring of CIs (CO/VO/ LSO) by SMT	28
(17)	Mechanisms for Creating Synergies and Linkages between CIs and Local Government Authorities	28
(18)	Sustainability of the CIs (COs/VOs/LSOs) through Community Investment Fund (CIF)	30

2.	COMMUNITY INVESTMENT FUND (CIF) GRANT	32
2.1.	Purpose	32
2.2.	Approach	32
2.3.	General Procedures of CIF Grants	33
2.4.	Objective and Criteria for CIF Sub-granting	33
(1)	Objective of CIF Sub-granting:	33
(2)	Eligibility Criteria for CIs (COs/VOs/LSOs) to access CIF sub-grant:	33
(3)	Size of CIF Sub-Grant to CIs	34
(4)	Types of Income Generating Activities Supported by CIF grants	34
(5)	Non-eligible Activities for CIF grants	34
2.5.	Operational Procedures for Implementation of CIF Sub-granting by RSPs	35
(1)	Dialogues with CIs (COs/VOs/LSOs) about the CIF Grant	35
(2)	Resolution and Proposal from the CIs for CIF Grant	35
(3)	Assessment of the CIs for CIF Grant	35
(4)	Approval of CIF Sub-Grant	35
(5)	Signing of CIF sub-grant Agreement between RSP and CIs	35
(6)	Transfer of sub-grant amount to the CIs	35
(7)	Provision of CIF Books of Records and their Maintenance	35
(8)	Record Keeping of CIF Intervention at RSP Level	36
(9)	Monitoring of CIF Intervention by RSP	36
2.6.	Operational Procedures for Implementation of CIF by CIs	36
(1)	Appointment and Remuneration of Community Book Keeper (CBK) by the CIs	36
(2)	Eligibility Criteria for CIF Beneficiaries	36
(3)	CIF Appraisals	37
(4)	Payment of CIF Amounts to Beneficiaries	37
(5)	Record Keeping of CIF grant	37
(6)	CIF Processing Fee/Service Charges and Utilisation	37
(7)	CIF Repayment	37
(8)	Subsequent Loans to Members	37
(9)	Monthly CIF Progress Report	38
(10)	Management Information System	38
(11)	Monitoring of the CIF Beneficiaries by the CI	38
3.	INCOME GENERATING GRANTS (IGG)	40
3.1	Purpose	40
3.2	Approach	40
3.3	General Procedures for Implementation of IGG	40
3.4	Objective and Criteria for IGG Sub-granting	41
(1)	Objective of IGG Sub-granting	41
(2)	Eligibility Criteria for CIs (COs/VOs/LSOs) to Access IGG Sub-grant	41
(3)	Size of Sub-grant for IGG	41

(4)	Types of Income Generating Activities Supported by IGG	41
(5)	Non-eligible Activities for IGG	42
3.5	Operational Procedures for Implementation of IGG Sub-granting by RSPs	42
(1)	Dialogues with CIs (COs/VOs/LSOs) about the IGG Grant	42
(2)	Resolution and Proposal from the CIs for IGG	42
(3)	Assessment of the CIs for IGG Grant	42
(4)	Approval of IGG Sub-Grant	42
(5)	Signing of IGG sub-grant Agreement between RSP and CIs	42
(6)	Transfer of sub-grant to the CIs	43
(7)	Provision of IGG Books of Records and their Maintenance	43
(8)	Record Keeping of IGG Intervention at RSP Level	43
(9)	Monitoring of IGG Intervention by RSP	43
3.6	Operational Procedures for Implementation of IGG by CIs	43
(1)	Eligibility Criteria for IGG beneficiaries	43
(2)	IGG Appraisals	44
(3)	Payment of IGG Amounts to Beneficiaries	44
(4)	Record Keeping of IGG	44
(5)	Monthly IGG Progress Report	44
(6)	Management Information System	44
(7)	Monitoring of the IGG beneficiaries	44
4.	MICRO HEALTH INSURANCE (MHI)	46
4.1	Purpose	46
4.2	General Procedures of Micro Health Insurance	46
4.3	Procurement of Insurance Company	46
4.4	Operational Procedures for Implementation of MHI	48
(1)	General Process	48
(2)	Specific Process for implementation of MHI	49
5.	TECHNICAL AND VOCATIONAL SKILLS TRAINING (TVST)	54
5.1	Purpose	54
5.2	General Procedures for implementation of TVST	54
5.3	Procurement of TVST Service Provider(s)	54
5.4	Operational Procedures for Implementation of TVST	56
(1)	General Process	56
(2)	Specific Process for implementation of TVST	57
6.	COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)	60
6.1	Purpose	60
6.2	General Procedures for Implementation of CPI	60
6.3	Objective and Criteria for CPI Sub-granting	60

(1)	Objective of CPI Sub-granting:	60
(2)	Eligibility Criteria for CIS (COs/VOs/LSOs) to Access CPI Sub-grant:	60
(3)	Size of Sub-grant for CPI:	61
(4)	Types of CPI Supported by CPI grants:	61
6.4	Operational Procedures for Implementation of CPI Sub-granting by RSPs	61
(1)	Dialogues with CIs (COs/VOs/LSOs) about the CPI Sub-Grant	61
(2)	Need Identification for CPI Projects	61
(3)	Assessment of the CIs for CPI Grant	62
(4)	Development of the Project Digest/Proposal for CPI Grant	62
(5)	Approval of CPI Sub-Grant	62
(6)	Signing of CPI Sub-Grant Agreement between RSP and CIs	63
(7)	Transfer of CPI Sub-Grant to the CIs	63
(8)	Sharing information of CPI Projects with the Joint Development Committees (JDC) and Local Authorities	63
(9)	Provision of CPI Books of Record	63
(10)	Record Keeping of CPI Intervention at RSP Level	64
(11)	Monitoring of CPI Intervention by RSP	64
6.5	Operational Procedures for Implementation of CPI by CIs	64
(1)	Formation of Project Committees	64
(2)	Initiation of Physical Work on the CPI	64
(3)	Project Completion and O&M Mechanism	64

Tables

Table 1:	Minimum Criteria for recognition of CO	12
Table 2:	Minimum Criteria for recognition of VO	16
Table 3:	Minimum Criteria for recognition of LSO	24
Table 4:	Core Principles of CIF	32
Table 5:	Core Principles of IGG	40

Figures

Figure 1:	Social Mobilisation Approach – Institutional Framework	6
-----------	--	---

Acronyms & Abbreviations

CBK	Community Book Keeper
CDD	Community Driven Development
CI	Community Institutions
CIF	Community Investment Fund
CO	Community Organisation
CRP	Community Resource Person
CMST	Community Management Skills Training
CPI	Community Physical Infrastructure
DIU	District Implementation Unit
DPO	District Programme Officer
DWS	Drinking Water Supply
EU	European Union
ER	Expected Result
GoS	Government of Sindh
JDC	Joint Development Committee
IGG	Income Generating Grant
LMST	Leadership and Management Skills Training
LSO	Local Support Organisation
LSON	Local Support Organisation Network
MHI	Micro Health Insurance
MIP	Micro Investment Plan
NRSP	National Rural Support Programme
O&M	Operation and Maintenance
PAC	Project Audit Committee
PC	Procurement Committee
PIC	Project Implementation Committee
PIM	Programme Implementation Manual
PIU	Programme Implementation Unit
PM	Programme Manager
PSC	Poverty Score Card
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SMT	Social Mobilisation Team
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
TOP	Terms of Partnership
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UCBPRP	Union Council Based Poverty Reduction Programme
VDP	Village Development Plan
VO	Village Organisation
UCDP	Union Council Development Programme

Structure of the Manual

This manual is structured into seven main Chapters and several Annexes that form an integral part of the Programme Implementation Manual (PIM). The Chapters are titled as follows:

0. **Preliminary:** Contains introduction to the SUCCESS Programme, objective and expected results of SUCCESS, purpose of the manual, its extent and commencement, implementation and amendments or revisions and the process followed for developing this manual.
1. **Social Mobilisation (SM):** Contains implementation procedures and policies specific to the SM Component of SUCCESS Programme.
2. **Community Investment Fund (CIF):** Contains implementation procedures and policies specific to the CIF Component of SUCCESS Programme.
3. **Income Generating Grants (IGG):** Contains implementation procedures and policies specific to the IGGs Component of SUCCESS Programme.
4. **Micro Health Insurance (MHI):** Contains implementation procedures and policies specific to the MHI Component of SUCCESS Programme.
5. **Technical and Vocational Skills Training (TVST):** Contains implementation procedures and policies specific to the TVST Component of SUCCESS Programme.
6. **Community Physical Infrastructure (CPI):** Contains implementation procedures and policies specific to the CPI Component of SUCCESS Programme.

Each Chapter is divided into Sections, Clauses and Sub-clauses. The following referencing scheme is used for these parts:

- Chapters are labelled such as 0, 1, ..., 6.
- Sections are labelled by Chapter such as 2.1, 3.5, 4.4 etc. Each section contains procedures and implementation processes that relate to a specific subject.
- Clauses are labelled in numbers in parenthesis such as (1), (5) etc. The numbering restarts at 1 within each Section. This type of structuring ensures that section numbers do not change across the entire manual when a section is added or deleted. Effect of the change is limited to the relevant section in this manner.
- Sub-clauses are labelled in lower-case alphabets and in parenthesis such as (a), (d), (f) etc. The order in sub-clauses also restarts within each clause for the same reason as explained above. Where are steps of a process are given these are labelled in lower-case roman numbers such as i, ii, etc.

Annexes are given in alphabetical order using the upper-case for main chapter such as A, B, G starting from Chapter 1. Within each Annex sub-annexes are given in numerical and alphabetical order using lower case such as 1a, 1b, etc.

0. PRELIMINARY

0.1. Introduction to the SUCCESS Programme

- (1) The Sindh Union Council and Economic Strengthening Support (SUCCESS) Programme builds upon the experiences of the Union Council Based Poverty Reduction Programme (UCBPRP) of Government of Sindh (GoS). SUCCESS is aiming at supporting GoS in developing its local Community Driven Development (CDD) policy and allowing for a wider geographical outreach and providing financial means for important impact in rural Sindh. The specific objective of the SUCCESS Programme is to reduce poverty through undertaking CDD based on RSPs' proven social mobilisation approach. Living conditions are expected to improve by building the local social capital for better access to basic social, economic services and providing access to income generating and diversification activities.
- (2) The SUCCESS Programme is funded by the European Union (EU) and will be implemented by the Rural Support Programmes Network (RSPN) and its three member RSPs working in Sindh, namely, Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP), and National Rural Support Programme (NRSP). The SUCCESS Programme will cover eight out of the 24 districts of the Sindh province for a six years period starting at October 2015.
- (3) The eight SUCCESS Programme districts include: Tando Muhammad Khan, Sujawal, Matiari, and Tando Allahyar with NRSP, Larkana and Kambar Shahdadkot with SRSO, and Dadu and Jamshoro with TRDP. The remaining districts of Sindh will be supported by GoS in a phased manner. The overall budget of the programme is EUR 82.13 million with a contribution of EUR 4.63 million from the implementing partner RSPs and RSPN and rest from the EU.

0.2. Objectives of the SUCCESS Programme

Following are the key objectives of the SUCCESS Programme:

- (1) From 2018 the Government of Sindh implements a policy to finance community-driven local development initiatives, in partnership with Community Institutions (CIs).
- (2) Stimulate community-driven local development initiatives through the Rural Support Programmes' approach.

These objectives will be achieved through the following four Expected Results (ERs):

- (1) ER 1: Approximately 770,000 rural households in eight districts mobilised and capacitated through people's own organisations (CO/VO/LSOs) of which at least 70 per cent will continue to function effectively at the end of the project.
 - (a) Mobilise 770,000 rural households and organise into 32,400 Community Organisations (COs), federate into 3,240 Village Organisations (VOs), 307 Local Support Organisations (LSOs), and 8 District LSO Networks (LSON). Provide grants to the CIs to be used as Community Investment Fund (CIF).
 - (b) Sensitised, train and capacitate community members on important numbers of topics – Health (Family Planning, Nutrition, EPI, HIV&AIDS), Education, WASH, DRR, Environment and basic civic rights.
 - (c) Engage with local authorities at Taluka and District level (through Joint development committees for both local authorities and community representatives) to advocate for access to essential public services and for planning, implementation and monitoring of local development plans.
- (2) ER 2: An average sustainable increase of poor household incomes by 30 per cent.
 - (a) 108,000 Community members, especially women, will be provided technical and vocational skills training.
 - (b) Farmers and livestock owners will be trained to adopt new technologies and/or be provided inputs to improve their food security and nutrition.
 - (c) The RSPs will identify and support innovative economic activities and access to efficient markets.
 - (d) Facilitate income generation of the communities' members.
 - (e) 25% of the poorest community members will benefit from a micro-health insurance

- (3) ER3: Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement.
 - (a) 2,800 Community identified basic infrastructures will be built and maintained by communities.
 - (b) ER4: A dedicated Sindh Province policy and budget framework for community-driven local development implemented from 2018 onwards.
- (4) ER4: A high-level Strategy and Policy Dialogue Committee will be established by the Provincial Government of Sindh to oversee the implementation of SUCCESS, the government sponsored UCBPRP and other relevant interventions.
 - (a) Technical assistance attached to the high-level Strategy and Policy Dialogue Committee by EU

0.3. Purpose of the PIM

- (1) To assist the SUCCESS Programme implementing RSPs (NRSP, SRSO & TRDP) staffs to follow a standardised programme implementation approach and processes in order to guarantee quality, coherence and improvements.
- (2) To provide guidelines and formats for the implementing partner RSPs staff and leaders of the community institutions (COs/VOs/LSOs).
- (3) The PIM manual does not outline the financial management arrangements including the flow of funds, financial management, procurement and audit and accounting aspects. It is, therefore, important to note that the RSPs programme management staff should read the PIM together with the EU guidelines on programme management (financial management, accounting, procurement and audit) given in their grant agreement with EU and EU's PRAG Practical Guide. PRAG is available at <http://ec.europa.eu/europeaid/prag>.

0.4. PIM Development Process

A consultative approach was adopted with the aim of developing a manual that is based on shared expectations and joint ownership. The process started with a desk review of the existing manuals of RSPs/RSPN, manuals of Society for Elimination of Rural Poverty (SERP) of India, RSPN/RSPs SUCCESS Programme documents and the decision document of SUCCESS signed between EU and Government of Pakistan. This was followed by various consultative meetings with the senior staff members of SUCCESS partners RSPs and their focal persons for the SUCCESS Programme. Next, detailed discussions were held with all RSPs Resource Groups of Social Mobilisation, Gender and Social Sector on the draft manual in a two-days workshop. This was followed by a four-day review workshop of the manual with the senior staff of RSPs at Karachi. In this workshop, the draft manual was presented, and the suggested changes were agreed upon. The revised draft was then shared with RSPs, and their comments were incorporated in the manual.

0.5. Extent and Commencement

- (1) The policies and procedures covered by this manual apply only to the SUCCESS Programme funded by EU.
- (2) The PIM will also be offered to the GoS to apply on the UCBPRP. The decision of adoption of the manual as it is or with modification rests with the GoS.
- (3) If any of the provisions of this manual are found to be inapplicable under the grant agreement/conditions of EU, the remainder shall apply to the extent possible.
- (4) The policies covered by this manual shall come into force from the date of final approval by RSPN Management.

0.6. Implementation and Revisions

- (1) Responsibility of implementing the PIM rests with the partner RSPs of SUCCESS Programme.
- (2) The Programme Manager (PM) SUCCESS RSPN and PM SUCCESS of respective partner RSPs shall be the custodian of this manual, who shall ensure that the manual remains up-to-date and that any revisions are duly communicated to all concerned parties in a timely manner.
- (3) The manual remains a living document, subsequent to the initial approval; revisions can be made to this manual. Revisions may be proposed by any member of RSPN's SUCCESS staff, implementing partner RSPs staff through their PM SUCCESS, or EU preferably in writing to the PM SUCCESS RSPN. The PM SUCCESS RSPN reviews the implication of the suggested revisions, make changes in the manual and communicate the decision and amendments (if any) to all stakeholders including EU.



1. SOCIAL MOBILISATION

1.1. The Social Mobilisation Purpose and Approach

The centre-piece of the RSPs' approach is mobilisation of the poor in order to enable them to participate directly in decisions that affect their lives and prospects. The concept is to build capacities of people to organise, manage their own organisations, and increase the outreach of government and other development actors for effective supply and genuine demand. RSPs provide social guidance as well as technical and financial assistance to the rural poor based on a standard three-tiered social mobilisation approach to Community Driven Development (CDD). The social mobilisation approach, centres on the belief that people including poor and women have an innate potential to help themselves, that they can better manage their limited resources if they organise themselves into their own institutions.

Once people are organised into properly functioning institutions of their own, they find the platform to harness their potentials, address their problems and fulfil their needs. When such institutions of the people are fostered at the neighbourhood, village and union council levels, they become a vehicle through which all kinds of community development initiatives can be effectively implemented. These institutions serve as the primary partners in fulfilling the nation's development agenda by extending outreach to the household level across the country, for it is at the household level that poverty is experienced on a daily basis.

The SUCCESS Programme is building upon this three-tiered social mobilisation approach of RSPs, which includes:

- (1) Fostering of Community Organisations (COs) at neighbourhood or muhalla level
- (2) Federating COs into Village Organisations (VOs) at village level
- (3) Federating VOs into Local Support Organisations (LSOs) at Union Council (UC) level

Community Organisations (COs) are the foundation of the three-tiered institutional network. The CO is a neighbourhood level institution comprising of 10-25 member households. COs are federated into Village Organisations (VOs) for planning and coordination at the village level. At the third tier, representatives from all VOs in a Union Council form a Local Support Organisation (LSO). Under the SUCCESS Programme, LSOs at district level will form District LSO Networks to interact with government at higher levels and to encourage member LSOs to interact and exchange information amongst themselves and with other civil society organisations. A graphical representation of this institutional framework is given in Figure 1.

1.2. General Procedures of Social Mobilisation

The procedures for implementing the social mobilisation approach in the SUCCESS Programme is summarised below:

- (1) All SUCCESS Programme staff to be trained on social mobilisation approach and SUCCESS implementation processes.
- (2) Poverty Scorecard (PSC) to be completed in each UC before CO formation.
- (3) Upon receipt of PSC data, CO formation process will be initiated to organise households with PSC 0-23 on priority basis.
- (4) CO formation process will be initiated through programme introduction dialogues with communities at the village level. The RSPs' Social Mobilisation Team (SMT) will ensure presence of all stakeholders in the introductory meetings (stakeholders include poor households represented by women, elected councillors / representatives etc.).



- (5) These COs will then be registered in the SUCCESS Programme Management Information System (MIS).
- (6) Once 40 % of households in a Revenue Village/larger settlement have been organised into COs, these COs will be federated into a VO.
- (7) A VO will be formed on average 10-12 COs with some variation within the districts / UCs. In exceptional cases where population is very low, a VO can be formed for more than one Revenue Village.
- (8) After formation of VOs, RSP will submit the list of VOs to any relevant government authorities for notification/recognition by the government.
- (9) After the VO formation, a Community Resource Person (CRP) will be identified and engaged in consultation with the VO. The CRP will be responsible to facilitate/organise the remaining households in the villages, till the household coverage reaches at least 70%.
- (10) The SMT will move to the next village for CO formation and will verify the CO formation by CRPs and provide supportive supervision in the previous villages.
- (11) LSO will be formed after at least 40% household coverage in the UC and formation of at least one VO in each Revenue Village of the UC.
- (12) After formation of LSOs, the RSP will submit the list of LSOs to the relevant government authorities for notification/recognition.

1.3. Specific Procedures of Social Mobilisation

- (1) Programme Staff Training

All the SUCCESS staff involved in programme implementation will be provided training on the PIM through the following training activities:

- (a) Orientation training of key RSPs staff on the Programme Implementation Manual (PIM), Community Awareness Toolkit (CAT) by RSPN

Common and uniform level of understanding of the key RSP SUCCESS staff is very important to set the direction for the standardised approach for programme implementation. For this purpose, RSPN will organise a 10-days-long orientation on use of the PIM and CAT. This orientation will be organised in Karachi for RSPs' key staff dedicated for the SUCCESS Programme. This will include the thematic heads (Social Mobilisation, CPIs, Monitoring and Evaluation, Social Sector, and Human Resource Development) and SUCCESS Programme Managers/Team Leader, District Managers and Training Officers of the RSPs for the SUCCESS Programme. This training will enhance their understanding of the importance of the standardised social mobilisation approach, effective use of PIM through various mock exercises for standardisation in programme implementation and reporting. This orientation will also focus on enhancing the technical knowledge of the participants about the critical social sector issues and use of CAT and management of CIF.

The content of this training will include the following topics:

- (i) The social mobilisation approach of RSPs and implementation process recommended in SUCCESS;
- (ii) The approach and implementation process of Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational Skill Training (TVST), Micro Health Insurance (MHI), Community Physical Infrastructure (CPI) and Community Awareness Toolkit (CAT);
- (iii) EU visibility Guidelines;
- (iv) Implementation of Quality Control Plans and monitoring of programme activities;
- (v) Basic principles, ethics and skills for rolling out the training as trainer/facilitator.

The orientation training will be a combination of interactive lectures, group work, presentation of group work by the trainees and practicing of the development plans and budget. Gender sensitisation and importance of women and men in the development process will be mainstreamed in all training sessions.

The training sessions will be delivered by Specialist Social Mobilisation RSPN, Programme Officer Gender and Development (GAD) RSPN, Programme Manager SUCCESS RSPN and Specialist M&E RSPN.

(b) Orientation Training of Other Programme Staff on PIM

The RSPs will roll out the orientation trainings to the remaining male/female programme staff on the PIM. A four-days-long Programme Orientation Training will be conducted at the Programme Implementation Unit (PIU) level for all PIU staff and the District Implementation Unit (DIU) staff.

This training aims at orienting the remaining staff of the RSPs on the PIM. The focus will be on practical issues of implementation of each component of the SUCCESS Programme. The content of this training will include the following topics:

- (i) The social mobilisation approach of RSPs and implementation process recommended in SUCCESS;
- (ii) The approach and implementation process of Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational Skill Training (TVST), Micro Health Insurance (MHI), Community Physical Infrastructure (CPI), Community Awareness Toolkit (CAT);
- (iii) Developing implementation plans, and monitoring plans;
- (iv) Role and responsibilities of programme staff;
- (v) Awareness on compliance with EU procurement, reporting and visibility requirements.

Sessions in these orientation trainings will be facilitated by the graduates of the first Orientation Training given by RSPN and RSPs agreement management staff.

(c) Orientation Training of Social Mobilisation Team (SMT)

Separate Programme Orientation Training will be conducted for Social Mobilisation Team (SMT) of each district with focus on the social mobilisation process. This training will focus on:

- (i) The social mobilisation approach of RSPs and implementation process recommended in SUCCESS;
- (ii) The role and responsibility of SMT;
- (iii) Developing social mobilisation roll out plans;
- (iv) Inclusion of the poor and women in the social mobilisation process;
- (v) Capacity building and supportive supervision of CIs through Community Management Skills Training (CMST) and Leadership Management Skills Training (LMST);
- (vi) Record keeping at CIs;
- (vii) Linkages of CIs with government and other development organisations;
- (viii) Implementation of CAT at CIs;
- (ix) Identification and engagement and capacity building of CRPs.

These trainings will be led by the Human Resource Section of RSPs and facilitated by the Capacity Building/Training officers of the RSPs.

(d) Training of Field Staff on Community Awareness Toolkit (CAT)

One of the most important aspects of the social mobilisation process is sensitisation and capacity building of community members on critical cross-cutting issues. For this activity, the field staff of SUCCESS particularly Social Organisers (SOs), Capacity Building Officers and District Programme Officers will be provided training on the Community Awareness Toolkit (CAT). This training should be facilitated by the social sector staff of the RSPs.

(e) Sector-Specific Training for Staff

Sector specific training will be conducted for the technical staff at PIU and District level, particularly for MER, HRD, CPIs, MHI, IT, F&A, Procurement, CIF and Compliance officers. These trainings will focus on the relevant part of the PIM with relevant sector/group of staff.

Note: Guidelines for planning and arranging all training is given in Annex A-1.

(2) Poverty Score Card (PSC) Survey

As part of the social mobilisation process, the RSPs have adopted the PSC tool for identifying the poor and track the poverty scores of beneficiary households. Under the SUCCESS Programme, all three partner RSPs will use the existing targeting approach and conduct a PSC census covering 100% of the households at the beginning of the programme. The programme interventions, including organising communities into community organisations will then be focused on the households falling in the lowest band of poverty¹.

The following guiding principles will be followed to conduct the PSC Survey:

- i. 100% PSC census in eight SUCCESS Programme districts
- ii. The PSC census will be rolled out phase wise, starting with selected UCs for the SUCCESS baseline and research Union Councils
- iii. The survey will employ Computer Assisted Personal Interviews (CAPI) whereby interviewers use portable tablet computer to enter data directly. CAPI is used when administering a questionnaire face-to-face. The interviewer reads questions from the screen (which the respondent cannot usually see) and responses are typed into designated fields.
- iv. The survey will be conducted by hiring enumerators and supervised and managed by RSP M&E staff.
- v. The enumerators will be hired through proper test interviews and trained on PSC software application
- vi. The enumerators will be paid per completed surveyed household

The following steps will be followed to implement the PSC Survey:

- i. Develop, test and finalise the PSC software application.
- ii. Develop the PSC software application user manual for supervisors and enumerators.
- iii. Prepare basic estimated number of households, Revenue Villages, UCs for each programme district (See Annex A-2a: No. Of Estimated Household by Revenue Village). This will be fed into the software application before the survey.
- iv. Identification and shortlisting of field enumerators and supervisors for PSC data collection.
- v. Training of enumerators and field supervisors on the PSC tool and use of tablet computers. Details of how to carry out the PSC survey can be found in the PSC Manual for Enumerators and Supervisors (NRSP/RSPN 2016).
- vi. Hiring and placement of enumerators.
- vii. Conduct the field data collection.
- viii. Preferably each UC will have one team with an average of 10 field enumerators and one supervisor. The supervisor will develop the enumeration plan, assign households to each enumerator, do supportive supervision of his/her enumeration team during the field survey and daily debriefing session with his/her team at the morning of next day before leaving for the survey.
- ix. At district level a District Team Leader (DTL) preferably the District Monitoring Officer will be responsible for planning and day-to-day management of the PSC survey.
- x. At the PIU level a Focal Person (preferably the Manager M&E) will be responsible for planning and management and monitoring of the overall survey.
- xi. The enumerators will report to their respective field supervisor, the field supervisors will report to their respective District Team Leaders (DTL), who in turn will report to their respective supervisor at the PIU.
- xii. A technical team member preferably (MIS officer) will generate daily reports on the following standardised formats and share it with the RSPs and RSPN SUCCESS Management:
 - a. District enumeration plan and progress report (Annex A2b)
 - b. Union Council enumeration plan and progress report (Annex A2c)

1. Poverty Score Card (PSC) is a tool for poverty targeting mainly developed to give practitioners a simple, effective and low cost tool for identifying the poor for targeted programme interventions. It is also useful for improving transparency and accountability in terms of poverty targeting and tracking the graduation process. The Scorecard uses the proxy means test (PMT) formula, derived on the basis of Pakistan Standard Living Measurement Survey (PSLM) 2007-. It is developed by the World Bank, used by the Benazir Income Support Programme (BISP) for unconditional cash transfer to the poor households, and adopted by the RSPs as part of the social mobilisation process for poverty targeted interventions.

- c. Revenue Village enumeration plan and progress report (Annex A2d)
 - d. Enumerators Summary Report (Annex A2e)
 - e. Household Poverty Score Card (Annex A2f)
- xiii. Once the data collection in a UC is complete, a software generated settlement/goth level list of household will be shared with the District Programme Officers/SMTs to start planning for formation of the Community Organisations (COs) (See Annex A-2g: List of households with Poverty Scores).
- xiv. The PSC data will be analysed to provide the relevant information to VOs, LSOs, SMT and district staff to prepare and fill the relevant fields in the village, UC, and District profiles (See Annex A-2h: Format for Village profile, A-2i for UC profile and A-2j for District Profile).

(3) Formation of Community Organisations (COs)

General Definitions

CO: A CO is participatory institution with membership of 10-25 households² who live together in a particular geographic locality sharing common interests. The members are like-minded people (in the SUCCESS Programme, particularly women), who are ready to tap their common resources collectively with cooperation and unity amongst themselves to overcome their common and individual household's social and economic constraints.

CO Membership: Geographical proximity should preferably be considered for membership of the CO. Therefore, the households residing in a particular settlement/goth or muhalla of the village should be members of one CO. Under the SUCCESS Programme only women members will be eligible to become members of a CO. From each household preferably one woman will have the CO membership to represent the household. The CO membership will range from 10-25 women representing each household. Overall, within a UC, a minimum of 70% of households should be mobilised with a focus on the poor with PSC score 0-23.

CO Leadership: Each CO will have one President and one Manager to run the day to affairs of the CO. The CO leadership will be selected with the consensus among the CO members. The leadership should be willing to work voluntarily, and be honest and competent to lead its members. The CO members will decide the term of leadership in office and change the leadership keeping in view their performance.

CO Savings: Each CO should have a savings programme. Each member will do saving with CO according to their financial capacity. The members can deposit and withdraw their savings anytime. The members should be advised to agree upon a regular savings programme. The poorest members could be given relaxation in the initial stage, and they should be motivated to join the savings programme later after they become able to make savings. The RSP SMT should brief the community members about the importance and benefits of saving and practical ways of doing savings.

Safe keeping of Savings: Ideally, the CO should have a bank account operated jointly by two signatories for depositing their collective savings. However opening of bank accounts now requires registration or notification by the government authorities, therefore account opening would be very difficult, if not impossible for majority of the COs. In case where separate CO account opening is not possible, the CO may deposit its saving in VOs account once formed and keep record of its deposit (deposit slip) in COs registers, counter signed by the VO office bearers. The COs may also start rotatory savings. Saving is the voluntary activity of the CO, and the CO itself is responsible for its safekeeping and usage.

CO Books of Record: The RSPs will provide the following books of record preferably printed in a single register to each CO (See Annex A-3a: Formats for CO register):

- (i) CO Resolution Form for CO Formation, including List of Members
- (ii) Terms of Partnership between RSP and CO
- (iii) Key Messages on Critical Social Issues
- (iv) Attendance and Saving Record
- (v) Proceeding Records (Karwai)

2. In exceptional cases the number of household can be lower or higher than 15-25 households given the local situation. This should be decided with the consensus of the local communities.

- (vi) Micro Investment Plan (MIP)
- (vii) Members' Saving Passbook
- (viii) CO Monthly Progress Report
- (ix) CO Resolution for joining a VO

Members' CIF passbook and other relevant sectoral intervention records will be provided to the CO as and when required. Formats for these interventions are given in the relevant sectoral chapters in this manual.

The CO leaders will be responsible to maintain and update these records. The RSPs SMT will provide advice and training on how to keep and maintain the CO records updated.

The following steps will be followed for CO formation:

a. Planning for CO formation

- (i) Social Mobilisation Plans (SMP): Upon receipt of the PSC survey data, the District Programme Officer (DPO) in consultation with respective Social Mobilisation Team (SMT) will develop the Social Mobilisation Plan (SMP) for each SMT. (See Annex A-3b: Social Mobilisation Plan). This plan will be updated with availability of completed poverty score card data for subsequent UCs.
- (ii) Village and Union Council Profiles: The SMT will prepare village profiles of each Revenue Village based on the poverty score card survey data and discussion with key informants/groups in each revenue village (See Annex A-2f: Village Profile). The Village Profiles will be consolidated at Union Council Level to develop the Union Council Profile (See Annex A-2g: Union Council Profile). The SMT will keep the village and UC profiles in their office and share with the VOs and LSOs once these institutions are formed.
- (iii) District Profiles: The District Programme Officer will develop a district profile of each district by consolidated the UC profiles at district level (See Annex A-2h: District Profiles). This will be living document, updated with availability of the UC profiles and will be complete once all the UC profiles are developed.
- (iv) Based on the UC profiles and District profiles, the RSPs M&E team will prepare Situation Analysis Reports of Each UC and District (if required) and will share them with relevant staff, stakeholders and CIs for further use (See Annex A-3c: Content for Situation Analysis Reports).
- (v) The village, UC and District profiles will be used by the RSPs and CIs for planning and tracking progress on the key indicators over time.

b. Programme Introduction Meeting

Having obtained a concrete idea and picture of the area of operation, i.e. the UC and its Revenue Villages and Settlements, a programme introduction should take place with the community at the Revenue Village/village level by the trained Social Organisers in the SMT. Programme Introduction is necessary to introduce the RSP and its philosophy to the community members and seek their consent for accepting and adopting the core principles of RSP's social mobilisation approach. A standard programme introduction (See Annex A-3d: Programme Introduction) is provided to be used by SMTs and other programme staff to avoid confusion and varied interpretation of the programme.

The person (s) doing the introductory meeting should follow the following instructions:

- (i) Prepare for the meeting properly and make sure you have full command over the contents of the introductory dialogue.
- (ii) To ensure participant engagement and dialogue, it is advised to pause and wait for responses after a question has been asked. Notes should also be taken wherever necessary.
- (iii) Respond only to questions that you know the answer for. Otherwise, promise them the answers in your next meeting.
- (iv) Exchange cell-phone numbers with community leaders willing to help you arrange the CO formation meeting.
- (v) Following from the programme introduction at the village level, the SMT should hold similar dialogues at each and every settlement and start CO formation.
- (vi) Decide the date, time and venue for CO formation meeting with consensus of the participants.
- (vii) Strictly follow the date and time agreed with the communities. In case of any change in the date and time, inform the community members well in advance.

c. CO Formation Process

The Social Organiser (SO) should visit the settlement/goth for the CO formation meeting on the date and venue set in the introductory meeting in the village. The SO will do the programme introduction again according to the prescribed approach in Section b above according to the text given at Annex A-3d. If the participants agree to form the CO, the following actions will be taken, otherwise these actions will be taken in subsequent meetings when the community members agree and are ready to form the CO:

- (i) Once the participants agree, the SO will share the already available list (acquired through the PSC survey) of potential member households with the participants and identify the willing members to form the CO.
- (ii) The willing members will be asked to select the leaders (One President and one Manger) among themselves through consensus.
- (iii) The members will be asked to set a date, time and venue for their monthly meetings and agree to start a saving programme in these meetings. The SMT should remember to put focus on the importance of attending CO meetings; not just to deposit savings but also to view CO meetings as a support system in which they can discuss and seek advice on any problem that they may face. The SMT should then ask the community members about their views about savings and try to clear their misconceptions and answer their queries about savings.
- (iv) The CO then passes a written resolution (on the prescribed resolution form) stating that they have unanimously formed the organisation and submit it to the RSP SMT. The list of member households is attached to the resolution, as well as the names of the CO leaders, and meeting schedule.
- (v) The SMT/CRP should also provide books of records (See Annex A-3a: Formats for CO register) to the CO that has the written the Term of Partnership (ToP) in a triplicate forms. The ToP should be read aloud to all the CO members and their agreement should be sought for each and every point in turn. Finally, all members of the CO must sign the ToP. The original copy and the second copy of the ToP will be collected by the SMT for official records while the third copy will remain in the register for CO record.
- (vi) The SMT will provide a basic orientation on the importance of proper record keeping and how to record entries in the books of records. Detailed training on record keeping will be provided to the CO leaders later.
- (vii) Upon receipt of the signed CO formation resolution and ToP, the SMT will register the CO members in the android software application provided to the SMT.

d. Recognition of the Newly Formed CO

A newly formed CO will only be recognised as CO, if it meets the minimum criteria given in Table 1, and will be eligible for the RSP support. The SMT/or RSPs district monitoring team will physically verify these criteria.

Table 1: Minimum Criteria for recognition of CO

S.#	Indicator	Threshold	Means of verification
1	Member household	Minimum 10	List of members in the CO Register
2	Selection of President and Manager	One each	Decision recorded in Karwai register and the first CO resolution signed by all members
3	Start saving programme	Each member of the CO saves some money with the CO	CO attendance and savings register and saving passbooks given to members

(4) Preparing Micro Investment Plan (MIP) for the CO Member Households

Once the CO is formed the CO should develop a Micro Investment Plan (MIP) for each of its Member households. Poverty exists at household level hence, planning for poverty reduction must be focused at this level. To achieve this objective, the SMT will hold a CO meeting where the members are first informed about the basics of development planning. This follows with question and answer exercises with each member to help them identify their development opportunities and challenges, while suggesting realistic plans to help resolve them. The household members are then guided and supported in filling out their individual household MIP. While developing the MIP for the household, the SMT should guide CO members that their MIPs should not be focused only upon the help they expect from RSPs. Instead, they should conduct self-reliant planning keeping in view their own conditions and resources. The planning by the members must not become a routine exercise but should be carried out with full commitment by the CO members. The CO Leaders should:

- (a) Discuss with the household member the potential economic resources they have and constraints they face at the household level;
- (b) Discuss and identify the potential new economic/income generating activity that household is willing and able to carry out;
- (c) Discuss and identify the human and material resources available with the household to carry out the new economic/income generating activity;
- (d) Discuss and identify the human and material resources that are needed to initiate the new economic/income generating activity identified for the improvement of the household;
- (e) Discuss and estimate the expected income from the newly economic/income generating activity identified.

After the above discussion, the CO member household's MIP should be prepared and submitted to the SMT for further action (See Annex A-3a (v): Formats for MIP).

The SMT will compile the CO MIPs at the Revenue Village and Union Council level and use it for the planning, targeting and implementation of SUCCESS Programme interventions such as Community Investment Fund (CIF), Income Generating Grants (IGG) and Technical and Vocational Skills Trainings (TVST).

(5) Community Management Skills Training (CMST) for Leaders of COs

All the Presidents and Managers of the COs will be given basic training in the management of the CO and carrying out development activities properly with a participatory approach. The CMST will run for at least three days and it will consist of interactive lectures, group work, individual tasks etc. The training event will be held at the RSPs' Field Unit Office or at the UC level. Training contents will include topics on social mobilisation, managerial skills, planning, communication, CAT, CI record keeping, linkages and the methodology of the SUCCESS Programme. Initially all trainings will be conducted by the Capacity Building Officer based at the RSPs' SMT and District level, and later on SOs and/or trained Community Resource Persons (CRPs) will conduct the training sessions. The training contents should touch upon the following development issues:

- (i) Poverty: What is poverty, causes of poverty, negative impacts of poverty on people;
- (ii) Development: Definition and importance of development, types of development (traditional, representative and participatory), approaches;
- (iii) Brief introduction and methodology of SUCCESS Programme;
- (iv) Social Mobilisation and RSP: Approach and importance of Social Mobilisation, historical background of Social Mobilisation, the three principles of Social Mobilisation (organisation, capital and skills), introduction to RSP movement in Pakistan, the objectives and roles and responsibilities of the RSP;
- (v) What is a CO, roles and responsibilities of CO, roles and responsibilities of CO President and Manager and other members;
- (vi) CO Meeting: Importance of meeting, how to arrange an effective meeting, how to write minutes of meeting and practicing writing the minutes;
- (vii) CO Record Keeping: Importance of CO record keeping, how to maintain CO records (Karwai Register, Attendance and Savings Register, Savings Pass Books, Resolution, MIPs, CO progress report);
- (viii) Savings: Importance and purpose of savings, proper record keeping of savings, ways and means to increase savings, how to give savings back to members on demand;
- (ix) Micro Investment Plan (MIP): the purpose of MIP, how to develop MIPs both at household level, how the MIPs are linked with the SUCCESS Programme interventions e.g. CIF, IGG and TVST;
- (x) Community Investment Fund (CIF): What is CIF, importance of CIF, eligibility criteria of CIF, appraisal of CIF, roles and responsibilities of CO and VO in proper implementation of CIF (See Chapter 2 on Community Investment Fund (CIF));
- (xi) Community Awareness Toolkits (CAT): One of the components of the SUCCESS Programme is to create awareness on critical issues like Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Environment and civic act. This training will focus on the need and importance of these critical issues, who will deliver sessions, roles and responsibilities of CO in implementing CAT activities. (See CAT and its manual for more detail).

Nomination of the Community Leaders for these trainings will be made by their concerned COs and will be documented in the COs' resolution. Training date and venue will be decided by the SMT in consultation with the DPO and PM SUCCESS at PIU.

Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

(6) Formation of Village Organisations (VOs)

General Definitions

VO: A VO is federation of the Community Organisations (COs) for planning and coordination at the village level. The key function of a VO is to ensure mobilisation of maximum number of households into COs, supportive supervision of COs and implementation of village level development activities.

VO Membership: Ideally, a VO should be formed at the Revenue Village level. However, in the SUCCESS Programme districts of Sindh, most Revenue Villages are comprised of scattered smaller sub-villages (Goths). As all the COs will be with women-only membership, geographical proximity and access between different sub-villages will be considered for the formation of a VO. The VO membership will comprise of at least two members (preferably the President and Manager) from each CO. Each VO will be comprised of 10 COs on average but not less than 3 COs. All the members of VO are called General Body of the VO.

VO Leadership: Each VO will have one President and one Manager to run the day-to-day affairs of the VO. The VO leadership will be selected with consensus among the VO members. The leadership should be willing to work voluntarily and honestly lead its members. The VO members will decide the term of leadership in office and have the authority to change the leadership keeping in view their performance.

VO Bank Account: The VO is expected to receive sub-grants from the RSPs under the SUCCESS Programme to implement village level development activities. Therefore each VO should ideally have a bank account in the name of the VO with joint signatures of its leaders.

VO Internal Funds: An important factor in the sustainability of the VO is availability of internal resources. The General Body should be briefed on the importance of generating funds for the operational costs of the VO (for example for the cost of stationary, photocopying costs, etc.) and to take small village level self-initiatives (for example organising events for village cleanliness, education campaigns etc). This may be done through collection of membership fee from CO/VO members, donations from local philanthropists and fee for delivery of different services to community. The VO General Body will decide on what sum of amount they should ask for and upon a final decision, the VO should write a resolution (with signatures of all General Body members) stating to this effect what has been decided.

Village Development Plan (VDP): Each VO should develop VDP for its village. A VDP is a plan which includes development initiatives at the village level, as decided by the VO and its member COs in their Micro Investment Plans (MIPs). It consists of activities (large and small, cash and cash-less) which the VO aims to achieve. Social mobilisation outreach, inclusion of the poor, women, disabled and gender mainstreaming will remain common themes in the VDP.

VO Books of Record: The RSPs will provide the following books of record preferably printed in a single register to each VO (See Annex A-4a: Formats for VO register):

- (i) VO Resolution Form for VO Formation, including List of Members
- (ii) Terms of Partnership between RSP and VO
- (iii) Attendance and Saving Record
- (iv) Proceeding Records (Karwai)
- (v) Village Development Plan (VDP)
- (vi) VO Monthly Progress Report
- (vii) Cash Book
- (viii) Bank Book
- (ix) General Ledger
- (x) Bank Reconciliation Statement
- (xi) Trial Balance
- (xii) VO Resolution for Joining LSO

Member's CIF passbook and other relevant sectoral intervention record will be provided to the VO as and when required. Formats for these interventions are given in the relevant sectoral chapters in this manual.

The VO leaders will be responsible to maintain and update these records. The RSPs Social Mobilisation Teams (SMTs) will provide advice and training on how to keep and maintain the VO records updated.

VO Formation Criteria: The following criteria will be followed to start VO formation:

- (i) At least 40% households are organised into COs in the Revenue Village or Village earmarked for VO formation. Rest of the households will be organised into COs by the Community Resources Persons (See Section 3.8 on CRPs);
- (ii) At least three functional COs are formed and ready to federate into a VO. The functionality indicators will include at least three regular meetings in the last three months, starting a savings programme and prepared MIPs for their members;
- (iii) The COs leaders have received the Community Management Skills Training (CMST).

The following steps will be followed for VO formation:

a. Initial Dialogue with COs

The SO will hold a dialogue with the members of COs formed in a (Revenue) village, regarding the VO formation and its benefits. The dialogue will include the following aspects:

- (i) The COs will be told about what VO is and why it is formed. Basically the COs should be informed that with VOs, development at village level can take place that cannot be done solely at the CO level, for example mobilisation of all households at village level, implementation of Community Physical Infrastructure (CPI) projects, improving education, health, sanitation collectively at the village level etc. Example of actual cases of VOs in other RSP areas with the real benefits that those communities are reaping should be shared with the COs.
- (ii) The SO will also inform the COs of the make-up of a VO (of its General Body and Leaders) and of how it equally represents all COs in the village and further up at the UC level into LSOs in an equitable and systematic manner. The CO members should also be informed about the centrality and supremacy of the COs in the VO and LSO and that even if the VO and LSO are larger organisations and at a higher level, they are still dependent on the COs for its source of power and existence.
- (iii) Following this, the COs will also be told of the roles and responsibilities of the General Body and Leaders of a VO. Equally, attention should be paid to what sort of individuals should be leaders of a VO, for example, they should be from a CO, honest, and have the time to dedicate to carrying out the needs and aspirations of its member COs.
- (iv) Lastly, the SO should inform the COs of how a VO is formed, i.e. by COs writing resolutions stating that they wish and give their willingness in form of a resolution to federate into a VO at the village level.
- (v) After establishing willingness, a CO should nominate at least two members through resolution for inclusion into the VO General Body and submit the resolution to the SMT.
- (vi) The SMT after having the CO resolutions and following the VO formation criteria should set a date in consultation with the nominees of the COs for a VO Formation Meeting, in a central location of the village.

b. VO Formation Meeting

The SO should hold a meeting with the VO General Body members nominated by the COs in a central location in the village, regarding the VO formation. To gain the cooperation and trust of the other stakeholders in the village for example the teachers, religious leaders, heads/supervisors of the government health facility and the local councillor of the UC should also be invited to the VO formation meeting. In this meeting, the SO will explain the role, responsibilities and functions of VOs to all participants and get their willingness for formation of the VO. Once the participants agree to form the VO, the following actions need to be taken, or the participants should be given time to think about the idea of VO formation and set date for subsequent meeting:

- (i) Introduction of CO nominees: Brief the participants about the resolutions of COs received and introduce the nominated members of the COs for the VO General Body. The introduction may include the name, parentage, poverty score, CO name, position within the CO, education level and any training received by the nominees.
- (ii) Selection of VO leaders: The nominated General Body members will be asked to select the VO leaders (One President and one Manger) among themselves through consensus or election.
- (iii) The members will be asked to set a date, time and venue for their monthly meetings. The SO should also inform the VO

leaders and members about the importance of attending VO meetings, which is a forum where they can discuss village development planning and seek advice from the RSP SMT on any problems that they may face. They will also be briefed on developing a Village Development Plan (VDP), creation of a VO internal fund and opening of a VO bank account.

- (iv) The VOs then pass a written resolution (in the prescribed resolution form) stating the process of VO formation and submit it to the RSP SMT. The list of General Body members is attached to the resolution, as well as the names of the VO leaders, and meeting schedule.
- (v) The SMT/CRP should also provide books of record (See Annex A-4a: Formats for VO register) to the VO that has the written Terms of Partnership (ToP) in a triplicate form. The ToP should be read aloud to all the VO members and their agreement should be sought for each and every point in turn. Finally all members of the VO must sign in the ToP. The original copy and the second copy of the ToP will be collected by the RSP SMT for official records while the third copy will remain in the register for VO records.
- (vi) The RSP SMT will provide basic orientation on the importance of proper record keeping and how to record entries in the books of records. Detailed training on record keeping will be provided to the VO leader later during CMST/LMST.
- (vii) Upon receipt of the signed VO formation resolution and ToP, the RSP SMT will register the VO members in the SUCCESS Programme android software application provided to the SMT.

c. Recognition of the VO

- (i) A VO will only be recognised by the RSP, if it meets the minimum criteria given in Table 2, and will be eligible for the RSP support. The SMT/or RSPs district monitoring team will physically verify these criteria.
- (ii) The RSP SMT after verification of the VOs in its programme areas will compile a list of the verified VOs (with relevant documents needed by the authority) and send to DPO based at the RSP district office. The DPO will share the list of VOs to relevant government authorities for notification as registered CIs.
- (iii) The VO should also write a resolution regarding the opening of a VO bank account for its funds and operational transactions. Later on, additional accounts will be opened by the VO according to the sub-grant requirements. Once banks accounts are opened, the VO will be eligible for sub-granting from the RSPs under the SUCCESS Programme.

Table 2: Minimum Criteria for recognition of VO

S. #	Indicator	Threshold	Means of Verification
1	Membership	Minimum 3 COs and 6 persons (two from each CO) and at least 40% household coverage in the village	List of members in the VO register and CO resolutions for nomination of members
2	VO Leaders/Office bearers	Selection of President and Manager	First VO resolution signed by all VO members
3	Decision about date, time and venue for holding of VO meetings	Date, time and venue for meeting decided	VO resolution and proceedings register

(7) Leadership and Management Skills Training (LMST) for VO Leaders

All the VO leaders (Presidents and Managers), will be given Leadership and Management Skills Training (LMST). It will be a three-days-long training event organised at the Field Unit level.

LMST will cover the following topics:

- (i) Understanding three-tiered social mobilisation approach: How and why is the three-tiered structure formed, what are the roles and responsibilities of the CO/VO/LSO?;
- (ii) Brief introduction and approach of SUCCESS Programme;

- (iii) VO organisational structure and governance: The structure of the VO General Body including its formation and representation of women, the poorest and youth as well as the roles and responsibilities of the body and the basic skills required. Highlighting the roles and responsibilities of the VO President and Manager and the composition and roles of any Special Committees that may include the Project Committee, Audit Committee, O&M Committee, Education Committee and Health Committee;
- (iv) VO meetings: Importance of meetings, how to arrange effective meetings, how to write minutes of the meeting and practicing the same. Additionally, how to ensure effective participation of members and noting key points in the Karwai Register;
- (v) Village Development Planning: What is planning, listing possible activities at village level, conducting group work to prepare sector wise activities followed by presentation, prioritisation of development activities and process for preparing a Village Development Plan followed by approval of VDP from VO General Body and sharing copies of VDP with RSP and LSO;
- (vi) Resource mobilisation: Definition, objectives, importance, potential internal and external sources, planning and methods of resource mobilisation for VO;
- (vii) Leadership: What is leadership, the characteristics of an effective community leader, a Leader versus a Manager and the role of leadership in development and sustainability of a VO;
- (viii) Management and implementation of CIF and IGG sub-grants: What is CIF and IGG and how to access sub-grants from RSP. Concept, importance and benefits of CIF for VO and its members. Roles and responsibilities of VO in CIF and IGG management, record keeping of CIF and IGG and ways and means for increasing CIF grant;
- (ix) Management and implementation of CPI sub-grants: Purpose of CPI, role of VO in CPI, how to access CPI sub-grants, Formation, roles and responsibilities of the project committees: Project Implementation Committee, Procurement Committee, Audit Committee and O&M Committee. Management of O&M fund and procurement of goods and labour for CPI and record keeping of CPI;
- (x) Implementation of MHI and TVST: Purpose of MHI and eligibility criteria, purpose of TVST and eligibility criteria and the roles and responsibilities of VO regarding MHI and TVST;
- (xi) Community Resource Person (CRP): Purpose, role and responsibilities of CRP, characteristics of a 'good' CRP and monitoring and remuneration of CRP;
- (xii) Community awareness on critical social issues: One of the components of the SUCCESS Programme is to create awareness on critical issues like Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Environment and civic act. The training will focus on the importance of critical social issues as mentioned in Community Awareness Toolkit (CAT), how to use the CAT manual and conduct session in communities (See CAT and its manual for further details). The role and responsibility of the VO in monitoring critical social;
- (xiii) Monitoring and reporting: What is monitoring and why it is important, monitoring of VDP implementation, monitoring of CIF, IGG, CPI and TVST, monitoring of CRP and Community Book Keeper (CBK), monitoring of member COs. Followed by what is reporting and why it is important, explanation of Monthly Progress Reporting and Annual Progress Report of VO.

Initially all trainings will be conducted by the Capacity Building Officer based at the RSP SMT and District level, and later on SOs and/or trained CRPs will conduct the training sessions.

Nomination of the VO leaders for LMST will be made by their concerned VOs and will be documented in the VO resolution. Training date and venue will be decided by the SMT in consultation with the DPO at district/ PM at PIU.

Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

(8) Community Resource Persons (CRPs) and Social Mobilisation

CRPs are individuals from the community who are both active and committed to the development of their community. Specifically, they believe in bringing about betterment through their own initiatives and hard work. They are activists who are engaged by VO/LSO/SMT to organise uncovered communities into COs, monitoring of CO meetings and savings and delivering awareness sessions to the communities on critical social and development issues.

a. Identification and selection of CRP

Once the VO is formed the SMT will consult with the VO to identify a CRP. While identifying the CRP the following characteristics need to be kept in mind:

- (i) The CRP will ideally be a woman, however, in some special cases male CRPs may also be selected considering the education level amongst women or mobility issues in case of scattered population or insecure areas.
- (ii) They are trustworthy and have a good rapport in the community
- (iii) They are able to travel outside their own village if necessary
- (iv) They are literate and can support CO in record keeping and savings record keeping
- (v) In case of unavailability of the CRPs in the SUCCESS Programme area CRPs can also be engaged from non-programme areas

A list of the potential CRPs should be prepared (See Annex A-5a: List of potential CRPs). The SMT should then select the individual that qualifies, possessing the maximum characteristics of being a CRP in consultation with the VO.

b. The Role and Responsibility of CRPs and SMTs in Social Mobilisation

Under SUCCESS Programme CRPs will be engaged to increase the household coverage in COs. As mentioned in section 3.6 under VO formation criteria, the initial 40 % of the households will be organised by the RSP SMT and rest of the households will then be organised by CRP under the supervision of the SMT using the same process as defined in sections (3.5 - 3.6) above. The role of CRP thus will include:

- (i) Organisation of remaining households (especially poor) into existing COs (where possible);
- (ii) Supporting the RSP SMT in formation of new COs and federating them into VOs;
- (iii) Providing support to the CO and VO leaders in arranging regular meetings and proper record keeping;
- (iv) Conducting sessions in community on Community Awareness Toolkit (CAT) to create awareness on critical social issues including, health, education, sanitation, DRR, environment and basic civic rights;
- (v) Conducting sessions on CMST for COs and LMST for VOs. In the future, the SMT can also use some of the trained and competent CRPs to assist them in delivering CMST sessions to CO leaders and LMST to VO leaders after checking their ability to conduct such sessions. The CRPs should be given proper training and field exposure to make them able to deliver such training sessions;
- (vi) Supporting CO members in preparing their Micro Investment Plans (MIPs);
- (vii) Supporting VOs in preparing Village Profiles, and VDPs/VO development plans;
- (viii) Supporting LSOs in preparing UC Profiles, and UC DP/LSO development plan;
- (ix) Monitoring and reporting of COs/VOs core activities;
- (x) Attending review meetings organised by the SMT;
- (xi) Submitting monthly progress reports to SMT on prescribed format (See Annex A-5b: Monthly Progress and Monitoring Report of CRP).

The RSP SMT will provide technical support to the CRPs in planning and performing their work, and supervise and monitor the work of CRPs to ensure quality. The role of SMT will include:

- (i) Developing monthly work plan for the CRPs (See Annex A-5b: Monthly Progress and Monitoring Report of CRP). Physically verifying the newly formed CO/VOs and register them in the MIS (See Table 1 and Table 2 for CO and VO recognition criteria);
- (ii) Training CRPs and providing on the job coaching on conducting community dialogues, CO formation, developing MIPs, attending CO meeting, CO/VO record keeping, conducting CAT sessions, identification and appraisal of beneficiaries for SUCCESS interventions such as CIF, IGG, MHI TVST etc.;
- (iii) Monitoring and reviewing the work of CRPs and providing feedback for improvement (See Annex A-5b: Monthly Progress and Monitoring Report of CRP). For this purpose a monthly Planning and Review Meeting (PRM) will be held with CRPs at the SMT / Field Unit level. Initially, (first 6 quarters) all CRPs working under the SMT will participate in this meeting at the SMT office level. Later on, once the LSOs are formed these meetings will be held at the UC level in respective LSO offices. These meetings will help in preparing monthly plans and review the progress of each CRP. Social Organisers and Capacity Building Officers will attend these meetings, and at least 20% of these PRMs will also be attended by a District Office / PIU representative. Each PRM session will also include a session on one of the CAT topics.

c. Signing of Agreement with CRPs:

After informing each CRP of what their potential work would be and the level of reporting that they would have to carry out, CRPs should be asked to sign an agreement with clearly identified terms of references (See Annex A-5c: Terms of Reference (ToR) for CRP). For added ownership, CRPs should sign their agreements or contracts with the VOs/LSO. This will result in the VOs/LSO taking a greater interest in the progress of their household coverage and in the quality and amount of work that the CRPs carry out.

d. Training of CRPs

The CRPs will be trained and capacitated through a three-days training event organised at Field Unit level on social mobilisation, CO formation processes, and an orientation of the SUCCESS Programme. The training contents will touch upon the following topics:

- (i) Poverty: Definition of poverty, its causes, and its impacts on people;
- (ii) Development: Definition and importance of development, types of development (traditional, representative and participatory), approaches and methods of development;
- (iii) Brief introduction and methodology of SUCCESS Programme;
- (iv) Social Mobilisation and RSP: Approach and importance of Social Mobilisation, the three principles of Social Mobilisation (organisation, capital and skills), three tier CIs (CO/VO/LSO), introduction to RSP movement in Pakistan, the objectives and roles and responsibilities of the RSP.
- (v) Role of CRP: Why do we need a CRP? What does a CRP do? What are the responsibilities of CRP?
- (vi) What is a CO/VO/LSO? What are the roles and responsibilities of CO/VO/LSO, its leaders and members? What is the process of CO/VO/LSO formation?
- (vii) CO/VO Meeting: Importance of having meetings. How to arrange effective meetings and how to write minutes of the meeting?
- (viii) CO/VO Record Keeping: Importance of record keeping. How to maintain records (Karwai Register, Attendance and Savings Register, Savings Pass Books, Resolution, Micro Investment Plan, Progress Reports etc.)?
- (ix) Savings: Importance and purpose of savings, proper record keeping of savings, ways and means to increase savings, how to give savings back to members on demand
- (x) Micro Investment Plan (MIP): The purpose of MIP. How to develop MIPs at household level, and how are they linked with the SUCCESS interventions (CIF, IGG, TVST, MHI etc.)?
- (xi) Community Investment Fund (CIF): Definition of CIF, importance of CIF, eligibility criteria of CIF, appraisal of CIF, roles and responsibilities of CO and VO in proper implementation of CIF (See Chapter 2 on Community Investment Fund (CIF).
- (xii) Community Awareness on social critical issues: One of the components of the SUCCESS programme is to create awareness on critical social issues like Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Environment and civic act. The training will focus on the importance of critical social issues as mentioned in Community Awareness Toolkit (CAT), how to use the CAT manual and conduct sessions in communities (See CAT and its manual for more details).

The CRPs will also be trained in CAT and its manual and a copy of it will be given to each CRP for future reference and use. After completion of training, these CRPs will be responsible to conduct at least one session in each of their assigned COs on CAT per month. The SMT in consultation with the concerned LSO/VO will nominate the CRPs for training. The capacity building officer based at SMT/District level will take sessions in these trainings.

Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

e. Directory of CRPs

The RSP will develop a directory of CRPs containing their contact information, any special skills they have and the trainings they received (See Annex A-5d: Directory of CRPs).

(9) Village Development Plan (VDP)

With a functioning VO and trained General Body members, the VO General Body can start to develop its Village Development

Plan (VDP). The VDP is an essential mechanism for achieving the purpose of VOs becoming self-regulated and sustainable organisations of the communities. The VDP process will be instrumental in developing the following key capabilities in the VO:

- (i) Capability to undertake analysis of existing situation and to identify and prioritise potential activities at village level
- (ii) Capability to plan for identified and prioritised activities
- (iii) Capability to mobilise resources for prioritised activities
- (iv) Capability to implement prioritised activities
- (v) Capability to review, learn and re-plan

A VDP is a plan which includes development initiatives at the village level, as identified by the VO and its member COs. It consists of activities (large and small, cash and cash-less) which the VO aims to achieve. Social mobilisation outreach, poverty reduction, inclusion of poor and women, disabled, and gender mainstreaming will remain the common themes in the VDP. The VDP includes two main parts: (i) annual work plan and (ii) cost of the activities or the budget (See Annex A-4a(v): Format for VDP).

The SMT will guide and support the VO to prepare their VDPs. The following process will be followed to prepare the Village Development Plan (VDP):

a. Preparation of Village Profile

Village profile includes basic information about the demography of the village, basic services (education, health) available, physical infrastructure, and assets available in the village. The SMT will share the village profile, prepared at the planning for CO formation phase, with the VO. (See Annex A-2f: Format for Village Profile).

b. Collection of CO Needs through Resolutions

The VO will collect resolution from the COs on their priority needs especially Community Physical Infrastructure (CPI) to be included in the VDP. This will also include the household MIPs developed by each member CO.

c. VDP Preparation Meeting

The VDP should be prepared in a participatory manner. For this purpose the VO will hold a VDP preparation meeting. All presidents and managers of the member COs in the village will be invited to this meeting. The VO should also invite other important stakeholders such as Head Teachers of local government and private schools, the supervisor of the local health centre and/or lady health worker, the councillors of UC, the imam masjid etc to gain their buy in. Preferably one member of the SMT should also participate in this meeting. The following actions need to be taken in this meeting:

- (i) Plenary Session: The member of SMT or VO leader carries out a round of introduction of participants followed by briefing about the objectives and the process of preparing the VDP. In this session the SMT/VO should also share the village profile; the key needs identified by the COs in their resolution and explain the VDP format.
- (ii) Formation of activity group: The participants will be divided into groups and each group will be given one or more sectors (such as social mobilisation coverage, agriculture, kitchen gardening, poverty, women, environment, sanitation, solid waste management, livestock, health, EPI, education, income generation, targeted activities for supporting poorest and destitute, human and women rights, etc.) to discuss and list key development activities identified. The participants should be guided to be realistic in identifying potential activities for which funding and support is expected from RSP, other development organisations working in the village, external donors, government and special focus on self-help and cash-less activities. List of potential activities can be included in VDP is given in Annex A-6a.
- (iii) Presentation of Group Work: After the groups have discussed amongst themselves and come up with a list of possible development activities at the village level, and present it to the larger group large, followed by a discussion.
- (iv) Prioritisation of Development Activities: Having recorded and listed all development activities in the identified sectors, these activities should be prioritised through consensus or voting and entered in the VDP format given at Annex A-4a(v). After listing the activities in order of priority, for each activity a realistic estimated budget should be assigned. This will form the annual VDP.

d. Development of Resource Mobilisation Plan (RMP)

Once the VDP is developed, the next step will be regarding mobilisation of resources by the VO to carry out the activities of the VDP. The VO with the support of the SMT will then develop a Resource Mobilisation Plan (RMP). The RMP entails the ways the VO could generate resources (both internal and external) for carrying out activities in the VDP. Ideas again should be debated and discussed in the VO general body meeting and Resource Mobilisation Plan (RMP) should be prepared, given at Annex A-6b.

e. Approval of VDP and RMP

Once the VDP and RMP is finalised the VO should pass a resolution for the approval, as well as documenting the process of VDP development. The final VDP will have triplicate copies. The original copy will be kept by the VO while one copy will be shared with the LSO (if formed at the time of VDP or shared later once formed) and one copy will be shared with the SMT. This VDP will be the basis for VO and SMT to implement activities at the village level.

f. Implementation of the VDP

The VO should discuss the VDP in their regular meetings and contact the relevant organisation identified for support within their resolution. The VO preferably should start implementing the self-help activities and the activities identified for the RSP. The VO may form various sub-committees for implementation of the VDP, such as Health Committee, Education Committee, and Monitoring Committee etc. These committees' members should be selected by the General Body with consensus or through voting. All Committees will report to the General Body of the VO (See Annex A-6c: ToRs for VO/LSO Special Committees as an example).

In addition to this, the person responsible for each activity identified in the VDP should be regularly reporting to the VO General Body at each monthly meeting. The General Body members will be reporting of the VO's meetings to its COs, so that the CO members are also aware of the progress of the VDP activities.

g. Annual Review of the VDP

At the end of each year, the General Body will review the VDP in an annual VDP review meeting and update it for the next year. This will include update on the status of activities completed, inclusion of new activities identified by the COs/VOs and exclusion of activities that could not be undertaken or became irrelevant. Naturally there will be some activities that could not be achieved; therefore the General Body should vote on whether it should be carried ahead to the next year in its original form, be amended and carried forward to the next year or to be dropped altogether.

Depending on the nature of changes in the original VDP, the VO may decide to either prepare a new VDP or make changes in same VDP or add amendments to the VDP. Ideally the VO should follow the same process as followed in the development of the original VDP. Through this annual planning exercise, both the VO's capabilities and targeting will continue to be enhanced over the programme life and beyond. It is hoped that by the second annual VDP, the VO General Body would require less facilitation and help by the SMT; however the SMT should also be there in case the VO requires their support.

After the annual review of the VDP the VO should prepare a simple annual progress report (both in terms of financially and activity-wise), and share it in the General Body meeting. Format for the progress report is given at Annex A-6d.

(10) Formation of Local Support Organisation (LSO)

General Definitions

LSO: LSO is the third tier of CIs that federates all VOs formed in a UC. The key function of LSO is coordination and implementation of development activities at UC level, formation of linkages with government, donors and other development organisations, and providing guidance and support to VOs and COs.

LSO General Body: Ideally, all the VOs formed in the UC should be members of the LSO. The LSO membership will comprise at least two members from each VO. On average each LSO will be comprised of 10 VOs. All the members of LSO are called General Body of the LSO.

LSO Executive Body: Each LSO will have an Executive Body comprising of at least 5 members. The Executive Body will generally include one Chairperson/President, one General Secretary and one Treasurer as its office-bearers and two members. However the number of members of Executive Body and its office-bearers can be increased, according to the need and requirement of the LSO. The LSO Executive Body and office-bearers will be selected with the consensus or election among the General Body members. The

Executive body should be honest and competent to lead the LSO, and be willing to work voluntarily. The General Body members will decide the term of office-bearers in office and have the authority to change the office-bearers and the Executive Body keeping in view their performance. However, as good practice it is advised that the LSO Executive Body including office-bearers' term should be at least two years.

LSO Bank Account: The LSO is expected to receive sub-grants from the RSPs under the SUCCESS Programme and grants from other development organisation, donors, and government to implement UCUC level development activities. Therefore each LSO should have a bank account in the name of the LSO with joint signatory of its office-bearers.

LSO Internal Funds: An important factor in the sustainability of the LSO is availability of internal resources. The General Body should be briefed on the importance of generating funds for the operational costs of the LSO (for example for the cost of stationary, photocopying costs, office rent, utilities etc.) and to take small village level self-initiatives (for example organising events for village cleanliness, education campaign etc.). This may be done through collection of membership fee from member COs/VOs, donations from local philanthropists and fee for delivery of different services to community. The LSO Executive Body should be left to decide on what sum they should ask for and upon a final decision, the LSO should write a resolution (with signatures of all General Body members) stating to this effect.

Union Council Development Plan (UDCP): Each LSO should develop a UDCP for its Union Council. A UDCP is a plan which includes development initiatives at the UC level, as decided by the LSO and its member VO's in their VDPs. It consists of activities (large and small, cash and cash-less) which the LSO aims to achieve. Social mobilisation outreach, inclusion of poor, women, disabled and gender mainstreaming will remain common themes in the UDCP.

LSO Books of Record: The RSPs will provide the following books of record preferably printed in a single register to each LSO (See Annex A-7a: Formats for LSO Register):

- (i) LSO Formation Resolution Form, including List of General Body Members
- (ii) Terms of Partnership between RSP and LSO
- (iii) Attendance Register
- (iv) Proceedings Record (Karwai)
- (v) Union Council Development Plan (UDCP)
- (vi) LSO Monthly Progress Report
- (vii) Cash Book
- (viii) Bank Book
- (ix) General Ledger
- (x) Bank Reconciliation Statement
- (xi) Trial Balance
- (xii) LSO Resolution for Joining LSO Network

The LSO will be provided a separate register for CIF and other relevant sectoral intervention record, as and when required. Formats for these interventions are given in the relevant sectoral chapters in this manual.

The LSO office-bearers will be responsible to maintain and update these records. The RSPs SMT will provide advice and training on how to keep and maintain the LSO records updated.

LSO Formation Criteria: The following criteria will be followed to start LSO formation:

- (i) At least 40% households are organised into COs in the UC. Rest of the households will be organised into COs by the CRPs (See Section 1.3.(8) on CRPs)
- (ii) At least one VO is formed in each of the Revenue Village in the UC
- (iii) Each of the VO's is functional and ready to federate into LSO. The functionality indicators will include at least two regular meetings in the last three months, and whether they started preparing their VDPs.
- (iv) The VO leaders have received the Leadership and Management Skills Training (LMST).

The following steps should be followed for LSO formation:

a. Initial dialogue with VOs about LSO

The RSP SMT will hold a dialogue with VOs formed in a UC, regarding the LSO formation and its benefits. These dialogues will be carried out with VO General Body members in VO monthly meetings. The dialogue should include the following aspects:

- (i) The VOs will be introduced to the concept of LSOs and be explained what LSO is, and why the need for an LSO arises. LSOs are the highest tier in the three-tier structure of social mobilisation. It is a federation of VOs at the UC level. The benefits of LSOs are numerous; the main benefit being that it supports and mentors member VOs and COs and provides need-based technical support. LSO represents all the VOs, COs and its member households in the entire UC thus allowing organisations of the poor to have a unified voice, strong enough to be able to interact effectively with larger organisations such as local government, donor agencies and organisations in the private sector. Example of actual cases of LSOs formed in other RSP areas and its benefit to communities may be told.
- (ii) The VOs should also be briefed on the LSO structure i.e. Executive Body including the officer-bearers and General Body, and process of its selection as described in the earlier section.
- (iii) The VOs should also be told of the roles and responsibilities of the General Body and Executive Body of an LSO. Equally, attention should be paid to the criteria for being member of the Executive Body of an LSO. For example, the member should be from the VO, should be honest, competent and have the time and commitment that will be required to work at the UC/LSO level.
- (iv) Lastly, the VO should be briefed on how an LSO is formed, i.e. by VOs writing resolutions stating that they wish and give their willingness in form of resolution to federate into a LSO at the UC level.
- (v) After willingness, the VO should nominate at least two members through resolution for inclusion into the LSO General Body and submit the resolution to the SMT (See Annex A-7a (i): LSO Resolution Form).

The RSP SMT after having the VOs resolutions and following the LSOs formation criteria should set a date in consultation with the nominees of the VOs for an LSO formation meeting, in a central location of the UC that is easily accessible to the VO nominees.

b. Exposure Visit of VOs to Existing LSOs

Where possible the RSP should arrange an exposure visit for some VO leaders to a nearby good LSO to better demonstrate what LSO is and what benefits it can bring to communities. If the VOs are interested, only then should a LSO be formed. VOs should not be pushed into this stage; rather they should be ready and willing to federate themselves. Sustainable and durable LSOs are those which have been formed because of their own natural need.

c. LSO Formation Meeting

The LSO formation meeting should be attended by all nominated General Body members of the LSO at the assigned venue, date and time. To gain the cooperation and trust of other stakeholders in the UC, for example, head teachers of local government high and middle schools, secretary of UC, heads of the local government and private health centres, Chairperson and/or members of the UC, local religious leaders and the like should also be invited to this meeting. The meeting should be facilitated by the SMT but not to the extent of controlling all discussion in the meeting. The SMT should be there merely to assist/facilitate the meeting. Once the participants agree to form the LSO, either following actions should be taken or the participants are given time to think about the idea of LSO formation and set date for subsequent meeting:

- (i) Introduction of VO nominees: Brief the participants about the resolutions of VOs received, and introduce the nominated members of the VOs for the General Body. The introduction may include the name, parentage, poverty score, VO/CO name, position within the VO/CO, education level and any training received by the nominees.
- (ii) Selection of Executive Body: The nominated General Body members will be asked to select the executive body either through consensus or election. The Executive Body generally consists of members and office-bearers; it usually consists of at least 5 members. The office-bearers' positions in the LSO Executive Body include that of Chairperson/President, Treasurer and General Secretary. However the number of the executive body members and office-bearers can be increased, according to the need and requirement of the LSO.
- (iii) The LSO then passes a written resolution (in the prescribed resolution form) stating the process of LSO formation and submits it to the RSP SMT. The list of General Body members is attached to the resolution, as well as the names of the Executive body, office-bearers, and meeting schedule.

- (iv) The SMT/CRP should also provide books of records (See Annex A-7a: Formats for LSO register) to the LSO that has the written Term of Partnership (ToP) in duplicate form. The ToP should be read aloud to all the General Body members and their agreement should be sought for each and every point in turn. Finally all members of the LSO must sign the ToP. The original copy of the ToP will be collected by the SMT for official records while the second copy will remain in the register for LSO record.
- (v) The SMT will provide basic orientation on the importance of proper record keeping and how to record entries in the books of records. Detailed training on record keeping will be provided to the LSO Executive Body later during LMST.
- (vi) The SMT will also brief the General Body about opening of bank account for the LSO, importance of creating internal fund for LSO and having of LSO office.
- (vii) Upon receipt of the signed LSO formation resolution and ToP, the SMT will register the LSO members in the android software application provided to the SMT.

d. Resolution for Opening of LSO Bank Account

The LSO should have a bank account. The LSO General Body should also write a resolution stating that a bank account in the name of the LSO should be opened; along with nominated bank signatories. Additional bank accounts will be opened latter to operate sub-grants as per the sub-grant agreement requirement. The SMT should guide and facilitate the LSO in opening their bank accounts.

e. Recognition of the LSO

- (i) LSO will only be recognised by the RSP if it meets the minimum criteria given in Table 3, and will be eligible for the RSP support. The SMT/or RSPs district monitoring team will visit the LSO and verify the criteria.
- (ii) Only LSOs notified or registered with relevant government authorities will be eligible for sub-granting from the RSPs under the SUCCESS Programme. The SMT should provide guidance and support in preparing their required documents for notification and registration with government authority.

Table 3: Minimum Criteria for recognition of LSO

S. #	Indicator	Threshold	Means of Verification
1	Household coverage	Minimum 40% household organised into CO in the UC.	List of COs as per SM-MIS with member households.
2	Village wise coverage	All Revenue village in the UC have at least one VO	List of villages and VOs
3	General body	At least two member from each VO should be represented	List of General Body members
4	Executive body	At least five members with Office bearers selected	LSO General Body resolution for selection of executive body with VO names
5	Bank Account opening	At least one account for LSOs operations	Account details
3	Decision about date , time and venue for holding of VO meetings	Date, time and venue for meeting decided	VO resolution and proceedings register

(11) Establishment of LSO Office

Each LSO once formed will be provided one-time cash grant/in kind support under the SUCCESS Programme to establish its office, equipped with computers and MIS for grants management. The LSO offices will be established preferably within their respective UCs. LSO will arrange space for establishing office preferably with one room for training and meetings/conferences. The LSO will either be provided office furniture and equipment either by the RSPs or will be provided gash grant to establish its office. In case of cash grant the LSO will arrange the office space and request the RSP for release of the fund via a resolution. The RSP will guide the LSO about purchase of furniture and office equipment. The LSO will purchase these items through a competitive bidding by at least three vendors. The purchased assets will be recorded in the Stock Register after giving each one of them proper tag numbers. The SMT will ensure that the procurement of the office furniture and equipment has been carried out according to the EU/RSP procurement rules. The Executive Body of the LSOs will conduct its monthly meeting in their office and later on CRPs monthly meetings may also take place in the same office.

(12) Selection and Training of Community Book Keeper (CBK)/Accountant Assistant at LSO level

After formation, each LSO will identify a Community Book Keeper (CBK)/Accountant Assistant (AA) responsible to manage and update the LSO's books of record, particularly the financial transactions and maintain an MIS at the LSO office. The CBK/AA should be literate in basic accounting and computer literacy. The SMT should prepare a ToR with selection criteria and share with the LSO for identification of the CBK/AA. Once identified, the SMT/LSO should conduct test/interview to select the CBK/AA. The selected candidate should be given proper contract and ToRs. The CBK/AA will be provided a three-days training by the RSP on record keeping, financial management and training on how to operate the MIS, maintain the LSO financial records and accounting. Account/CIF Assistant of RSP based in each SMT will further provide technical backstopping and support to the CBK/AA of LSOs after the training. The training should include the following topic:

- (i) How to maintain Books of accounts of LSO
- (ii) How to make financial reporting on sub-grants
- (iii) How to maintain records of sub-grants (especially CIF)
- (iv) How to maintain and update the SUCCESS MIS (where applicable)

Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

(13) LSO Leadership and Management Skills Training (LMST)

In order to enable the LSO to work at its maximum potential, the RSP SMT will provide training in different aspects of LSO Management. After LSO formation, two members from each LSO will be given four-day long training of management, advocacy and leadership by the Human Resource Development Officer/Capacity Building Officer based at the district level. These training events will be organised at the Taluka or District level. The major focus of these trainings will be on how to manage LSO and improve capacity of CO/VO/LSO, linkages with the public and private social services, awareness-raising on cross cutting critical social issues, planning at the UC level and coordination with the local government. The training should include the following aspects:

LSO Management: How to manage LSO activities, formation of LSO committees, how to develop LSO bylaws and how to register the LSO with government authorities. Targeting and validation of poor household for CIF and IGGs, how to develop annual work plan and budget, reporting progress on the annual work plan and how to do fund-raising through internal and external sources. As well as how to manage sub-grants (e.g. CIF, CIG, CPI and/or grants for office establishment) and reporting to RSPs and other donors.

LSO Leadership: What is leadership? The characteristics of any effective community leader, leader versus manager and the role of leadership in development and sustainability of LSO. The roles and responsibilities of LSO, its Executive Body, General Body and office-bearers.

LSO accounts and books of record: What records need to be maintained and updated in hard form and in the MIS. Maintaining and updating COs, VOs and LSOs files and their record in project MIS to track progress. Proper record of accounts will help accountability of LSO towards its member VOs, COs, RSP, donor and other stakeholders

Advocacy: What is advocacy, how to do advocacy with stakeholders (government line departments) and other stakeholders?

Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

(14) Union Council Development Plan (UCDP)

A functional LSO having trained Executive Body members can start to prepare the Union Council Development Plan (UCDP). The UCDP process will be instrumental in identifying the development priorities in the UC, improving the capacity of LSO in development planning and management of its activities in the UC.

A UCDP is a plan which includes development initiatives at the UC level, as identified by the LSO and its member VOs and COs. It consists of activities (large and small, cash and cash-less) which the LSO aims to achieve. Social mobilisation outreach, poverty reduction, inclusion of poor and women, disabled and gender mainstreaming will remain common themes in the UCDP. Format for UCDP is given at Annex A-7a (v).

The SMT will guide and support the LSO to prepare their UCDPs. The following process will be followed to prepare the UCDP:

(a) Prepare the Union Council profile

Union Council profile includes basic information about the demography of the UC, basic services (education, health) available,

physical infrastructure, and assets available in the UC. The LSO will prepare the UC profile through the Poverty Score Card survey information provided to them by the SMT, Village Profiles collected from the member VOs, and group discussion with the LSO executive body members to fill the rest of the information (See Annex A-2g: Format for Union Council Profile).

(b) Collection of VDPs and VOs' Needs through Resolutions

The LSO will collect the VDPs developed by the member VOs and resolution from the VOs on their priority needs to be included in the UCDP.

(c) UCDP Preparation Meeting

The UCDP should be prepared in a participatory manner. The UCDP, or any plan, should always be according to the needs of the communities at large and not for the benefit of a few influential households. For this purpose the LSO will hold a UCDP preparation meeting. This meeting should be attended by all Executive Body and General Body members of the LSO. The LSO will also invite other important stakeholders like the available head teachers of local government and private schools, the supervisor of the local health centre and/or lady health workers, the Chairperson/members of UC, other local government authorities available, local religious leaders and poorest households from COs etc. Preferably one member of the RSP SMT/District Office should also participate in this meeting and facilitate the LSO in preparation of the UCDP. The following actions need to be taken in this meeting:

- (i) **Plenary Session:** The member of SMT or LSO Chairperson/Secretary carries out a round of introductions of the participants, followed by briefing about the objectives, and process of preparing the UCDP. In this session the SMT/LSO should also share the UC profile; the key needs identified by the VOs in their resolutions, and explain the UCDP format.
- (ii) **Review of Village Development Plans (VDPs):** The VDPs developed by the member VOs should be reviewed by the LSO General Body to ascertain the types of activities required by their VOs and COs.
- (iii) **Group work:** The participants may be divided into groups and each group will be given one or more sectors (such as social mobilisation coverage, strengthening and monitoring of VOs and COs, Community Physical Infrastructures, agriculture, livestock, vocational trainings, CIF, education, health, human rights, internal/external resource mobilisation, linkages and coordination with government etc.). Each group should come up with a list of activities, which is based on the VOs' VDPs. They should also keep in mind, that the LSO because of its magnitude can accomplish activities of a larger nature (which benefit several villages across the UC), especially by creating linkages between the local government, donors and other organisations. The LSO should first try to accomplish self-help activities (or cash-less activities). This would provide them with the confidence to carry out larger activities, but it would also create awareness about the LSO within the Union Council itself. Example of potential activities that can be included in UCDP is given in Annex A-6a.
- (iv) **Presentation of Group Work:** After the groups have discussed amongst themselves and come up with a list of possible development activities at the UC level, the groups should present the list of activities to the larger group, followed by a discussion.
- (v) **Prioritisation of Development Activities:** Having recorded and listed all development activities in the sectors identified, these activities should be prioritised through consensus or voting and entered in the UCDP format given at Annex A-7a (v).
- (vi) **Preparation of Budget:** After listing the activities in order of priority, for each activity a realistic estimated budget should be assigned. Help from the SMT can always be obtained in this regard. This will form the UCDP.

(d) Development of Resource Mobilisation Plan (RMP)

The Executive Body of the LSO with the support of the SMT will then prepare a RMP either in the same meeting or subsequent meetings. Once the RMP is developed it should be shared with LSO General Body in a meeting. Format for the LSO RMP is annexed at Annex A-8.

(e) Approval of UCDP and RMP

Once the UCDP and RMP is finalised the LSO should pass a resolution documenting the process of UCDP development and approval. The final UCDP will have duplicate copies. The original copy will be kept by the LSO while the other copy will be shared with the RSP SMT. The approved UCDP will be the basis for LSO and SMT to implement development activities at the UC level. The LSO may also share their UCDP with relevant government authorities and other development organisations to include their needs in the development planning.

(f) Implementation, Monitoring and Reporting of the UCDP

The LSO should discuss the UCDP in their regular meetings and contact the relevant organisation identified within their resolutions and proposals. The LSO preferably should start implementing the self-help activities and the activities identified for the RSP first. While deciding on the implementation of activities the LSO should follow the principle of subsidiarity; those activities which can be implemented by lower tier of CIs (i.e. VO/CO) should be handed over to them for implementation.

The LSO may form various sub-committees for implementation of the UCDP. The SMT guide the LSO to form Special Committees for smooth and proper implementation of the activities planned in the UCDP. These may include 1) Project Committee, 2) Finance and Audit Committee, 3) Monitoring Committee, 4) CIF Committee, 5) Health Committee, 6) Education Committee, 7) Youth Committee. The Committees should be formed to assist the Executive body and General Body in implementation of the Annual Work Plan of the LSO. Therefore, Special Committees should be formed only in the line of the Annual Work Plan or based on any other emerging need. Example of potential committees and sample ToR are given at Annex A-6c.

Each of the committees should be regularly reporting its progress to the LSO General Body meeting. The General Body members should report of the LSO's activities to its VOs, so that the VO members are also aware of the progress of the UCDP activities. The LSO should record its progress against planned activities in the LSO Monthly Progress Report (MPR) and share it with its General Body and RSP SMT. Format for the MPR is given at Annex A-7a (vi).

(g) Annual Review of the UCDP

At the end of each year the LSO General Body should review the UCDP in an annual UCDP review meeting and update it for the next year. This will include update on the status of activities completed, inclusion of new activities identified by the LSO and its member VOs and exclusion of activities that could not be undertaken or became irrelevant during the previous year. Naturally there will be some activities that could not be achieved; therefore the LSO General Body should vote on whether it should be carried ahead to the next year in its original form, be amended and carried forward to the next year or to be dropped altogether.

Depending on the nature of changes in the original UCDP the LSO may decide to either prepare a new UCDP or make changes in same UCDP or add amendments to the UCDP. Ideally the LSO should follow the same process as followed in the development of the original UCDP. Through this annual planning exercise, both the LSO's capabilities and their activities will continue to be enhanced over the programme life and beyond. It is hoped that by the second annual UCDP, the LSO would require less facilitation and help by the SMT; however the SMT should also be there in case the LSO requires their support.

After the annual review of the UCDP the LSO should prepare a simple annual progress report (both in terms of financially and physical activity-wise), share it in the LSO general body meeting and with the RSP SMT. Format for the LSO progress report is given at Annex A-6d.

(15) Activists Workshops for LSO / VO / CO

The RSP SMT will organise quarterly Activists Workshop/conferences at the field unit level once sufficient number of CO, VOs and LSO are formed at the SMT level. These events will be attended by the leaders, activists and CRPs of the CIs (COs/VOs/LSOs) to share their experience and learning with each other, discuss their issues and highlight the work of the local communities. This will also serve as a platform where RSPs will invite local government authorities and elected representatives so that they are also informed about the community level initiatives, and are aware of their needs and plans. This will help establish a link between the local government and CIs.

The following steps will be taken to arrange these events:

- (a) The district manager will approve the agenda of the workshop
- (b) Nomination of CO/VO/LSO activists and CRPs for the workshop will be prepared by SMTs
- (c) Attendance and registration of the participant will be made on the standard format
- (d) Digital photographs of the event will be taken for record
- (e) Banner with title of the event, EU and RSP logo will be displayed in the hall for visibility
- (f) An event report will be developed on completion of the event

(16) Mentoring and Monitoring of CIs (CO/VO/ LSO) by SMT

- (a) Having formed the CIs (COs/VOs/LSOs), the RSP SMT should continue its mentoring support to these institutions, so that the capacities of these institutions are strengthened on a day-to-day basis. The leader of these CIs should always feel that the RSP's social guidance in nurturing and strengthening these institutions of the people would always be there for them.
- (b) To ensure that the CIs (COs/VOs/LSOs) are functional, active and heading on the right track in serving their member CIs and households, the SMT should carry out regular monitoring of its functions and activities and provide timely support to take corrective measures. Format for Monitoring is annexed at A-9. The RSPs M&E section will conduct annual Institutional Maturity Index (IMI) survey of sample CIs (COs/VOs/LSOs) and share the results with these institutions, the RSP management and other stakeholders. Details about the IMI surveys can be found in the SUCCESS Programme M&E framework.

(17) Mechanisms for Creating Synergies and Linkages between CIs and Local Government Authorities**1. Support to establish Joint Development Committees at Taluka and District level**

Under the SUCCCES programme Joint Development Committees (JDCs) for both local authorities and community representatives will be institutionalised at district and Taluka level and regularly convene, in order to serve as a forum to plan, implement and monitor the local development plans.

The RSPs SUCCESS Programme staff at the Field Unit and District level will work with the LSOs and District / Taluka government to help establish JDCs based on nominations received from government, LSOs and RSPs. The programme staff will start interaction and sharing progress of the SUCCESS interventions with the government authorities' right from the onset of the programme to take them on board. However, the JDCs are expected to be established in the second year of the programme implementation, after some LSOs have been established in each district and the Technical Assistance of EU to the government of Sindh to develop the local Community Driven Development (CDD) policy takes some shape. It is essential that there is an ownership of the programme approach and notification in this respect comes to the Taluka and District authorities in this respect from the provincial government authorities.

(a) Composition of JDC

The composition of the JDC membership may be as follows:

- (i) Representatives of LSOs at Taluka level and/or representative of LSO Network (LSON) at District Level (if formed)
- (ii) Representatives of Government Departments
- (iii) Representatives of local Elected Bodies
- (iv) Representative of the RSP working in the districts.

The JDC meetings will be chaired by a senior government official or will be decided at the time of the formation of the JDC. The LSO Network/RSP will facilitate in organising the JDC meetings.

(b) Objectives and Functions of the JDC:

The key objective of JDCs is to create synergies between the RSPs, CIs and local administrations/departments and externally supported development investment in the programme districts in the planning of SUCCESS interventions. This participatory planning approach will provide a learning platform for all actors concerned to avoid duplication of efforts and monitoring of collaborative efforts to impact development results. It will also contribute to the elaboration of a dedicated Sindh Government policy for local CDD to be implemented through the budget process from 2018 onwards.

The Joint Development Committee (JDC) will have the following functions:

- (i) The RSP share the overall SUCCESS Programme interventions plans and progress at Union Council, Taluka and District Level.
- (ii) The LSOs share and review VDPs and UCDDPs developed by the CIs so that the needs identified by the communities be incorporated in the government and other development organisations' plans.
- (iii) The government share the Taluka/District development plans, budget and progress.
- (iv) Other NGOs and Civil Society Organisations to share their development plans

(v) Share new development initiatives, research findings and development activities of mutual interest among stakeholders.

(c) Meetings of JDCs at Taluka and District level

The JDC will conduct meetings every six months. These meeting will be attended by the JDC members. During the meetings, main agenda items will be shared including the village and UC level development plans, progress of the programme interventions and the district government plans and implementation status. This forum will also provide an opportunity for the LSO representatives to review the government plans and discuss strategies to improve access to public sector social services. Representatives from other NGOs may also be invited to share their plans (on case to case basis).

(d) Capacity building of Local Govt. Officials and Community Representatives

RSPs will work with the district authorities and line departments for selection of government officials/elected representatives for the capacity building programme. A series of trainings (2-3 days duration) along with an exposure visit in other programme districts of RSPs will be organised. These trainings will also be attended by selected LSO representatives. This will build the capacity of the government officials/elected representatives to better understand the three-tier social mobilisation approach, women empowerment concepts, SUCCESS Programme interventions and the local level development planning process through the LSO / VOs. These events will be rolled out in 2nd year of the programme duration and continue for four years.

2. Formation of LSO Network (LSON)

LSO Network will provide opportunities for better coordination with the district government line departments and elected representatives. The network will also encourage member LSOs to interact, exchange information and lessons learnt among themselves and with other civil society organisations working in the district. When the JDC at the District level is formed the LSON will represent the LSOs in the committee.

As the core function of the LSON is networking and communicating the work and voices of the LSOs at the district level with the government authorities and other stakeholders. For this purpose the LSON structure don't need a formal structure as the LSOs have, like with defined organisational structure, written bylaws and registered with authorities, and Bank accounts etc. Thus the network structure may be formed as an informal body mainly for communication and coordination among member LSOs ,local elected representative and government departments. A sample Terms of Reference has been given in Annex A-10, for governance and management of LSO Network.

The following approach will be followed for formation of LSO Networks:

- i. Follow a Process Approach: The LSO Networks should be formed following the organic, pragmatic and sociological approach. Instead of forming a formal structure of LSO Network immediately, the LSO leaders should be allowed to form a working committee for networking initially. They will be given proper time so that they gradually create synergies, mutual understanding and confidence and establish norms for working relationships over time.
- ii. Dialogue with LSOs regarding LSON formation: The RSP SMT should discuss the idea of LSON with the leaders of member LSOs through dialogues. Dialogues could be done with individual LSOs Executive Body or jointly with leaders of more than one LSO at a mutually agreed venue. Minutes of the dialogues should be recorded.
- iii. Collection of resolutions from LSOs: The SMT should invite resolutions from interested LSOs to form the LSON and nomination of members into the General Body of the LSON.
- iv. Organise LSON formation workshop: The workshop should be facilitated by the RSP district staff. The participants of the workshop should be the nominated by General Body members of LSON, representatives of Tehsil/District government, Social Welfare Department, government line departments, local Civil Society Organisations and local elected representatives and religious leaders. The purpose of the workshop will be: (1) to make the participants fully understand the goals and objectives, structure, and core functions of the LSON; (2) to ensure that the participants had properly understood the processes of LSON formation and their due roles and responsibilities; (3) to obtain consensus and agreement from the General Body about formation of the LSON; (4) to select Leaders of LSON from General Body through consensus; (5) to get agreement on the ToP between the LSON and the RSP after due discussion and get it signed by the representatives of LSON and RSP; (6) to record the minutes of the workshop proceedings by the RSP Team and hand over its copy to the LSON leaders.
- v. Support in establishing working relationships with government departments: In order for establishing working relationships and partnership between the LSO Network and external agencies, the RSP may arrange briefing meetings of LSO Networks with government departments, Civil Society Organisations and donors.

(18) Sustainability of the CIs (COs/VOs/LSOs) through Community Investment Fund (CIF)

The CIs, especially VOs and LSO, once formed and recognised by the RSPs and government authorities will be given a Community Investment Fund (CIF) grant. These institutions will then provide a platform for planning and implementation of household level interventions to improve the lives of their members especially the poor and women. The CIF will be managed and implemented by these CIs themselves. The CIF will serve two purposes (a) improve the effectiveness, managerial capacities and relevance of these CIs on a sustainable basis and keep the CIs functional and active, and (b) using the grant to provide capital to CO members for income generating activities and revolve it to benefit maximum number of poor households. RSPs will build the technical and managerial capacities of these institutions to achieve the above mentioned purposes. The LSOs/VOs/COs will develop policies and procedures (amount of loans, repayment terms, processing fee, service charge if any, methods for processing of loans and repayments etc.) of managing the CIF with the technical support of RSP. The main principles around which the policies and procedures will be developed are: CIF is to be 'used and not consumed'; and serve maximum number of poor households. The details of the procedures are covered in the next chapter (Chapter 2) of this manual.

Evaluations led by RSPN have shown that CIF has resulted in the creation of financially sustainable access to finance for the poor and women. It has also strengthened social mobilisation on sustainable basis by directly encouraging the creation of community-based institutions, kept them active, functional and has also enhanced participation of the poor in such community institutions. It has also resulted in improving the livelihoods of individual borrowers and their households.



2. COMMUNITY INVESTMENT FUND (CIF) GRANT

2.1. Purpose

The main purpose of Community Investment Fund (CIF) is to provide a capital grant by the Rural Support Programmes (RSPs) to Community Institutions (CIs) i.e. COs, VOs, and LSOs. The CIF is targeted at the women from poor and poorest households, and is used by the CIs as revolving fund. Poverty Score Card (PSC) is used to identify the eligible households to ensure that only the poor and poorest households (with Poverty Score 0-23) will access CIF capital and start income generating activities.

2.2. Approach

CIF grant to CIs is an integral part of the RSPs social mobilisation approach. The CIs, (CO/VOs/LSOs), once formed and recognised by the RSPs and government authorities will be given a Community Investment Fund (CIF) as a community grant by the RSPs. These CIs will then provide a platform for planning and implementation of household level interventions to improve the lives of the people especially the poor and women. The CIF will be managed and implemented by these CIs themselves. RSPs will build the technical and managerial capacities of these institutions to achieve the purpose mentioned in 2.1. The CIs (LSOs/VOs/COs) will develop policies and procedures (amount of loans, repayment terms, processing fee, service charge (if any), methods for processing of loans and repayments etc.) of managing the CIF with the technical support of RSP. The main principles around which the policies and procedures will be developed are: CIF is to be 'used and not consumed'; and serve maximum number of poor households.

Evaluations led by RSPN have shown that CIF has resulted in the creation of financially sustainable access to finance for the poor and women. It has also strengthened social mobilisation on sustainable basis by directly encouraging the creation of community-based institutions, kept them active, functional and has also enhanced participation of the poor in such community institutions. It has also resulted in improving the livelihoods of individual borrowers and their households.

The core principles of CIF are given in Table 4.

S. #	Indicator	Threshold
1	Ownership	CIF is a grant by RSPs to the CIs (CO/VO/LSO) and it is owned by the CIs. Only in case of misappropriation of CIF sub-grants by any of the CI, the RSP reserves the right to get back the sub-grant and give it for other eligible CIs.
2	Autonomy	The total responsibility and decision making relating to the management and implementation of CIF grant lies with the CIs (CO/VO/LSO). RSPs provide technical assistance to the CIs when required. Hence, it is an integral part of the social mobilisation process to build trust among the community members, to empower them and to support them in their efforts to improve their lives and livelihoods.
3	Clear Targeting Methodology	PSC and community validation are used, to identify the poor and the poorest households for accessing CIF.
4	Goal oriented	Since CIF operations are managed by CIs (CO/VO/LSO) during and beyond the SUCCESS Programme period, it becomes a long-term source of capital for the poor and poorest households, as well as a source of strength and sustainability to the CIs. The collective management of CIF by CIs fosters a sense of ownership, builds trust and creates empowerment among the members of CIs, and this in turn strengthens the process of turning these grassroots organisations into stronger, functional, sustainable and more mature organisations of the people.
5	Growth oriented	The CIs will make decisions to ensure that while CIF is revolved it also increases over time. This could be done through setting processing fees and/or service charges and revolving the CIF grant multiple times.

2.3. General Procedures of CIF Grants

The procedure for implementing CIF grants in the SUCCESS Programme is summarised below:

- i. The component of Community Investment Fund (CIF) grant will be implemented through sub-granting to any of the CI (COs/VOs/LSOs) that fulfil the EU sub-granting eligibility criteria. Sub-granting to CIs for implementation of the CIF is in compliance with RSP's social mobilisation sustainability and capacity building approach. The RSPs and CIs will follow the EU sub-granting rules.
- ii. After receiving the sub-grant the CIs (CO/VO/LSO) then provides CIF to poor and poorest women on rotational basis, to undertake economic/income generating activities identified in the Micro Investment Plans (MIP) prepared by individual households at the CO level.
- iii. The RSPs will provide technical support to the CIs in implementation of the CIF and monitor; maintain records of CIF intervention at every level and report to the EU.

2.4. Objective and Criteria for CIF Sub-granting

(1) Objective of CIF Sub-granting:

The overall objective of the CIF sub-granting is to support the achievement of the SUCCESS Programme's overall and specific objectives. This activity will directly contribute to the Result-2 i.e., an average sustainable increase of poor households income by 30%.

The expected results of sub-granting will include:

- 30% increase in targeted household incomes
- Enhanced financial, technical and management capacities of the CIs

(2) Eligibility Criteria for CIs (COs/VOs/LSOs) to access CIF sub-grant:

Any tier of the CI (COs/VOs/LSOs) that fulfil the following eligibility criteria qualifies for receiving a CIF sub-grant from the RSP:

The CI:

- i. is membership-based, inclusive (with membership of women and the poor), and have successfully participated in a social mobilisation programme based on RSPs approach;
- ii. is registered or notified by any government authority;
- iii. has a separate bank account for CIF sub-grant;
- iv. has at least one Community Book Keeper (CBK) to record and update the CIF records and accounts, and the CBK has received training in CIF account management from the RSP;
- v. has identified potential beneficiaries who are member of the CO and participating in the CO meetings. If not, then the CI agrees to make them member of the CO;
- vi. has finalised MIPs for potential CIF beneficiaries and incorporated those in the VDPs;
- vii. is willing and able to revolve the CIF to benefit maximum number of community members;
- viii. is willing to maintain update and report to RSP about the use and benefit of CIF through a beneficiary tracking sheet provided by the RSP;
- ix. does not receive sub-grants (including the CIF) from the SUCCESS Programme in excess of EUR 60,000
- x. agrees to all audit, reporting and other contractual requirements of the RSP and EU;

(3) Size of CIF Sub-Grant to CIs

- i. EUR 60, 000 is the maximum limit of all sub-grants from the SUCCESS Programme to any CI.
- ii. Based on the previous experience of RSPs, an average CIF loan size between EUR 125 (PKR 14,000) to EUR 160 (PKR 18,000) is taken as the first year loan with incremental increase of 10 % in the following year
- iii. The exact amount of each sub-grant to the CIs and CIF to each eligible beneficiary will be determined through establishing the MIP followed by CIF appraisal and assessment of the PSC by the technical staff of RSPs in light of the CIs' resolution and VDPs.

(4) Types of Income Generating Activities Supported by CIF grants

- i. In a community-driven participatory local development approach, it is impossible to determine in advance the type and number of income generating activities to be implemented. The nature and number of income generating activities will evolve during programme implementation and will be determined by the communities as part of the social mobilisation process, including needs identification through MIPs, CIF appraisal and resolution of the CIs. However, given the large number of CIs and resource constraints, each eligible CI will not be given more than one sub-grant for CIF.
- ii. The type of income generating activities will be determined by the communities themselves based on the need and priority of the programme in their MIPs. A tentative list may include, small scale businesses, livestock rearing, value addition in agriculture products/inputs, handicrafts, etc. and many other such needs identified and prioritised by the beneficiaries according to the local market and their capacity to manage.

(5) Non-eligible Activities for CIF grants

- a. The principle amount of CIF will not be used for payment of salaries, office expenses etc. of the CI.
- b. The CIF shall not be used by the beneficiaries for:
 - i. Property/real estate development
 - ii. Commercial construction
 - iii. Hazardous/toxic chemicals and/or waste (products in classes 1A & 1B or formulations of products in class II of WHO)
 - iv. Plastic bags, radio-active material
 - v. Tanneries
 - vi. Timber, logging, deforestation
 - vii. Explosives, armaments, ammunition, mining
 - viii. Cultivation/processing of poppy and/or other prohibited varieties
 - ix. Poaching/hunting
 - x. Informal cross-border trade

2.5. Operational Procedures for Implementation of CIF Sub-granting by RSPs

(1) Dialogues with CIs (COs/VOs/LSOs) about the CIF Grant

The SMT will inform the CIs members about the CIF grant opportunity, its purpose, procedures to access and benefit to the CIs and community members through the regular meetings and/or special meeting for this purpose. Based on these dialogues the CIs will develop a CIF Grant Proposal outlining the policy and procedure for CIF operations to ensure its longer term sustainability. Example of CIF Grant Proposal is attached at Annex B-1. The RSP CIF Staff based at the PIU and district will support the CIs in developing the CIF Grant Proposal document.

(2) Resolution and Proposal from the CIs for CIF Grant

Any tier of the CIs (COs/VOs/LSOs) which fulfils the CIF eligibility criteria can apply to the RSPs for the CIF sub-grant through a resolution passed by members of the CI in their meeting. The resolution will be submitted to the Programme Officer CIF at RSP district office, through the SMT along with the CIF grant proposal.

(3) Assessment of the CIs for CIF Grant

Upon receipt of the resolution and grant proposal from the CI, the RSP Programme Officer CIF based at the district level will assess the eligibility criteria of the CIs. Checklist for assessment is given in the CIF Grant Proposal Annex B-1. On the recommendation of the Programme Officer CIF, the District Programme Officer will submit the CIF Grant Proposal to the (Senior) Programme Officer CIF based at PIU.

(4) Approval of CIF Sub-Grant

At the PIU there will be a committee comprising representatives from the compliance/procurement section, F&A section, (Senior) Programme Officer CIF and the RSP Programme Manager SUCCESS responsible for compliance scrutiny, and ultimately final approval of the CIF sub-grants proposal.

(5) Signing of CIF sub-grant Agreement between RSP and CIs

Upon approval of the proposal by RSP committee at PIU, a sub-grant agreement will be signed between the RSP and eligible CI (CO/VO/LSO) for CIF Grant. The RSP staff will develop a standard sub-grant agreement for CIF in line with the EU sub-granting rules and conditions. A sample of sub-grant agreement template is attached at Annex B-2 as an example. The RSPs staff may amend this according to the need of their contract agreement with EU. The RSP staff will explain all the proceedings to the CI in a grant signing meeting and the CI will record terms and condition of the sub-grant agreement in its Proceeding Records (Karwai Register). The signed sub-agreement will have two copies, one for the RSP and one for community intuition's record.

(6) Transfer of sub-grant amount to the CIs

Once the CIF sub-grant agreement is signed the RSP will transfer the sub-grant amount in the account of the CI according to the agreed payment schedule in the sub-grant agreement signed with the CI.

(7) Provision of CIF Books of Records and their Maintenance

The SMT will provide the following CIF books of record to the CIs:

- (i) CIF Appraisal Form (Annex B-3)
- (ii) Community Institution's CIF Beneficiary Approval Checklist (Annex B-4)
- (iii) CIF Record Register (Annex B-5)
- (iv) CIF Pass book (Annex B-6)
- (v) Monthly CIF Progress Report (Annex B-7)
- (vi) CIF Beneficiary Tracking Sheet (Annex B-8)

The CIs' leaders/office bearers will be responsible to maintain and update these records with the support of the Community Book Keeper (CBK). The RSPs SMT will provide advice and training on how to keep and maintain the CIF records updated.

(8) Record Keeping of CIF Intervention at RSP Level

The RSPs will maintain separate records for the CIF interventions, including funds disbursed to each CI as appropriate. The records maintained by RSPs should provide them with the past and current status of CIF amount disbursed and number of beneficiaries reached. For this purpose, the RSPs SUCCESS Programme MIS should have a module for the CIF.

(9) Monitoring of CIF Intervention by RSP

The RSP will institute effective monitoring system at all levels through SMTs, District offices and PIU, and develop adequate reporting formats as required by the donor. The RSP should ensure field verification and utilisation of CIF funds through its field and monitoring staff. Guidelines are given in the SUCCESS M&E framework and quality control plans in separate document.

2.6. Operational Procedures for Implementation of CIF by CIs

The following steps will be followed for implementation of CIF at the CI level:

(1) Appointment and Remuneration of Community Book Keeper (CBK) by the CIs

As CIF intervention will require maintaining transparent financial records, a CBK shall be engaged by the grantee CI to help in managing financial transactions of CIF. RSP will train CBK on CIF record keeping. The CBK shall be engaged in consultation with RSP's SMT, and remunerated by the CI as approved by general body/executive body.

Roles and Responsibilities of the CBK:

- Maintaining and updating financial records of CIF and other relevant records of the CI
- Prepare cash receipts
- Prepare vouchers and cheques
- Help the CI's Manager/Secretary to carry out CIF appraisals
- Maintain CIF documents and registers
- Update CIF passbooks of beneficiaries

(2) Eligibility Criteria for CIF Beneficiaries

Following is the eligibility criteria for beneficiaries to receive CIF:

Potential beneficiaries:

- i. are member of CO
- ii. are women who fall in the PSC score category of 0-23;
- iii. have prepared their household MIPs;
- iv. have their CIF appraisals done;
- v. agree to use the CIF for the purpose mentioned in the MIP;
- vi. agree to pay back the CIF loans on the agreed terms and condition with the CI so that it benefits more beneficiaries

It is possible that the CIs may not be able to meet the CIF need of all eligible members in the first round of CIF disbursement. The remaining members will be supported in next rounds of CIF disbursement.

(3) CIF Appraisals

The grantee CI through the CRP/CBK will conduct an appraisal of the potential CIF beneficiaries on the prescribed form attached at Annex B-3. The CRP/CBK will submit the filled appraisal forms to the grantee CI with their recommendation for approval or otherwise. The grantee CI will discuss the results of the CIF appraisals at the CI meeting, document its decision in the Karawai Register and submit the list of approved beneficiaries with a resolution to the SMT. The RSP SMT will verify at least 10% of the proposed beneficiaries'. Checklist for this purpose is attached at Annex B-4. Any rejected cases will be sent back to the respective CI with reasons of rejection. The list of accepted beneficiaries will be sent to the District Programme Officer/ CIF Officer at the district level and the grantee CI for release of CIF loans to the accepted beneficiaries.

(4) Payment of CIF Amounts to Beneficiaries

The Manager/Secretary of the grantee CI will disburse funds to the approved beneficiaries by issuing order cheques in the name of the beneficiaries. A list of the beneficiaries with their bank details and cheque numbers will be sent by the CI to the District Programme Officer/ CIF officer who will advise the bank to release the funds to the beneficiaries accordingly. The beneficiaries will cash their cheques themselves from the concerned bank branch.

(5) Record Keeping of CIF grant

At the time of issuing order cheques to the beneficiaries the CIF details will be recorded into the CI's CIF Record Register by the Manager/Secretary/CBK, and signature or thumb impression of the beneficiary members will be taken on it. Format for the CIF Record Register is attached at Annex B-5. The CIF beneficiary will also be provided the CIF passbook (Annex B-6) which will be updated as required by the CI Manager/Secretary or CBK. The repayment schedule of the loan, and the list of non-eligible activities for CIF should be clearly explained to the CIF beneficiary.

In addition, the CI will keep detailed account of any Income generated through processing fee and service charges from CIF and/or profit from CIF bank account and all expenses paid with detailed supporting documents in its books of accounts.

(6) CIF Processing Fee/Service Charges and Utilisation

Each CIF beneficiary will pay an agreed processing fee to the CI before receiving the order cheque. The CI shall determine an adequate rate/amount of processing fee to cover its costs. In addition to the processing fee the CI may also decide to charge services charges on the monthly instalments of CIF loans. The processing fee/service charge is one of the sources of income to sustain the CIs. The CIs members will decide about the utilisation of the processing fee/services charges. However, primarily the processing fee/service charges will be used for running the CIF operations, including paying an honorarium to the CBK. Any surplus should go to CIF fund so that it grows up over time and benefits more beneficiaries and the real value of CIF grant remains intact.

(7) CIF Repayment

All CIF amounts will be paid in monthly/quarterly instalments as per the agreed repayment schedule in the CIF appraisal with the CIF beneficiaries. Repayment of CIF instalments will be the responsibility of the beneficiary. The beneficiary will repay CIF instalment directly to the concerned CI or its nominated lower/upper tier CI or in its bank account. The Manager/Secretary, of the CI will record the repayments of the instalment into the CIF passbook of the beneficiary and issue an official receipt. In case of CIF recovery paid to the community in cash the CI's Manager/ Secretary will then deposit the amount into the CI's CIF Bank Account.

(8) Subsequent Loans to Members

Once sufficient CIF loan recoveries have been made, the CI can start the process of releasing next round of CIF to members preferably those in the 'waiting list'. For repeat loans the CI will decide to provide subsequent CIF loan to its members on the basis of the household's past performance regarding utilisation and on-time recovery of the previous round of CIF and attendance at CO meetings.

(9) Monthly CIF Progress Report

The CBK of the grantee CI will prepare a monthly CIF progress report on the prescribed format given at Annex B-7 and submit it to the concerned RSP SMT/CRP on monthly basis.

(10) Management Information System

The MIS assistant based at the SMT will enter the CIF progress data into the MIS and share it with the CIF officer based at RSP district office and PIU. The CIF officer at RSP PIU should analyse and report CIF activities to the RSP management. Once the LSOs are formed, access to the MIS will be given to them. The software should manage both the financial and program data with adequate built-in controls to protect data integrity.

(11) Monitoring of the CIF Beneficiaries by the CI

The CI will maintain a tracking sheet of CIF beneficiaries and monitor the use and benefits of the CIF amount by the beneficiaries. Format for the Beneficiary Tracking is attached at Annex B-8.



3. INCOME GENERATING GRANTS (IGG)

3.1 Purpose

Main purpose of Income Generating Grants (IGGs) is to provide assistance to the poor community members through one-time cash grant and guidance so that they are able to start economic/income generating activity to increase their incomes. Poverty scorecard is used to identify the eligible households to ensure that only the poor and poorest households (with Poverty Score 0-23) access IGG.

3.2 Approach

IGG to Community Institutions (CIs) is an integral part of the RSPs social mobilisation approach. The CIs, once formed and recognised by the RSPs and government authorities will be given an IGG as a community grant by the RSPs. These CIs will then provide a platform for planning and implementation of household level interventions to improve the lives of the people especially the poor women. The IGG will be managed and implemented by these CIs themselves. RSPs will build the technical and managerial capacities of these institutions to achieve the purpose mentioned in 3.1. The CIs (LSOs/VOs/COs) will develop policies and procedures (amount of grant, methods for processing of grants etc.) of managing the IGG sub-grant with the technical support of RSP. The main principle around which the policies and procedures will be developed is: IGG is a one-time grant to support innovative economic activities and support the poorest households who are not able to access CIF loans.

The RSP SMTs/CRPs will also provide assistance to the community members in identifying innovative economic opportunities on the basis of past experience of similar initiatives in the area, assessment of the local needs and also learning from other programmes.

The core principles of IGG are provided in Table 5.

Table 5: Core Principles of IGG

S. #	Indicator	Threshold
1	Ownership	IGG is a grant by RSPs to the CIs (COs/VOs/LSOs) and the grant is owned by the CIs. Only in case of misappropriation of IGG sub-grants by the CI, the RSP reserves the right to get back the sub-grant and use it for other eligible CIs.
2	Autonomy	The total responsibility and decision making relating to the management and implementation of IGG lies with the CIs (CO/VO/LSO). RSPs provide technical assistance to the CIs when required. Hence it is an integral part of the social mobilisation process to build trust among the community members, to empower them and to support them in their efforts to improve their lives and livelihoods.
3	Clear Targeting Methodology	PSC and community validation are used to identify households for accessing IGG
4	Goal oriented	The IGG will be used for innovative economic activities and also used to support the poorest households who are unable to access CIF loans due to their limited capacity of repayment

3.3 General Procedures for Implementation of IGG

The procedure for implementing IGG in the SUCCESS Programme is summarised below:

- i. The component of Income Generating Grants (IGGs) will be implemented through sub-granting to any of the CI (COs/VOs/LSOs) that fulfil the EU sub-granting eligibility criteria. Sub-granting to CIs for implementation of the IGG is in compliance with RSP's social mobilisation sustainability and capacity building approach. The RSPs and CIs will follow the EU sub-granting rules.
- ii. After receiving the sub-grant the CIs (CO/VO/LSO) then provides one-time IGG to the eligible - poor and poorest households, to undertake innovative economic/income generating activities identified in the Micro Investment Plans (MIP) prepared by individual households at the CO level.
- iii. The RSPs will provide technical support to the CIs in implementation of the IGG and monitor, maintain records of IGG intervention at every level and report to the EU.

3.4 Objective and Criteria for IGG Sub-granting

(1) Objective of IGG Sub-granting:

The overall objective of the sub-granting for IGG is to support the achievement of the SUCCESS Programme's overall and specific objectives. This activity will directly contribute to the Result-2 i.e., an average sustainable increase of poor households income by 30%.

The results of sub-granting will include:

- i. 30% increase in targeted households' incomes
- ii. Enhanced technical and management capacities of the CIs;

(2) Eligibility Criteria for CIs (COs/VOs/LSOs) to Access IGG Sub-grant:

Any tier of the CI (COs/VOs/LSOs) that fulfil the following eligibility criteria qualifies for receiving a IGG sub-grant from the RSP:

The CI:

- i. is membership based, inclusive (with membership of women and the poor), and have successfully participated in a social mobilisation programme based on the concept of the SUCCESS Programme;
- ii. is registered or notified by any government authority;
- iii. has a bank account ;
- iv. has finalised MIPs for potential IGG beneficiaries and incorporated those in the VDPs;
- v. has identified potential beneficiaries who are member of the CO and participating in the CO meetings. If not, then CO/VO/LSO should agree to make them member of the CO;
- vi. has put in place a system for record keeping of all transactions, financial management and monitoring according the Project Implementation Manual required for IGG management;
- vii. is willing to maintain update and report to RSP about the use and benefit of IGG through a beneficiary tracking sheet provided by the RSP;
- viii. does not receive sub-grants (including the IGG) from the SUCCESS Programme in excess of EUR 60,000;
- ix. agrees to all audit, reporting and other contractual requirements of the RSP and EU;

(3) Size of Sub-grant for IGG:

- i. EUR 60, 000 is the maximum limit of all sub-grants from the SUCCESS Programme to any CI.
- ii. Based on the previous experience of RSPs, the size of each IGG ranges between EUR 100 (Rs. 10,000) to EUR 200 (Rs. 20,000)
- iii. The exact amount of each sub-grant to the CIs and grant to each eligible poor household will be determined through establishing the MIP followed by IGG appraisal and assessment of the poverty score card survey by the technical staff of RSPs in light of the CIs' resolution and/or VDPs.

(4) Types of Income Generating Activities Supported by IGG:

- i. In a community-driven participatory local development approach, it is impossible to determine in advance the type and number of income generating activities to be implemented. The nature and number of income generating activities will evolve during programme implementation and will be determined by the communities as part of the social mobilisation process including needs identification through Micro Investment Plan (MIP), IGG appraisal and resolution of the CIs. However, given the large number of CIs and resource constraints a CIs will not be given more than one sub-grant for IGG.
- ii. The type of income generating activities will be determined by the communities themselves based on the felt need and priority of the household MIPs and/or in the CIs Village Development Plan. A tentative list may include, small scale businesses, livestock rearing, value addition in agriculture products/inputs, adoption of new technologies in livestock and agriculture farming, handicrafts, etc. and many other such needs identified and prioritised by the beneficiary and innovative economic activities identified by the RSP staff according to the local market and the beneficiaries capacity to manage.

(5) Non-eligible Activities for IGG

- a. The principle amount of IGG will not be used for payment of salaries, office expenses etc. of the CIs
- b. The IGG shall not be used by the beneficiaries for:
 - i. Property/real estate development
 - ii. Commercial construction
 - iii. Hazardous/toxic chemicals and/or waste (products in classes 1A & 1B or formulations of products in class II of WHO)
 - iv. Plastic bags, radio-active material
 - v. Tanneries
 - vi. Timber, logging, deforestation
 - vii. Explosives, armaments, ammunition, mining
 - viii. Cultivation/processing of poppy and/or other prohibited varieties
 - ix. Poaching/hunting
 - x. Informal cross-border trade

3.5 Operational Procedures for Implementation of IGG Sub-granting by RSPs**(1) Dialogues with CIs (COs/VOs/LSOs) about the IGG Grant**

The SMT will inform the CIs (COs/VOs/LSOs) members about the IGG opportunity, its purpose, procedures to access and benefit to the CIs and community members through the regular meetings and/or special meeting for this purpose. Based on these dialogues the CIs will develop IGG Proposal outlining the policy and procedure for IGG operations to ensure its longer term sustainability. Example of IGG Proposal is attached at Annex C-1. The RSP Staff based at the PIU and district will support the CIs in developing the IGG Proposal document.

(2) Resolution and Proposal from the CIs for IGG

Any tier of the CIs (COs/VOs/LSOs) which fulfils the IGG eligibility criteria can apply to the RSPs for the IGG sub-grant through a resolution passed by members of the CIs in their meeting. The resolution will be submitted to the Programme Officer CIF at RSP district office, through the SMT along with the IGG proposal.

(3) Assessment of the CIs for IGG Grant

Upon receipt of the resolution and grant proposal from the CI, the RSP Programme Officer CIF based at the district level will assess the eligibility criteria of the CIs. Checklist for assessment is given in the IGG Grant Proposal Annex C-1. On the recommendation of the Programme Officer CIF, the District Programme Officer will submit the IGG Grant Proposal to the (Senior) Programme Officer CIF based at PIU

(4) Approval of IGG Sub-Grant

At the PIU there will be a committee comprising representatives from the compliance/procurement section, F&A section, (Senior) Programme Officer CIF and the RSP Programme Manager SUCCESS responsible for compliance scrutiny, and ultimately final approval of the IGG sub-grants proposal.

(5) Signing of IGG sub-grant Agreement between RSP and CIs

Upon approval of the proposal by RSP committee at PIU, a sub-grant agreement will be signed between the RSP and eligible CI (CO/VO/LSO) for IGG sub-grant. The RSP staff will develop a standard sub-grant agreement for IGG in line with the EU sub-granting rules and conditions. A sample of sub-grant agreement template is attached at Annex C-2 as an example. The RSPs staff may amend this according to the need of their contract agreement with EU. The RSP staff will explain all the proceedings to the CI in a grant signing meeting and the CI will record terms and condition of the sub-grant agreement in its Proceeding Records (Karwai Register). The signed sub-agreement will have two copies, one for the RSP and one for community intuition's record.

(6) Transfer of sub-grant to the CIs

Once the IGG sub-grant agreement is signed the RSP will transfer the sub-grant amount in the account of the CI according to the agreed payment schedule in the sub-grant agreement signed with the CI.

(7) Provision of IGG Books of Records and their Maintenance

The SMT will provide the following IGG books of record to the CIs:

- (i) IGG Appraisal Form (Annex C-3)
- (ii) Community Institution's IGG Beneficiary Approval Checklist (Annex C-4)
- (iii) IGG Record Register (Annex C-5)
- (iv) Monthly IGG Progress Report (Annex C-6)
- (v) IGG Beneficiary Tracking Sheet (Annex C-7)

The CIs' leaders/office bearers will be responsible to maintain and update these records with the support of the Community Book Keeper (CBK). The RSPs SMT will provide advice and training on how to keep and maintain the IGG records updated.

(8) Record Keeping of IGG Intervention at RSP Level

The RSPs will maintain separate records for the IGG interventions, and record grants disbursed to each CI (CO/VO/LSO) as appropriate. The records maintained by RSPs should provide them with the past and current status of IGG amount disbursed and number of beneficiaries reached. For this purpose the RSPs SUCCESS Programme MIS should have a module for the IGG.

(9) Monitoring of IGG Intervention by RSP

The RSP will institute effective monitoring system at all levels through SMTs, District offices and PIU, and develop adequate reporting formats as required by the donor. The RSP should ensure field verification and utilisation of IGG through its field and monitoring staff. Guidelines are given in the SUCCESS M&E framework and quality control plans in separate document.

3.6 Operational Procedures for Implementation of IGG by CIs

The following steps will be followed for implementation of IGG at the CI level:

(1) Eligibility Criteria for IGG beneficiaries

Following is the eligibility criteria for beneficiaries to receive IGG sub-grant:

Potential beneficiaries:

- i. are member of CO
- ii. fall in the PSC score category of 0-23;
- iii. have prepared their household MIPs;
- iv. have their IGG appraisals done;
- v. agree to use the IGG for the purpose mentioned in the MIP;

One member household can access either IGG or CIF at one time. However, the poorest households that had availed IGG can access CIF in future at their turn.

(2) IGG Appraisals

The grantee CI through their CRP/CBK will conduct an appraisal of the potential IGG beneficiaries on the prescribed form attached at Annex C-3. The CRP/CBK will submit the filled appraisal forms to the grantee CIs with their recommendation for approval or otherwise. The grantee CI will discuss the results of the IGG appraisals at the CI meeting, document its decision in the Karawai Register and submit the list of approved beneficiaries with a resolution to the SMT. The SMT will verify at least 10% of the proposed beneficiaries'. Checklist for this purpose is attached at Annex C-4. Any rejected cases will be sent back to the respective CI with reason of rejection. The list of accepted beneficiaries will be sent to the District Programme Officer at the district level and the grantee CI for release of IGG to the accepted beneficiaries.

(3) Payment of IGG Amounts to Beneficiaries

The Manager/Secretary of the grantee CI will disburse funds to the approved beneficiaries by issuing order cheques in the name of the beneficiaries. A list of the beneficiaries with their bank details and cheque numbers will be sent by the CI to the District Programme Officer who will advise the bank to release the funds to the beneficiaries accordingly. The beneficiaries will cash their cheques themselves from the concerned bank branch.

(4) Record Keeping of IGG

At the time of issuing order cheques to the beneficiaries the IGG details will be recorded into the CI's IGG Record Register by the Manager/Secretary/CBK, and signature or thumb impression of the beneficiary members will be taken on it. Format for the IGG Record Register is attached at Annex C-5, which will be updated as required on this by the CI Manager/Secretary or CBK. The list of non-eligible activities for IGG should be clearly explained to the IGG beneficiary.

(5) Monthly IGG Progress Report

The grantee CI will prepare a monthly IGG progress report on the prescribed format given at Annex C-7 and submit it to the concerned RSP SMT/CRP on monthly basis.

(6) Management Information System

The MIS assistant based at the SMT will enter the IGG progress data into the MIS and share it with PIU. The RSP should analyse and report IGG activities to the RSP management. Once the LSOs are formed, access to the MIS will be given to them. The software should manage both the financial and program data with adequate built-in controls to protect data integrity.

(7) Monitoring of the IGG beneficiaries

The CI will maintain a tracking sheet of IGG beneficiaries and monitor the use and benefits of the IGG amount by the beneficiaries. Format for the Beneficiary Tracking is attached at Annex C-8.



4. MICRO HEALTH INSURANCE (MHI)

4.1 Purpose

Micro Health Insurance (MHI) is a social protection measure for the most destitute and vulnerable households. The objective of the MHI is to protect these families from health shocks that may push them deeper into poverty and hamper their capacity to generate income, hence adversely affecting their socio-economic well-being.

4.2 General Procedures of Micro Health Insurance

- i. Under the SUCCESS Programme, 25% of the poorest households will be provided with MHI to cover their basic health needs and increase their resilience to health shocks.
- ii. For each household covered, a premium will be paid by the RSP to a selected insurance provider to provide insurance coverage (for example against hospitalisation, disability and & accidental death/normal death coverage when required). The amount of premium and coverage will be decided after negotiation with the insurance company.
- iii. The insurance provider will be selected through a one-time competitive bidding process for the entire duration of the programme. In adherence with the EU procurement rules and guidelines the contract/insurance policy will be renewed on annual basis.
- iv. The eligible households will receive the MHI coverage for a period of 3-5 years, starting from the date of registration with the insurance company.
- v. The insured households will not receive the benefits of the insurance beyond the duration of the SUCCESS Programme period (ending in Jan 31, 2021).

The RSPs will negotiate with the insurance companies to offer maximum benefits to community members within the available budget. A proposed package, based on past experiences is provided in Annex D. The final package will be decided after negotiations with the selected insurance company.

4.3 Procurement of Insurance Company

- i. Keeping in consideration EU procurement guidelines the procurement of services of the insurance company will fall under the Restricted Tender Procedure. This type and procedure of tender will require international publication of a Prior Information Notice (PIN) and a contract notice.
- ii. The Insurance Companies calculate the benefits and premium amount on the basis of scale, as the number of insured persons increase, either the premium amount is reduced or benefits are increased. Therefore, the SUCCESS partner RSPs, subject to approval by EU, will try to select the insurance company in collaboration with each other through a joint procurement process, by creating separate 'lots' for the programme districts with each RSP. This will bring more benefits to the community members.

Following are the general procedures and guidelines. In addition the RSPs procurement staffs are advised to follow their respective grant agreement and the EU PRAG for specific procedures that may be applicable to them.

Step 1: Development of joint committee of the technical staff of RSPs, comprising Programme Manager SUCCESS, the Head of MHI section and Head of Procurement to prepare the joint Terms of Reference (ToR) followed by Request for Proposal (RFP)/ Tender Dossier.

Step 2: Tendering Publication: International calls for tender must be published in the S Series of the Official Journal of the European Union and on the Europe Aid website. In addition, it will also be published in National newspapers and on the RSPs' websites.

Step 3: Issue Prior Information notice: A prior information notice briefly stating the subject, content and value of the contracts in question needs to be published at least 30 days before the publication of the contract notice (RFP/Tender Dossier).

- i. The RSPs will share the draft of the Prior Information Notice (PIN) with EU 15 days before the intended date of publication on the S Series of the Official Journal of the European Union and on the Europe Aid website and National Newspaper.
- ii. The EU will publish PIN on Official Journal of the European Union and on the Europe Aid website and RSP will publish in National newspaper and on their respective websites.

Step 4: Publication of RFP/Tender Dossier (TD): A minimum of 30 days after publication of the PIN, an RFP/TD will be published in the Official Journal of the European Union (EUOJ), on the Europe Aid website by EU and National newspapers and on their respective websites by RSPs.

The detailed RFP/TD will have the following content:

- (i) Letter of Invitation to Tender
- (ii) Instructions to Tenderers
- (iii) Special Conditions with Annexes
- (iv) General Conditions with Annexes
- (v) Terms of Reference
- (vi) Other information (shortlist notice, administrative compliance grid, evaluation grid with minimum eligibility criteria, additional criteria and validity of proposals)
- (vii) Budget and Payment Terms
- (viii) Forms and other relevant documents
- (ix) Code of Conduct
- (x) Bidders Declaration Form.

Notes:

1. The time allowed for candidates to submit their applications must be sufficient to permit proper competition. The minimum deadline for submitting applications is 45 days from the date of the notice's publication.
2. The contract notice must be clear enough to save candidates from requesting clarification or additional information during the procedure.
3. Candidates will be allowed to send questions for clarification up to 15 days of the publication date of the RFP/TD.
4. Response to the questions will be published on the RSPs website and emailed to the relevant candidate after 5 working days of the deadline for submitting questions.
5. If the RSPs, either on their own initiative or in response to the request of a tenderer, amend the information in the contract notice, they will send a corrigendum using the appropriate template of EU and complying with the deadlines set up in the publication guidelines to European Commission for publication.
6. The corrigendum may extend the deadline to allow candidates to take the changes into account.
7. The corrigendum will be published before the original submission deadline and no later than 10 days after the request for publication was sent to the European Commission.
8. RSPs cannot give an opinion on the assessment of the application in responding clarification questions.
9. If information in the contract notice needs to be clarified but does not require an amendment of the contract notice, this clarification will be published on the Europe Aid Website and RSPs website, not in the EUOJ.

Step 5: The candidates will submit their technical and financial proposal in separate envelopes for each lot to the respective RSP according to the deadline.

Step 6: The focal person from each RSP procurement department will collect and register all the applications received and present them to joint RFP/TD evaluation committee formed in Step 7.

Step 7: Formation of RFP/TD Evaluation Committee: The CEOs of RSPs will form a Joint Evaluation Committee. The committee members will be in odd numbers with one Chairperson and one Secretary.

Step 8: Evaluation of Tenders:

- i. **Tender Opening Session:** The tender received will be opened and signed off by the Joint Evaluation Committee within seven working days after the submission deadline. The copies of the technical offers will be shared with committee members in the tender opening session for technical evaluation against the set evaluation criteria given in the RFQ/TD. The financial offer will not be opened at this stage.
- ii. **Evaluation of Technical Offers:** Each member will evaluate the technical offer within seven working days after the tender opening session and submit their evaluation sheets with the Secretary of the Evaluation Committee. The Secretary will consolidate all evaluation sheets and call a meeting of the Joint Evaluation Committee.
- iii. **Opening and Evaluation of Financial Offers:** The Joint Evaluation Committee will then meet to review the results of the technical evaluation and open the financial offers of only those tenders that meet the minimum criteria of technical eligibility. In this meeting the committee will also evaluate the financial offer and make a final decision/conclusion.

Note: The selection procedure involves:

1. Drawing up a long list summarising all the applications received.
2. Eliminating applications that are inadmissible due to the exclusion criteria given in RFP/TD.
3. Applying the selection criteria exactly as published.
4. The evaluation committee shortlists four to eight best candidates.
5. If the number of eligible candidates meeting the selection criteria is greater than eight, the additional criteria published in the contract notice are applied in order to reduce the number to the eight best candidates.
6. If the number of eligible candidates meeting the selection criteria is less than the minimum of four, the contracting authority may invite only those candidates who satisfy the selection criteria to submit a tender. Before accepting a reduced competition of less than four candidates, a prior authorisation is required from EU.

Step 9: Award of the contract:

- i. Notification of award contract to the successful bidder through the prescribed EU notification letter.
- ii. Preparation and signing of contract.

Step 10: Implementation of the contract:

- i. Providing services according to the contract.
- ii. Submission of invoice with supporting documents as required in the contract.
- iii. Verification & authorisation of provided services / task by the concerned official.
- iv. Release of Payment according to the contract.

4.4 Operational Procedures for Implementation of MHI

(1) General Process

- i. The RSP will determine the total number of eligible poorest households to be covered under the insurance package on the basis of Poverty Scorecard (PSC) survey conducted during the social mobilisation roll out process.
- ii. The insurance product will be offered in a phased way in line with the social mobilisation rollout process. As soon as the COs and their VO's are formed, the insurance package will be offered to the selected households in the village.
- iii. The RSP will design and print the Insurance Registration Form and Insurance Slip of the beneficiary family. The Insurance Registration Form and Slip will be printed to have duplicate copies. The original copy will be given to the beneficiary and the carbon copy will be kept by the RSP. The Insurance Slip may be replaced later with the health cards issued by insurance company. The RSPs' Head Office (HO) will supervise the overall MHI programme and coordinate with the Programme

Implementation Unit (PIU), District Office (DO) and the insurance company. There will be a senior staff member at RSP PIU who will be responsible to manage overall MHI components. The District Manager will manage the MHI component in the district.

- iv. The COs/VOs and Community Resource Persons (CRPs) will facilitate the RSPs' Social Mobilisation Team (SMT) in identification, selection, registration of beneficiaries and dissemination of information regarding the use and access to the benefits of the insurance to the selected beneficiaries.

(2) Specific Process for implementation of MHI

a. Identification, Selection and registration of Insurance Clients/Beneficiaries

Under the SUCCESS Programme 25% of poorest households falling in PSC range of 0-23 will benefit from MHI. The following steps will be followed to identify the MHI beneficiaries:

Step 1: Compilation of PSC data Union Council (UC) wise in each programme district.

Step 2: Equal allocation of number of beneficiaries in each UC.

Step 3: Listing of households in each UC in ascending order of their Poverty Score.

Step 4: Selecting the households with lowest Poverty Score based on the list developed in Step 3 until the allocated number for the UC is exhausted.

Step 5: Preparing the village wise list of identified beneficiaries in each UC.

Step 6: The Social Mobilisation Team (SMT)/CRP of the RSP will have a meeting with VO's in the respective villages to introduce the objective and purpose of MHI, eligible criteria, selection process and benefits of the MHI package. In this meeting the SMT will also share the list prepared in Step 5 with the VO's of the respective village and request for validation of the selected households.

Step 7: The VO will validate the identified beneficiaries on the following criteria:

- i. The identified potential beneficiaries are residents of the village.
- ii. The potential beneficiaries have CNICs.
- iii. They are members of the CO
- iv. Validation of the selected beneficiaries by the VO.

Step 8: In case of any objection from the VO based on their validation of the selected beneficiaries, the SMT will settle the issue in consultation with the VO and agree upon a final list of beneficiaries. The reason for exclusion or inclusion of any selected beneficiary(ies) should be documented. Only those household falling in the poverty score of (0-23) can be included.

Step 9: The VO will submit the final list of beneficiaries with a resolution to the respective SMT/CRP.

Step 10: The SMT/CRP will then hold a meeting with the VO and the selected beneficiaries. In this meeting the following actions will take place:

- i. Provide information regarding the purpose of the MHI and its benefits to the insured family, the whereabouts of the panel hospitals (if any) in the area, the claim process in case of reimbursement and the other terms and conditions including the inclusion and exclusion of treatment and dates of validity of the insurance.
- ii. Signing of the insurance registration of the selected beneficiaries with the RSP on the prescribed registration form³. This registration will include term and conditions and benefits of the insurance, all inclusion and exclusion criteria and dates of validity.
- iii. One copy of the registration form will be provided to the beneficiary and one will remain with the SMT at their office.
- iv. The SMT will provide the insurance slip⁴ to the beneficiary to be used at the panel hospitals. Letter the insurance company may replace the insurance slip with a health card.

3. The contract form will be designed and print by the RSPs after selection of the insurance company.

4. The Insurance Slip will be designed and printed after selection of the insurance company.

Step 11: The assistant at the SMT office will enter the required information into the MHI module of Management Information System (MIS), and send it to the Programme Officer (PO), MHI based at RSP-PIU. The hard copies of the contract will be filed in the respective VO files.

Step 12: The PO, MHI will verify the data received from the SMT in terms of its completeness and the eligibility criteria and send the data to the insurance company.

Step 13: The insurance company will issue policies and send invoice to RSP for payment of the premium.

Step 14: The PO, MHI will issue instructions to the finance section at PIU for payment of premium amount for the insurance company. The finance section of PIU will prepare a cheque and send the premium amount to the insurance company as per the contract agreement with the insurance company.

b. Claim Processing and Payment Process

The insurance claims may fall under the following categories:

- (i) Hospitalisation at the insurance panel hospitals
- (ii) Re-imbursment of the claims in case of hospitalisation outside the panel hospitals
- (iii) Payment on accidental death or disability/ natural death
- (i) Hospitalisation at the Panel Hospitals

In case of hospitalisation claim in any of the insurance company's panel facilities within the RSP programme area, the system will be cash free i.e. the insurance company settles all the bills directly with the facility and the beneficiary is not supposed to pay anything. Following are the key steps:

Step 1: The insured client visits the designated panel hospital

Step 2: She/he presents the Insurance Slip/HealthCard issued by the Insurance Company/ RSP to the Hospital along with CNIC

Step 3: The Hospital staff verifies the Insurance Slip/Catch Card with its records and provides medical treatment to the verified patient. The insured person pays nothing to the hospital (In case of rejection the hospital provides the reason of rejection to the client). The client may contact the RSP SMT or CRP in their VO for guidance.

Step 4: The hospital updates the admitted and discharge record in their system and submits it to insurance company.

Step 5: The insurance company will settle the claim payment directly to the panel hospital.

Step 6: The insurance company will share the claim data with the PO-MHI (PIU) of RSP to update their record.

(ii) Re-imbursement of Insurance Claims in case of Hospitalization Outside the Panel Hospital

The following steps will be followed for re-imbursement of insurance claims submitted by the clients:

Step 1: Insured client visits any hospital and undergoes treatment

Step 2: The patient pays all the bills and takes original receipt for each payment and receives admission/ discharge certificate from the hospital.

Step 3: The client submits to the SMT/CRP the filled prescribed claim form and attached required supporting documents within one month.

Step 4: The SMT/CRP reviews the claims, verifies the provided documents and confirms that the beneficiary identification information provided matches the data in the MHI MIS and submits completed claims to PO MHI based at PIU within seven working days after receipt of MHI claims. Incomplete claims are sent back to the client with guidance for re-submission within same timeline.

Step 5: PO MHI PIU submits the claims to the insurance company with the required documents within seven working days of receipt of claims from the SMT/CRP.

Step 6: The insurance company issues crossed cheques in the name of the RSP along with details of clients within 15 days of receipt of the claims. The insurance company also sends a summary containing details of each claim including intimated amount, amount paid by insurance company, and amount deducted (if any), along with the reason of deduction.

Step 7: The finance section of RSP will issue cheques in the names of the clients within 10 days of the receipts of the cheque from the insurance company. And send the cheques to the PO MHI at PIU.

Step 8: Upon receipt of the cheques from the insurance company, the PO MHI at the PIU updates its records and sends cheques along-with necessary details/summary to concerned SMT on the same day.

Step 9: The SMT/CRP update its records and then delivers the cheques to the client and collects acknowledgement receipts from the clients.

Step 10: One copy of acknowledgment receipt remains in the SMT office in the respective VO file, and one copy each is send to the RSP PIU and the Insurance Company.

Step 11: The client presents the cheque in the nearest bank and gets the amount re-imbursed

(iii) Claim and Payment Process in case of Accidental Death or Disability

In the case of accidental death or disability the following process will be followed:

Step 1: In case of death of bread-earner of insured household, the next of kin submits claim along with required supporting documents to the respective SMT/CRP within 3 months.

Step 2: The SMT verifies the document and sends the complete case to PO MHI at PIU within seven working days for receipt of the claim.

Step 3: The PO MHI at PIU after verification sends the claim case to insurance company for payment within seven working days on receipt of claim.

Step 4. The insurance company issues cheque in the name of the RSP within 15 working days of receipt of claim.

Step 4. The insurance company issues cheque in the name of the RSP within 15 working days of receipt of claim.

Step 5: The RSP issues cheque in the name of the client's family. The PO MHI sends the cheque to the client/client family through the respective SMT/CRP on same day of receipt of cheque

Step 6: The SMT/CRP delivers the cheque to the client/client family and take receipt of acknowledgement within three working days of receipt of cheque

Step 7: The client/next of kin presents the cheque at the nearest bank branch and gets the claim amount.

Note: All the rejected claims are sent back to the concerned clients through the respective SMTs/CRPs with the reasons of rejection and guidance for re-submission.



5. TECHNICAL AND VOCATIONAL SKILLS TRAINING (TVST)

5.1 Purpose

One of the key activities under the SUCCESS Programme is to provide Technical and Vocational Skills Training (TVST) to poor community members, especially women. Purpose of TVST is to design and implement demand driven training programmes that provide open access to the labour market and enhance income generating opportunities, with regards to (self) employment.

5.2 General Procedures for implementation of TVST

- i. Under the SUCCESS Programme, a total of 108,000 females and males will receive TVST.
- ii. The target groups consist of those that have no or limited access to the formal training system, including:
 - (a) School drop outs, unemployed, marginalised/deprived groups such as poor, women and youth to start income generating activities through (self) employment.
 - (b) Livestock owners and farmers to adopt enhanced farming practices to improve their food security and nutrition.
- iii. The trainings will be done by fully accredited structures (Training Providers) in line with the current EU-funded Technical Education and Vocational Training (TEVT) programme.
- iv. Training provider(s) will be selected through competitive bidding process, following the EU procurement rules and guidelines, once for the whole period of the programme. This will serve following two purposes:
 - (a) to ensure that operations comply with the EU awarding principles; and
 - (b) to obtain the quality of services, at the best possible price.
- v. The training type and beneficiaries will be identified and selected using demand-driven approaches.
- vi. RSP itself can provide trainings in the sectors for which they are TEVT certified.

5.3 Procurement of TVST Service Provider(s)

- i. Keeping in consideration EU procurement guidelines the procurement services of the TVST provider(s) will fall under the Restricted Tender Procedure for procuring services. This type and procedure of tender will require international publication of a Prior Information Notice (PIN) and a contract notice.
- ii. To gain the benefits of economies of scale and to ensure standardisation in implementation of the TVST component across the SUCCESS Programme districts, the partner RSPs subject to approval by EU will try to select the TVST service provider(s) in collaboration with each other through a joint procurement process, by creating separate 'lots' for the programme districts with each RSP.

Following are the general procedures and guidelines. In addition the RSPs procurement staffs are advised to follow their respective grant agreement and the EU PRAG for specific procedures that may be applicable to them.

Step 1: Development of joint committee of the technical staff of RSPs, comprising the Head of HRD sections and Head of Procurement to prepare the joint Terms of Reference (ToR) followed by Request for Proposal (RFP)/Tender Dossier.

Step 2: Tendering Publication: International calls for tender must be published in the S Series of the Official Journal of the European Union (EUOJ) and on the Europe Aid website. In addition, it will also be published in National newspapers and on the RSPs' websites.

Step 3: Issue Prior Information notice (PIN): A prior information notice briefly stating the subject, content and value of the contracts in question needs to be published at least 30 days before the publication of the contract notice (RFP/Tender Dossier).

- i. The RSPs will share the draft of the PIN with EU 15 days before the intended date of publication on the S Series of the EUOJ and on the Europe Aid website and National Newspaper.
- ii. The EU will publish PIN on EUOJ and on the Europe Aid website and RSP will publish in National newspaper and on their respective websites.

Step 4: Publication of RFP/Tender Dossier (TD): A minimum of 30 days after publication of the PIN, an RFP/TD will be published in the EUOJ, on the Europe Aid website by EU and National newspapers and on their respective websites by RSPs.

The detailed RFP/TD will have the following content:

- (i) Letter of Invitation to Tender
- (ii) Instructions to Tenderers
- (iii) General Conditions with Annexes
- (iv) Special Conditions with Annexes
- (v) Terms of Reference
- (vi) Other information (shortlist notice, administrative compliance grid, evaluation grid with minimum eligibility criteria, additional criteria and validity of proposals)
- (vii) Budget and Payment Terms
- (viii) Forms and other relevant documents
- (ix) Code of Conduct
- (x) Bidders Declaration Form.

Notes:

1. The time allowed for candidates to submit their applications must be sufficient to permit proper competition. The minimum deadline for submitting applications is 45 days from the date of the notice's publication.
2. The contract notice must be clear enough to save candidates from requesting clarification or additional information during the procedure.
3. Candidates will be allowed to send questions for clarification up to 15 days of the publication date of the RFP/TD.
4. Response to the questions will be published on the RSPs website and emailed to the relevant candidate after five working days of the query asked.
5. If the RSPs, either on their own initiative or in response to the request of a tenderer, amend the information in the contract notice, they will send a corrigendum using the appropriate template of EU and complying with the deadlines set up in the publication guidelines to European Commission for publication.
6. The corrigendum may extend the deadline to allow candidates to take changes into account.
7. The corrigendum will be published before the original submission deadline and no later than 10 days after the request for publication was sent to the European Commission.
8. The submission deadline may be extended to allow candidates to take the changes into account.
9. RSPs cannot give an opinion on the assessment of the application in response to clarification questions.
10. If information in the contract notice needs to be clarified but does not require an amendment of the contract notice, the clarification will be published on the Europe Aid Website and RSPs website, not in the EUOJ.

Step 5: The candidates will submit their technical and financial proposal in separate envelopes to the respective lot and RSP's procurement department focal persons according to the deadline.

Step 6: Each focal person from the RSPs procurement department will collect and register all the application received and present them at joint RFP/TD evaluation committee formed in Step 7.

Step 7: Formation of RFP/TD Evaluation Committee: The CEOs of RSPs will form a joint Evaluation Committee. The committee members will be in odd numbers with one as Chairperson and one Secretary, with the rest as voting members.

Step 8: Evaluation of Tenders:

- i. Tender Opening Session: The tender received will be opened and signed off by the Joint Evaluation Committee within seven working days after the submission deadline by the candidate. The copies of the tenders will be shared with committee members for technical evaluation against the set evaluation criteria given in the RFQ/TD in the tender opening session.
- ii. Evaluation of Technical Offers: Each member will evaluate the respective copies of their tenders within seven working days after the tender opening session and submit their evaluation sheets to the Secretary of the Evaluation Committee. The Secretary will consolidate all evaluation sheets and call a meeting of the Evaluation Committee.
- iii. Opening and Evaluation of Financial Offers: The Evaluation Committee will then meet to review the results of the technical evaluation and open the financial offers of only those tenders that meet the minimum criteria of technical eligibility. In this meeting the committee will also evaluate the financial offer and make a final decision/conclusion.

Note: The selection procedure involves:

1. Drawing up a long list summarising all the applications received.
2. Eliminating applications that are inadmissible due to the exclusion criteria given in RFP/TD.
3. Applying the selection criteria exactly as published.
4. The evaluation committee shortlists four to eight best candidates.
5. If the number of eligible candidates meeting the selection criteria is greater than eight, the additional criteria published in the contract notice are applied in order to reduce the number to the eight best candidates.
6. If the number of eligible candidates meeting the selection criteria is less than the minimum of four, the contracting authority may invite only those candidates who satisfy the selection criteria to submit a tender. Before accepting a reduced competition of less than four candidates, a prior authorisation is required from EU.

Step 9: Award of the contract:

- i. Notification of awarding the contract to the successful bidder through the prescribed EU notification letter.
- ii. Preparation and signing of contract.

Step 10: Implementation of the contract:

- i. Providing services according to the contract.
- ii. Submission of invoice with supporting documents as required in the contract.
- iii. Verification & authorisation of provided services / tasks by the concerned official.
- iv. Release of Payment according to the contract.

The RSPs will negotiate with the TVST service provider to offer maximum benefits to community members within the available budget. A proposed requirement/characteristic of service provider, based on past experiences is provided in Annex E-1. The final requirement will be decided after negotiations with the selected TVST service provider.

5.4 Operational Procedures for Implementation of TVST**(1) General Process**

- i. The RSP will determine the total number of eligible poor households to be covered under the TVST component on the basis of Poverty Scorecard (PSC) survey conducted during the social mobilisation roll out process and available budget.
- ii. The TVST will be offered to the eligible beneficiaries in a phased way in line with the social mobilisation rollout process. As soon as the COs/VOs are formed, the TVST potential beneficiaries will be identified through Micro Investment Plans (MIPs) developed for the CO member households in the village.
- iii. The eligibility criteria for TVST beneficiaries will include:
 - a. Be household member of the CO member (preferably CO member or her blood relation).
 - b. Her/his household falls in poverty score of 0 – 23 on the PSC

- c. The intended trainee is between the age of 16 – 45 years.
 - d. Both men and women from the organised household can participate in the training offered by RSP. However, the percentage of men trainees should be below 50% compared to women trainees.
 - e. Physically disabled men and women can participate in trainings, while mentally disabled are not eligible for training
 - f. Any other member of the household who has not previously received TVST from the SUCCESS Programme.
- iv. The COs/VOs and Community Resource Persons (CRPs) will facilitate the RSPs' Social Mobilisation Team (SMT) in identification, selection, and registration of beneficiaries for the TVST component.
 - v. The training will be provided by fully accredited structure in line with the EU-Funded TEVT programme, resulting in the beneficiaries receiving a certificate/diploma that is recognised by the State. Therefore, the institute/course/diploma must be accredited, to ensure that whatever training/diploma received has some real "value" that the beneficiary can show in the market place.
 - vi. The type of training trades will be finalised and selected based on the demand of the community and potential to generate employment/income. Thus it is difficult to identify the trade at this level. However, based on past experience of RSPs the trades for TVST may include tailoring, plumbing, electrician, carpentry, welding, fixing home appliances, handicrafts, computing, driving, masonry, handicrafts, beauticians, teaching, agriculture, livestock etc. (List of potential training trade are given at Annex E-6)
 - vii. The TVST training will preferably be conducted at the local level (within or near the Programme districts). A training plan will be developed after sufficient numbers of COs/VOs are formed in the SMT area and regularly updated based on the needs identified by the CIs.
 - viii. Curriculum for each training trade will be developed by the TVST service provider.

(2) Specific Process for implementation of TVST

a. Identification and Selection of Technical and Vocational Skills Training Participants

The steps below will be followed to identify and select the TVST participants/beneficiaries:

Step 1: CO/VO prepares list of potential TVST beneficiaries identified in the CO MIP and submits a resolution to the SMT. (Format for the text of the resolution and list of nomination is given at Annex E-2).

Step 2: SMT conducts a Training Need Assessment (TNA), and screening of each potential trainee identified by the CO/VO. This assessment will include individual interviews of the identified beneficiaries to assess their willingness, future plans and confirmation by the concerned CO/VO and verify their eligibility against the eligibility criteria and prepare the final list of trainees. (Format for TNA and eligibility criteria is given at Annex E-3).

Step 3: Based on the list of selected trainees, the Capacity Building Officer at the SMT/District will prepare a list of trainees, training trades-wise, and send to the SPO Human Resource Development (HRD) based at the PIU in regular intervals. (Format for list of selected trainees is given at Annex E-4).

Step 4: The SPO HRD at PIU, using the list received in step 3 will prepare a training calendar and share with the selected TVST service provider in regular intervals. (Format for Training Calendar is given at Annex E-5).

b. Planning and conducting TVST

Step 5: The TVST service provider will develop training plans according to the training calendar received from the RSP and share the final date, venue, and information about the logistic arrangements made for the training with the SPO HRD PIU.

Step 6: The SPO HRD PIU will share the final training plan with the concerned SMT/District Capacity Building Officer (s) who will further inform the selected trainees, get their confirmation and intimate the service provider accordingly. In case of any changes in the training plan the trainees should be informed well before time.

Step 7: The service provider will arrange and conduct the training accordingly. While conducting the training the service provider will follow the quality standards and documentation required and agreed in the contract agreement between RSP and the training providers.

Step 8: During the training, participants will also be instructed on business management skills and how to find employment in the job market.

Step 9: During the training, capacity building officers and the monitoring staff will regularly visit training venues to check progress and quality of training, receive trainees' feedback and ensure compliance of the agreed process/requirements with the service providers. The M&E section of RSPs will prepare monitoring formats/checklist according to the training.

Step 10: The TVST service provider will share a list of trainees stating their status of training (completion or drop-out) with the HRD section of RSPs. The RSP HRD professional will enter the information in the SUCCESS MIS. The list of TVST trained persons will also be shared with the concerned CIs by the HRD staff of RSPs.

c. Post training support to the TVST trainees

- (i) After completion of the training, CRPs and concerned CIs (COs/VOs/LSOs) will provide follow up support to the skilled beneficiaries so that the trained persons are able to find jobs or start their own businesses. The CO, VO and LSO will also help pass out trainees to access Community Investment Fund (CIF). Trained persons will also be provided information by the SMT and CIs about the Micro Finance Institutions (MFIs) working in the area and their procedures so that some of them may access financial resources from the MFIs to access capital for initiating their own businesses.
- (ii) Trained beneficiaries who want to establish or strengthen micro enterprises at the local level. The SMT will provide support in establishing better market links. For this purpose short term consultancy services will be hired to do local market assessments, prepare knowledge bases for effective and efficient marketing of the local produce. This information will be shared with these small entrepreneurs at the village level. The RSPs will also provide support to the leading community entrepreneurs to exhibit their products at regional/national level exhibitions to help support in creating market linkages.

d. Records and documentation

The RSPs will keep the following records about the TVST component:

- (i) Details of trainees identified at Community Institution level
- (ii) Trainees selected at RSP level
- (iii) List of trades identified at RSP level
- (iv) List of Training Institutes
- (v) List of pass out and drop-out trainees

The TVST service provider will ensure all required training arrangements, documentation and reporting required, given in their contract, will be maintained and timely shared with the respective RSPs. The details will be outlined in their contract agreement. Guidelines for planning and arranging training are given at Annex A-1 as an example. This is subject to change at the time of the contract agreement with the TVST service provider according to the need of the training and donor requirements.



A small, rectangular concrete building with a red roof. A green pipe extends from the building, and water is being poured from a hole in the wall. The building has a window with a metal grate and some green markings on the wall.

Four people are standing near the building: two men in light-colored traditional clothing, a child, and a woman in a purple top. They appear to be observing the water flow.

A white dog is lying on the ground next to the concrete channel, possibly resting or waiting for water.

A larger, brick building is visible in the background on the left side of the image.

A low, light-colored wall runs across the middle ground, partially obscuring the building behind it.

A green pipe runs horizontally across the middle ground, supported by wooden posts.

A long, narrow concrete channel filled with water, running from the building towards the foreground.

A field of green grass and some small plants is visible on the left side of the channel.

A field of tall grass and some crops is visible on the right side of the channel.

6. COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)

6.1 Purpose

The purpose of Community Physical Infrastructure (CPI) projects are to improve the basic infrastructures and productive assets used by, and services delivered to, the targeted communities. The community members will benefit from improved community infrastructures to meet their basic needs and gain better access to public services. These infrastructures will be managed, built and maintained over time by the communities, who will also form Operations and Management (O&M) committees and community savings systems.

6.2 General Procedures for Implementation of CPI

- (1) The Community Physical Infrastructure (CPI) projects will be implemented through sub-granting to any of the eligible Community Institutions (CIs) i.e. COs, VOs, and LSOs. CPIs will be identified, built and maintained by communities themselves.
- (2) CPI projects will be linked to the needs prioritised by the communities. They may include WASH, education, health, link roads, street pavements, culverts, irrigation, renewable energy, flood protection arrangements etc. These projects will be managed, built and maintained over time by the communities, who will also establish and run Operations and Management (O&M) committees and community savings systems.
- (3) The communities will identify such needs themselves and will be responsible for implementation of these community-managed projects. These projects will generate employment opportunities and be sustainable because of the sense of ownership that communities will develop during the process.
- (4) The projects will also help build the capacities of the communities for collective management and leadership.
- (5) The SUCCESS implementing RSPs will liaise with local administrations in the planning of CPI projects to ensure synergies with other government and externally supported development investments and avoid duplication of efforts.

6.3 Objective and Criteria for CPI Sub-granting

(1) Objective of CPI Sub-granting:

The objective of sub-granting is to build the technical and management capacities of the CIs (COs, VOs, & LSOs) by enabling them to implement and maintain community physical infrastructure projects for improvement of the socio-economic status of the communities at the grass roots level and for improved social service delivery. The expected results of sub-granting are:

- i. Enhanced technical and management capacities of the CIs;
- ii. Provision and/or rehabilitation of the community basic, productive and social infrastructure for improved social service delivery.

(2) Eligibility Criteria for CIS (COs/VOs/LSOs) to Access CPI Sub-grant:

Any tier of the CI (COs/VOs/LSOs) that fulfil the following eligibility criteria qualifies for receiving a CPI sub-grant from the RSP:

The CI:

- i. is membership based, inclusive (with membership of women and the poor), and have participated in a social mobilisation programme based on the concept of the SUCCESS Programme;
- ii. has a track-record of continuous operations reflected from the regular meetings documented through minutes of the meetings etc. at least for the last 3 months;
- iii. has been notified or registered with any government authority;

- iv. has a bank account and has received training in project/project account management;
- v. is willing to form the required project committees (Project Implementation Committee, Audit Committee, Procurement Committee and Operation and Maintenance Committee)
- vi. is willing to maintain all the required records and minutes of the meetings of these committees;
- vii. commits that all CPI projects will also be overseen by the management and technical staff of the supporting RSP and EU;
- viii. total amount of sub-grants (including the CPI) from the SUCCESS Programme is not exceeding EUR 60,000
- ix. agrees to all audit requirements of RSP/EU;

(3) Size of Sub-grant for CPI:

- i. EUR 60, 000 is the maximum limit of all sub-grants from the SUCCESS Programme to any CI.
- ii. Based on the previous experience of RSPs, the size of each CPI ranges between EUR 1,000 and EUR 13,000.
- iii. The exact amount of each sub-grant will be determined through establishing proper "Bill of Quantity" and budget through community participation at the project feasibility stage which will be verified by qualified technical staff of the RSPs.

(4) Types of CPI Supported by CPI grants:

- i. In a community-driven participatory local development approach, it is not possible to determine in advance the type and number of projects to be implemented. The nature and number of CPI projects will evolve during programme implementation and will be determined by the communities as part of the social mobilisation process including needs identification, assessment, and prioritisation. However, given the large number of CIs and resource constraints, a CI will not be given more than one sub-grant for CPI.
- ii. The type of CPI will be determined by the communities themselves based on the felt need and priority of the project in their Village Development Plan (VDP). A tentative list may include, water and sanitation, health and hygiene, missing facilities at schools and health centres, community-managed irrigation channels, floods protection arrangements, renewable energy (solar lighting systems) street pavements, link roads, and any other such needs identified and prioritised by the communities.

6.4 Operational Procedures for Implementation of CPI Sub-granting by RSPs

(1) Dialogues with CIs (COs/VOs/LSOs) about the CPI Sub-Grant

As part of the social mobilisation process, the SMT will inform the members of the CIs about the CPI grant opportunity, its purpose, procedures to access and the benefit it can bring to the CIs and community members through their regular meetings and/or special meetings for this purpose.

(2) Need Identification for CPI Projects

The need for CPIs will be identified at village level through the Village Development Plan (VDP) process and at Union Council level through the Union Council Development Plan (UCDP). The process is explained in sections of 1.3.(9) and 1.3.(14) of this manual respectively. In short, the need identification process will start at the CO level and each CO will submit its need for infrastructure projects to its VO. The VO will prepare the Village Development Plan (VDP) enlisting all identified needs for infrastructure projects, including details about estimated scope, number of beneficiaries and initial cost estimate. VO will then prioritise and submit its need for the most critical infrastructure project that benefits the maximum number of households.

The list of infrastructure projects identified by VOs will be incorporated at the LSO (Union Council) level into the Union Council Development Plan (UCDP) which will then be finalised into the list of prioritised infrastructure projects. This will be done in consultation with all member VOs at the UC level. Once finalised, these plans will be shared with a resolution from the CI to the RSP SMT. Format for resolution from the CI is attached at Annex F-1. The District Programme Officer of RSP will share the list of prioritised infrastructures at the Taluka/Tehsil and District level in Joint Development Committees (JDCs) as described in section 1.3.(17) of this manual. This is expected to improve district level planning and also avoid any overlapping of government investment in infrastructure projects.

(3) Assessment of the CIs for CPI Grant

Upon receipt of the resolution and VDPs/UCDPs from the CI, the SMT will assess the eligibility criteria of the CIs. Checklist for assessment is given in Annex F-2. The SMT will submit its recommendation to the RSP's District Programme Officer (DPO). The DPO will assign the technical staff (field engineer/district engineer and SO) to prepare the Project Digest/proposal for each of the recommended CI's CPI.

(4) Development of the Project Digest/Proposal for CPI Grant

RSPs will facilitate the eligible CIs to prepare their CPI grant project digest/proposal. The project digest/proposal document will include prefeasibility, an assessment of social feasibility and technical feasibility of the proposed CPI project.

The RSP Field Engineer and Social Organiser will visit the CI and proposed project site and do a pre-feasibility assessment. This assessment will focus on the verification of the CPI need, expected benefits and rough cost estimates, technical feasibility, implementation capacity of the CIs including conflict management and willingness of the CI to implement the CPI according to the social mobilisation approach and terms and conditions of the sub-grant. Based on the reconitions of the pre-feasibility, the RSP District Engineer will conduct a full technical appraisal and the SMT will do social appraisal of the project recommended in the pre-feasibility stage.

The Technical and Social appraisals will include:

- i. Detailed costing (with proper Bill of Quantity), and technical design of the proposed scheme, water testing report in case of Drinking Water Supply Schemes (DWSS), list of beneficiary households, fulfilling of account opening requirements, pictures before the execution of the project, GPS reading of the site, copy of registration form of participants in the consensus building meeting, mechanisms and requirement for project implementation, audit and Operation & Maintenance.
- ii. The design of the infrastructure should take into account a basic environmental impact assessment, and where ever possible be adjusted to mitigate any identified negative impact considering adaptation, prevention, elimination, reduction and minimization approaches under a spirit of No-Harm, Do –Good to the environment.
- iii. The design should also reflect disaster risk reduction and management principles.
- iv. NOC will be required for extension, rehabilitation of education & health facilities (government scheme).
- v. Affidavit from the owner of land/water etc. for the construction of CPI.
- vi. The assessment of social feasibility will consider the extent to which the needs of different groups have been taken into account, including men and women, girls and boys, the existence of any dispute over the prioritisation, and whether the proposed intervention adheres to Do No Harm principles in terms of not increasing real or perceived inequalities but potentially reducing divisions and increasing empowerment. The willingness of the community in the shape of resolution from concerned CI, an affidavit ensuring no conflict within the community as a result of this intervention.

The grantee CIs will be supported to develop plans to maintain the CPI looking at the financial and technical requirements. While maintenance planning should normally be feasible within the community itself, for more complex projects, communities will be supported to jointly plan maintenance with relevant line departments. Low costs and easy maintenance solutions offer the best prospect for replication.

Based on the technical and social appraisals, the District Engineer will finalise the project digest/proposal providing all details about design, costs, O&M requirement, labour requirements, environmental assessment etc. Guidelines for the Project Digest/Proposal with associate annexes are attached in Annex F-3. The District Engineer will submit the complete Project Digest/Proposal to the Engineer based at PIU.

(5) Approval of CPI Sub-Grant

At the PIU level, there will be a committee comprising representatives of the Compliance/Procurement section, F&A section, Engineering section and the Programme Manager SUCCESS responsible for compliance scrutiny, and ultimately final approval of the requests for CPI sub-grants. The PIU grants approval committee will select and approve the CPI project based on the following selection criteria:

- i. Need of the CPI is identified in the resolutions of the CIs; this need is a priority in their VDP/UCDP.
- ii. The community is willing to operate & maintain the CPI as per guide lines given to them.
- iii. The Implementation Guidelines/Terms of Reference between the community organisations and the RSPs is signed.

- iv. Project Committees are established (Project Implementation Committee, Audit Committee, Procurement Committee and Operation and Maintenance Committee)
- v. The community is willing to contribute land, labour and construction materials (if needed)
- vi. Consensus of the CI members about the selection of the CPI and agree to resolve if any conflict arises during and post project implementation themselves.
- vii. No legal dispute over the site or land adjacent to the site for construction.
- viii. Technical and social feasibility, direct/indirect benefits as assessed in the project digest document.
- ix. Realistic budget, nature of intervention (i.e. assessment if the project will be manageable by the applicant community).
- x. Sustainability mechanism of the project through O&M plan beyond the project life.
- xi. Environmental Impact Assessment and Disaster Risk Reduction perspective are addressed.
- xii. Ensure water quality tests especially in drinking water CPIs for the identification and selection of safe source of water.

(6) Signing of CPI Sub-Grant Agreement between RSP and CIs

Upon approval of sub-grant by RSP committee at PIU, a sub-grant agreement will be signed between the RSP and eligible CIs (CO/VO/LSO) for the CPI Grant. The RSP staff will develop a standard sub-grant agreement for CPI in line with the EU sub-granting rules and conditions. A sample of sub-grant agreement template is attached at Annex F-4 as an example. The RSPs staff may amend this according to the need of their contract agreement with EU. The RSP staff will explain all the terms and conditions of the sub-grant agreement to the CI in a grant signing meeting and the CIs will record it in their Proceeding Records (Karwai Register). The signed sub-agreement will have two copies, one for the RSP and one for community intuitions record.

(7) Transfer of CPI Sub-Grant to the CIs

Once the CPI sub-grant agreement is signed the RSP will transfer the grant amount to the bank account of the CI according to the following payment schedule and criteria:

- i. The payments for execution of the project will be made in minimum two and maximum four instalments to the VO.
- ii. The first Instalment will be paid in advance after signing the sub-grant agreement.
- iii. The second and subsequent instalments will be released on the basis of the actual work done measured at site, proper record keeping of the project fund by the grantee institution and submission of copies of expenditure bills along with grantee institution's resolution for the next instalment.
- iv. The payments will be made to the grantee institution through crossed cheques.
- v. Final instalment will be released based on the completion certificate by the Field Engineer. The grantee CI will submit a resolution stating completion of the CPI with copies of expenditure bills to SMT. The Field Engineer will verify completion of the physical work in all respect according to the approved design and cost; verify the copies of bills submitted by grantee and issue completion certificate.
- vi. The grantee institution will maintain records and documents related to the sub-grant agreement for at least 5 years after the end date of the sub-grant agreement.

(8) Sharing information of CPI Projects with the Joint Development Committees (JDC) and Local Authorities

The final list of infrastructure projects will also be shared with the local government at Taluka and District level and in the meetings of JDCs comprising of government officials, elected representatives, representative of CI and RSP. This will be done not only to inform the government about the on-going progress, but also to avoid any duplication of efforts and in some cases to seek government support in further extension of these schemes and linking them up with the public sector infrastructure projects.

(9) Provision of CPI Books of Record

The SMT will provide the following CPI books of record (Annex F-5) to the grantee CIs:

- i. Details of Receipt and Payment (Cash Book)
- ii. Format for Quotations

- iii. Comparative Statements
- iv. Purchase Order
- v. Material Received Note (MRN)
- vi. Stock Register
- vii. Weekly Labour Attendance Sheet
- viii. Muster Roll
- ix. Individual Labour Payment Form
- x. Details of Beneficiary Households
- xi. Visitors' Remarks Sheet

The CIs' leaders/office bearers will be responsible to maintain and update these records with the support of the Community Book Keeper (CBK)/CRP. The RSPs SMT and Field Engineer will provide on the job training on how to keep and maintain the CPI records updated.

(10) Record Keeping of CPI Intervention at RSP Level

The RSPs will maintain separate records for the CPI interventions, and record funds disbursed to each CI (CO/VO/LSO) as appropriate. The records maintained by RSPs should provide them with the past and current status of CPI amount disbursed and number of beneficiaries reached. For this purpose the MIS should have a module for the CPI.

(11) Monitoring of CPI Intervention by RSP

- a. The RSP will institute an effective monitoring system at all levels through SMTs, District office and PIU, and develop adequate reporting formats as required by the donor. The RSP should ensure field verification and utilisation of CPI sub-grant through monthly/quarterly progress reports and staff meetings.
- b. During the implementation period, Field Engineers will provide technical assistance, monitor the implementation process and ensure updated records are kept by the concerned grantee CIs. The subsequent and / or final instalments of the grants will be released on the basis of physical progress and satisfactory review of the record and process of implementation.
- c. During the CPI implementation the RSP Field Engineer will regularly monitor the implementation of the CPI and ensure that the CPI is being implemented as per the approved specification and materials and labour are procured and as per the sub-grant agreement. In case of any deviation and revision in approved scope of work, the Field Engineer will get proper approval from Programme Manager PIU before execution.
- d. The Engineer based at the PIU and District Engineer will pay visits randomly selected project sites during implementation.

6.5 Operational Procedures for Implementation of CPI by CIs

(1) Formation of Project Committees

The grantee CI after signing the sub-grant agreement with the RSP will form the following committees from among its members

- i. Project Implementation Committee (PIC): The PIC will comprise of 3-5 members and will be responsible to implement the project, keep financial records, and ensure completion of the project in close collaboration and cooperation with the RSP field Engineer and SMT. The PIC will discuss the implementation process of the project in the regular meetings of the CI to identify and rectify gaps in implementation of the project. The RSPs engineering staff and SMT will provide technical support to the CIs on the quality of construction. But it is intended that communities have the maximum ownership of the project.
- ii. Procurement Committee (PC): The PC will comprise of odd numbers and will be responsible to fulfil the procurement process and purchase of materials and labour. The RSPs field team will assist the PC with scrutinising bills of quantities and organising procurement.

- iii. Project Audit Committee (PAC): PAC will comprise of odd numbers (for e.g. 3-5 members) and will be responsible for verifying the receipts and payments in respect of the project.
- iv. Operations and Maintenance Committee (O&MC): The OMC will look after the project O&M, after completion of the project.

(2) Initiation of Physical Work on the CPI

The grantee CI will be responsible for further implementation of the CPI and coordination with its member CIs and the RSP. The CI will start the physical work on the CPI after receiving the first instalment of the sub-grant in its account. For procurement of Material and Labour, the CIs will follow the following points:

- i. All material and labour will be procured with the approval of the Procurement Committee.
- ii. Payment for material and labour costing less than Rs. 20,000 may be made against invoices without prior acceptance of a tender.
- iii. Material and labour costing Rs. 20,000 and above will be procured by calling minimum three quotations and preparing comparative statement. In case of single supplier, reasons should be stated.
- iv. Material and labour costing Rs. 1 million and above will be procured through national level competitive bidding.
- v. On the basis of comparative statement of quotations, the PC will place order for purchase or payment of labour cost.
- vi. Once the goods are received, the PC will inspect them according to the terms and conditions set in the purchase order in the presence of Field Engineer.
- vii. If the goods are found according to the specification then PC will arrange payments otherwise return to the supplier stating the reasons.
- viii. The grantee CI will maintain all the procurement related documents given in the sub-grant agreement.

(3) Project Completion and O&M Mechanism

- i. The grantee institution will install the visibility sign board on completion of the CPI following the RSP and EU visibility guidelines.
- ii. The operation and maintenance activities will be managed by the O&M committee of the grantee CI. The RSP field team will provide technical guidance and supportive supervision to the maintenance committee for the proper operation and maintenance of the project.
- iii. The grantee CI will ensure that when construction of the project is completed there should be an amount equivalent to at least 3% of the total project cost contributed by the community for maintenance in the CPI sub-grant account as one year maintenance costs of the project.
- iv. The O&M period of any type of CPI will be the same as the useful life time designated by local governments for similar kind of schemes constructed, operated and maintained under their domain.
- v. The grantee CI shall under their responsibility and as per sub-grant agreement, maintain the minimum O&M cost in their CPI bank account and will keep on replenishing it until the life time of that CPI expires.



Content

ANNEX A	SOCIAL MOBILISATION (SM)	70
Annex A-1:	Guidelines for planning and arranging trainings	71
Annex A-1a:	Training Session Plan	72
Annex A-1b:	Training Registration and Attendance Sheet	73
Annex A-1c:	Summary of Training Participants	73
Annex A-2a:	No. of Estimated Households by Revenue Village	74
Annex A-2b:	District Enumeration Plan and Progress Report	75
Annex A-2c:	UC Enumeration Plan and Progress Report	76
Annex A-2d:	Village Enumeration Plan and Progress Report	77
Annex A-2e:	Enumerator's Summary Report	78
Annex A-2f:	Household Poverty Score Card (PSC)	79
Annex A-2g:	List of Households with Poverty Scores	80
Annex A-2h:	Village Profile	81
Annex A-2i:	Union Council Profile	83
Annex A-2j:	District Profile	85
Annex A-3a:	Formats for CO Register	88
	i. CO Resolution Form for CO Formation	88
	ii. Terms of Partnership between RSP and CO	89
	iii. Key Messages on Critical Social Issues	91
	iv. Attendance and Saving Record	92
	v. Proceeding Records (Karwai)	93
	vi. Micro Investment Plan (MIP)	94
	vii. Member's Saving Passbook	95
	viii. CO Monthly Progress Report	96
	ix. CO resolution for joining a VO	97
Annex A-3b:	Social Mobilisation Plan	98
Annex A-3c:	Content for Situation Analysis Reports	99
Annex A-3d:	Programme Introduction	100
Annex A-4a:	Formats for VO Register	101
	i. VO Resolution Form for VO Formation	101
	ii. Terms of Partnership between RSP and VO	102
	iii. Attendance and Saving Record	104
	iv. Proceeding Records (Karwai)	105
	v. Village Development Plan (VDP)	106
	vi. VO Monthly Progress Report	107
	vii. Cash Book	108
	viii. Bank Book	109
	ix. General Ledger	110
	x. Bank Reconciliation Statement	111
	xi. Trial Balance	112
	xii. VO resolution for joining LSO	113

Annex A-5a:	List of Potential CRPs	114
Annex A-5b:	Monthly Progress and Monitoring Report of CRP	115
Annex A-5c:	Terms of Reference (ToR) for CRP	116
Annex A-5d:	Directory of CRPs	117
Annex A-6a:	List of Potential Activities for VDP/UCDP	118
Annex A-6b:	VO Resource Mobilisation Plan	120
Annex A-6c:	ToRs for VO/LSO Special Committees	121
Annex A-6d:	VO/LSO Annual Progress Report	122
Annex A-7a:	Format for LSO Register	123
	i. LSO Resolution Form for LSO Formation	123
	ii. Terms of Partnership between RSP and LSO	124
	iii. Attendance Register	126
	iv. Proceeding Records (Karwai)	127
	v. Union Council Development Plan (UCDP)	128
	vi. LSO Monthly Progress Report	129
	vii. Cash Book	130
	viii. Bank Book	131
	ix. General Ledger	132
	x. Bank Reconciliation Statement	133
	xi. Trial Balance	134
	xii. LSO resolution for Joining the LSO Network	135
Annex A-8:	LSO Resource Mobilisation Plan	136
Annex A-9:	CO/VO/LSO Monitoring Report	137
Annex A-10:	Terms of Reference for LSO Network	139
ANNEX B	COMMUNITY INVESTMENT FUND (CIF)	142
Annex B-1:	Sample Proposal Application for CIF Sub-Grant	143
Annex B-2:	Sample Sub-grant Contract	147
Annex B-3:	CIF Appraisal Form	149
Annex B-4:	Check List for CIF Approval by Community Institution (CI)	150
Annex B-5:	CIF Record Register	151
Annex B-6:	CIF Passbook	152
Annex B-7:	Monthly Progress Report of CIF Grants	153
Annex B-8:	CIF Grants Beneficiary Tracking Sheet	154
ANNEX C	INCOME GENERATING GRANTS (IGG)	156
Annex C-1:	Sample Proposal Application for IGG Sub-Grant	157
Annex C-2:	Sample Sub-grant Contract	160
Annex C-3:	IGG Appraisal Form	162
Annex C-4:	Check List for IGG Approval by Community Institution	163
Annex C-5:	IGG Register	164
Annex C-6:	Monthly Progress Report of IGG	165
Annex C-7:	IGG Beneficiary Tracking Sheet	166

ANNEX D:	MICRO HEALTH INSURANCE (MHI)	168
Annex D:	Proposed Insurance Package	169
ANNEX E:	TECHNICAL AND VOCATIONAL SKILLS TRAINING (TVST)	172
Annex E-1:	Proposed requirement/characteristic of TVST service provider	173
Annex E-2:	Resolution and List of Nomination	174
Annex E-3:	Training Needs Assessment Form for Skills Training	175
Annex E-4:	List of Selected Trainees	176
Annex E-5:	Training Calendar	177
Annex E-6:	List of Potential Training Trades	178
ANNEX F:	COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)	184
Annex F-1:	Sample Format of Community Institution Resolution for CPI Request to RSP	185
Annex F-2:	Checklist for Eligibility Assessment of Community Institution (CI) for CPI Grant	186
Annex F-3:	Guidelines for the preparation of Project Digest/Proposal	187
Annex F-3 (1):	Environmental Assessment Procedure	193
Annex F-3 (2):	Check List for Gender Assessment in Project	198
Annex F-3 (3):	Post Intervention Plan	199
Annex F-3 (4):	Implementation Guidelines /Terms of Reference	200
Annex F-3 (5):	Details of Cost Expenditure of Scheme	201
Annex F-4:	Sample of sub-grant agreement template	202
Annex F-5:	Books for Record	204

Annex A

Social Mobilisation

Annex A-1: Guidelines for planning and arranging trainings

For all the trainings note the following key points:

- i. Identification and selection of relevant potential trainees. Develop nomination/selection criteria. Keep the trail of all communication (mail/email) for nomination and selection of trainees;
- ii. Prepare a proper session plan outlining the session topic, time, date and venue (See Annex A-1a: Training Session Plan);
- iii. Invite only sufficient number of participants (not more than 35 participants in each event)
- iv. Engage relevant and competent training facilitators on subject/session;
- v. Share the session plan well in advance with the training participants;
- vi. Inform the training participant about logistic arrangements [travel and accommodation (in case of residential)] in advance;
- vii. Prepare and arrange set of training materials (notepad, pen/pencil, marker, flip chart, cards, name tags, white board, multimedia, presentations, hand-outs etc.) according to the need of the participants and training;
- viii. Arrange proper training place with sufficient space, lighting and logistic facilities according to the need of men and women participants. The purpose is to provide a good learning environment without disturbance;
- ix. Maintain proper record of registration and attendance of the participant (See Annex A-1b: Training Registration and Attendance Sheet);
- x. Invite relevant government officials and other stakeholder in opening and/or closing session;
- xi. Keep record of Digital photographs of the training events;
- xii. Proper display event banner with title of the event according to the EU visibility guidelines (if budgeted);
- xiii. Evaluation of the training by M&E professionals and/or through participants feedback;
- xiv. Prepare training report at the end of each training event and share with relevant stake holders;
- xv. Maintain an overall summary record of training participants (See Annex A-1c:- Summary of Training Participants)

Annex A-1a: Training Session Plan

Name of RSP:

Name of District:

SMT/Field Unit:

UC:

Date: DD/MM/YY

Overall objectives of Training:

1. (Please write the objectives of the training)
- 2.
- 3.

Number of potential participants:

Criteria of selection of participants:

1. Write the required education level (if any) (depending on the type of training)
2. Write the required level of professional experience (if any) (depending on the type of training)
3. Write the required proficiency in language (if any) (depending on the type of training)

S. #	Topic	Objectives	Time	Methods	Facilitator (s)
1.	List down the topics of training, use one row for each topic)	(Please write the objectives to be covered under each topic) • • •	(e.g. 1300-1400)	(e.g. presentation, brainstorming, small group work, plenary discussion, etc.)	(Name of the relevant and competent training facilitator on subject/session)
2.					
3.					

Annex A-1b: Training Registration and Attendance Sheet

RSP:		District:		SMT/Field Unit:		UC:	
Training Title: (Add name of training session)							
Type of Training: (For example, staff orientation training, community trainings like CMST, LMST, and sector-specific training.)							
Starting Date (DD/MM/YY)	Closing Date (DD/MM/YY)	Total No. of days	Venue	No. of male participants	No. of female participants	Total no. of participants	

MIS Code	Name	Sex	CNIC	Organisation	Designation	District	Contact No	Day 1	Day 2	Day 3

Note: Please sign against the relevant day(s) of the training attended. Add days according to number of days.

Annex A-1c: Summary of Training Participants

(Data can be pulled from Annex A-1b)

RSP: _____ District: _____ SMT/Field Unit: _____
 UC: _____ Revenue Village: _____ LSO: _____ VO: _____ CO: _____

MIS Code	Training Title	Type of Training	Total No. of days	No. of male participants	No. of female participants	Total no. of participants

Annex A-2a: No. of Estimated Households by Revenue Village

RSP:

District:

MIS Code	Revenue Village	Union Council	Tehsil/Taluka	No. of Estimated Households	Estimated Population

Annex A-2b: District Enumeration Plan and Progress Report

Date:

No. Of Households							
RSP	District	Target HHs	Covered HH	% Covered	Start date	No. of Days Required	Projection Date
NRSP	Tando Muhammad Khan	72,117					
	Sujawal	118,055					
	Tando Allahyar	74,127					
	Matiari	86,895					
Sub-Total		351,194					
SRSO	Kamber Shahdadkot	145,848					
	Larkana	157,620					
Sub-Total		303,468					
TRDP	Dadu	-					
	Jamshoro	103,686					
Sub-Total		103,686					
	Overall	758,348					

Annex A-2c: UC Enumeration Plan and Progress Report

Date:

No. Of Union Councils							
	Target UCs	No. of UCs Initiated	UCs %	UCs Completed	UCs Completed %	UCs UnTouched	UCs in Progress
	29						
	37						
	25						
	30						
Sub-Total	121						
	43						
	47						
Sub-Total	90						
	66						
	30						
Sub-Total	96						
Overall	307						

Annex A-2d: Village Enumeration Plan and Progress Report

Date:

No. of Revenue Villages							
RSPs	Target RVs	No. of RVs Initiated	RVs %	RVs Completed	RVs Completed %	RVs Un-touched	RVs in Progress
	154						
	388						
	79						
	107						
Sub-Total	728						
	224						
	178						
Sub-Total	402						
	352						
	167						
Sub-Total	519						
Overall	1,649						

Annex A-2e: Enumerator’s Summary Report

Date:

Enumerator ID	Name	District	Total Forms	Avg. HH Size	MIN HH Size	MAX HH Size	MODE HH Size	Avg. Duration	MIN Duration	MAX Duration	Poor %	Non-Poor %

Annex A-2f: Household Poverty Score Card (PSC)

Name:

PSC Score:

Address:

District	Tehsil	Union Council	Revenue Village	Settlement

Rooms #	Latrine Type	Refrigerator	Freezer	Cell Phone	Electricity	Source Drinking Water

Washing Machine	Air Conditioner	Air Cooler	Geyser	Heater	Cooking Stove	Cooking Range	Microwave Oven	TV

Motorcycle Scooter	Tractor	Car	Buffalo/ Bullock #	Cow/Bull #	Camel #	Goat #	Sheep #	Donkey #

Mules/Horse #	Agri Land	Agri Land Unit	Agri Land Area	GPS:Latitude	GPS:Longitude	GPS:Altitude	GPS:Accuracy

Household Members													
Sr.#	Name	Sex	Age	Relationship	Marital Status	Fath/ Hus. Name	B.Cert	CNIC	CNIC #	School	Education	Disability	Occupation

Annex A-2g: List of Households with Poverty Scores

RSP: District: Tahsil/Taluka: SMT/Field Unit:
 UC: Revenue Village/VO: Village/VO: Settlement/Ghoth:

Household Member Code	Name of Household Member	Relationship with the Household Head	CNIC	Age	Gender	Disability	Education	Occupation	PSC Score

Annex A-2h: Village Profile

1. Village identification information			
Revenue Village		Union Council	
District		Tehsil/Taluka	
Field Unit /SMT		Distance from District Headquarter (Km)	
No. of Settlements (Ghoth/Deh)		Distance from Metalled Road (Km)	
No. of Villages have seasonal migration:			

2. Biradary (To be filled in community discussion)						
Indicators	B1:	B2:	B3:			Total
Number of Household						
% of household						

3. Basic Demographic Information (To be filled with PSC data)								
Indicator	Population			Households in PSC Categories				
	Male	Female	Total	Total	0-11	12-18	19-23	24-100
Numbers								
%								

4. Physical Infrastructure and services (To be filled in community discussion)									
Status	Numbers available								
	Paved Streets	Irrigation Channel	Link Road	Post Office	Mandi/ Market	PCO	Bus/ Wagon Stop	Drainage	Other
Availability (Yes/No)									
If yes, (numbers where applicable)									
If no, distance to the nearest infrastructure in KMs									

5. Access to basic services (To be filled with PSC data)						
Indicators	Mobile Phone	TV	Improved Water	Unimproved Water	Latrines	Electricity
Number of households have access						
% of household have access						

6. Education											
Educational Facilities (To be filled in community discussion)											
S.#	Name of School	Level (Primary/middle/high/college)	Type (Pvt/Govt)	Status (Active/Closed)	No. of Teachers						
					Male	Female					
Schooling of children and Adult Literacy Rate (To be filled with PSC data)											
Number of School age children (5-16 years)			% School Going			% Out of School			Literacy Rate		Total (%)
Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	Male	Female	

7. Health											
(To be filled in community discussion)								(To be filled with PSC data)			
S.#	Institutions	Govt/private	Status (availability of): Yes/No					Number of children age (0-59 months) for immunisation			Women of Reproductive Age (15-49 years)
			Doctor	Dispenser	Medicine	LHW	Vaccinator	Male	Female	Total	

8. Ownership of Agricultural land (To be filled with PSC data)							
Indicator	Landless	Up to 1.0 acre	>1.0-2.0 acre	>2.0-5.0 acre	>5.0-12.5 acre	>12.5-25.0 acre	>25 acre
% of household owning agricultural land							
Total agricultural land owned							

9. Ownership of Livestock (To be filled with PSC data)									
Indicators	No livestock	Buffalo/Bullock	Cow/Bull	Camel	Goat	Sheep	Donkey	Mule/Horse	Total
No. of Livestock									
% of household owning									

10. Other Development Organisations/NGOs working in the area (To be filled in community discussion)			
S.#	Name of Organisation	Working Since (Year)	Types of Services

Annex A-2i: Union Council Profile

1. Village identification information			
Union Council		Tehsil/Taluka	
District		Field Unit /SMT	
No. of Revenue Villages		Distance from District Headquarter (Km)	
No. of Settlements (Ghoth/Deh)		Distance from Metalled Road (Km)	
No. of Villages have seasonal migration:			

2. Biradary (To be filled in community discussion and data pulled from Village Profiles)							
MIS Code	Name of Revenue Villages	Number of Households					
		B1:	B2:	B3:			Total
...							
	Total						

3. Basic Demographic Information (To be filled with PSC data)								
Indicator	Population			Households in PSC Categories				
	Male	Female	Total	Total	0-11	12-18	19-23	24-100
Total numbers in UC								
Total % in UC								
Village 1								
.....								
Village n								

4. Physical Infrastructure and services (To be filled in community discussion and data pulled from Village Profiles)									
Status	Numbers available								
	Paved Streets	Irrigation Channel	Link Road	Post Office	Mandi/Market	PCO	Bus/Wagon Stop	Drainage	Other
Total numbers in UC									
Village 1									
.....									
Village n									

5. Access to basic services (To be filled with PSC data)							
% of household in the UC have access	Mobile Phone	TV	Improved Water	Unimproved Water	Latrines	Electricity	
UC							
Village 1							
.....							
Village n							

6. Education												
Educational Facilities (To be filled in community discussion and data pulled from Village Profiles)												
Education facilities	Number of schools				Government (numbers)		Private (numbers)		No. of Teachers			
	Primary	Middle	High	College	Functional	Non-functional	Functional	Non-functional	Male	Female		
UC Total												
Village 1												
....												
Village N												
Schooling of children and Adult Literacy Rate (To be filled with PSC data)												
Schooling of children	Number of School age children (5-16 years)			% School Going			% Out of School			Literacy Rate %		Total (%)
	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	Male	Female	
UC Total												
Village 1												
....												
Village N												

7. Health											
(To be filled in community discussion and data pulled from Village Profiles)								(To be filled with PSC data)			
Health	Number of health facilities		Total Numbers					Number of children age (0-59 months) for immunisation			Women of Reproductive Age (15-49 years)
	Govt	Private	Doctor	Dispenser	Medicine	LHW	Vaccinator	Male	Female	Total	
UC Total											
Village 1											
....											
Village N											

8. Ownership of Agricultural land (To be filled with PSC data)							
Indicator	Landless	Up to 1.0 acre	>1.0-2.0 acre	>2.0-5.0 acre	>5.0-12.5 acre	>12.5-25.0 acre	>25 acre
% of household owning agricultural land in the UC							
Total agricultural land owned in the UC							
Village 1							
....							
Village N							

9. Ownership of Livestock (To be filled with PSC data)									
Indicators	No livestock	Buffalo/Bullock	Cow/Bull	Camel	Goat	Sheep	Donkey	Mule/Horse	Total
No. of Livestock in UC									
% of household owning livestock in UC									
Village 1									
....									
Village N									

10. Other Development Organisations/NGOs working in the area (To be filled in community discussion and data pulled from Village Profiles)			
S.#	Name of Organisation	Working Since (Year)	Types of Services

Annex A-2j: District Profile

Name:

PSC Score:

Address:

1. Village identification information			
District Name	No. of Tehsils/Talukas	N of RSP Field Units /SMTs	No. of Union Councils
No. of Revenue Villages	No. of Settlements (Ghoth/Deh)	Distance from Provincial Capital (Km)	Distance to nearest major city (Km)
No. of Villages have seasonal migration:			

2. Main Biradary (To be filled in community discussion and data pulled from Village Profiles)							
MIS Code	Name of Revenue Union Councils	Number of Households					
		B1:	B2:	B3:			Total
	Total						

3. Basic Demographic Information (To be filled with PSC data)								
Indicator	Population			Households in PSC Categories				
	Male	Female	Total	Total	0-11	12-18	19-23	24-100
Total % in District								
UC 1								
.....								
UC N								

4. Physical Infrastructure and services (To be filled in community discussion and data pulled from Village Profiles)									
Status	Numbers available								
	Paved Streets	Irrigation Channel	Link Road	Post Office	Mandi/ Market	PCO	Bus/Wagon Stop	Drainage	Other
Total % in District									
UC 1									
.....									
UC N									

5. Access to basic services (To be filled with PSC data)							
% of household in the UC have access	Mobile Phone	TV	Improved Water	Unimproved Water	Latrines	Electricity	
District							
UC 1							
.....							
UC n							

6. Education												
Educational Facilities (To be filled in community discussion and data pulled from Village Profiles)												
Education facilities	Number of schools				Government (numbers)		Private (numbers)		No. of Teachers			
	Primary	Middle	High	College	Functional	Non-functional	Functional	Non-functional	Male	Female		
District Total												
UC 1												
....												
UC N												
Schooling of children and Adult Literacy Rate (To be filled with PSC data)												
Schooling of children	Number of School age children (5-16 years)			% School Going			% Out of School			Literacy Rate %		Total (%)
	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	Male	Female	
District Total												
UC 1												
....												
UC N												

7. Health											
(To be filled in community discussion and data pulled from Village Profiles)								(To be filled with PSC data)			
Health	Number of health facilities		Total Numbers					Number of children age (0-59 months) for immunisation			Women of Reproductive Age (15-49 years)
	Govt	Private	Doctor	Dispenser	Medicine	LHW	Vaccinator	Male	Female	Total	
District Total											
UC1											
....											
UC N											

8. Ownership of Agricultural land (To be filled with PSC data)								
% of household owning agricultural land in the District	Landless	Up to 1.0 acre	>1.0-2.0 acre	>2.0-5.0 acre	>5.0-12.5 acre	>12.5-25.0 acre	>25 acre	
Total agricultural land owned in the District								
UC 1								
....								
UC N								

9. Ownership of Livestock (To be filled with PSC data)									
Indicators	No livestock	Buffalo/Bullock	Cow/Bull	Camel	Goat	Sheep	Donkey	Mule/Horse	Total
No. of Livestock in the District									
% of household owning livestock in: District									
UC 1									
.....									
UC N									

10. Other Development Organisations/NGOs working in the area (To be filled in community discussion and data pulled from Village Profiles)			
S.#	Name of Organisation	Working Since(Year)	Types of Services

Annex A-3a: Formats for CO Register

i. CO Resolution Form for CO Formation

Name of CO:		Village:		Union Council:	
Tehsil/Taluka:		Total Households in Muhalla:		Date of Meeting:	
District:		Households Participated:		Venue:	

Resolution

We the members of the settlement/village _____ UC _____ held a meeting today to discuss and decide about our socio-economic development. The following representatives of (Name of RSP) attended the meeting:

S.#	Name	Designation	Signature

They briefed the community representatives about the basic principles of social mobilisation and offered a development partnership for poverty reduction and socio economic development of the people of the area through cooperative measures. The following households of the settlement/village agreed with the terms of partnership offered by the RSP and unanimously resolved to form a Community Organisation (CO) with representation of one woman from each household. The following members were unanimously elected as the office holders of the CO to lead the members in their development initiatives and to manage the CO affairs smoothly:

MIS code	Title	Spouse or Father's Name	CNIC No	PSC Score	Education	Signature
	President					
	Manager					

The CO further resolved to hold its meetings on monthly basis and make savings by members in meetings. The date of the meeting will be ____ of each month and the time will be ____ and the venue of the meeting will be _____

MIS code	Name of member	Father/Spouse Name	CNIC No	PSC Score	Signature

Signature of President _____

Signature of Manager _____

ii. Terms of Partnership between RSP and CO

Whereas [Name of RSP] is a registered body under Section 42 of the Companies Ordinance of 1984 as a non-profit company. The main objective of [Name of RSP] is to reduce poverty and improve the quality of life of the rural poor women and men by harnessing their potential to help themselves. The [Name of RSP] approach is based on organizing willing communities and supporting them in development activities which the women and men themselves identify and can undertake. The [Name of RSP] also acts as a facilitator between government, other development organisations and organised communities in order to improve service delivery to the grassroots.

And whereas the CO _____ of village _____ UC _____ is a people's organisation having household level membership from its jurisdiction. The main objective of the CO is poverty alleviation and socio economic development of its members, especially the poorest women and men through a combined strategy of organisation, skill development and capital generation through regular savings and by developing and implementing household and group level micro investment plans.

This agreement is signed between the two parties on this date of _____ to work towards their common objectives. The roles and responsibilities of the two parties shall be as follows:

A: Roles and responsibilities of the CO

1. Select its President and Manager through majority votes or consensus.
2. Hold regular meetings on monthly basis or as per the decided schedule on a set date, time, and place and ensure participation of majority of its members in meetings. All CO matters shall be decided in meetings through consensus or majority votes. Each member shall have the right to cast one vote.
3. Collect savings from all members.
4. Maintain proper record of minutes of its meetings, members' savings and other financial and non-financial matters.
5. Nominate its activists and members for training and use the skills of these trained persons in the interest of the organisation and the community.
6. Carry out development planning at household, group and Mohallah level in a participatory manner and support its members specially the poorest and destitute women and men to implement their plans and take responsibility for maintenance of the completed schemes.
7. Include non-members especially the poorest and women headed households into the CO.
8. In case of CIF/credit programme, fully comply with the terms and partnership agreed with the RSP or the relevant credit providing agency.
9. Ensure equitable distribution of resources among the women and men members in a transparent manner.
10. Resolve all financial and non-financial matters of the organisation on merit through a transparent and democratic manner.
11. Resolve difference of opinion and internal conflicts through mutual understanding or arbitration.
12. Carry out resource mobilisation both from internal and external sources.
13. Fulfil its responsibilities and contribute its agreed share (in cash, labour and material) in programmes and projects jointly implemented with an outside agency.

14. Submit timely progress report on joint projects to the donor and the RSP on the specified format.
15. Members upon becoming a member of the CO, fulfil its roles and responsibilities according to the agreed terms of partnership.
16. Attend awareness session on critical social issues such as health, education, WASH, basic civic rights, disaster risk reduction and environment etc. facilitated by the CRPs.
17. Encourage the non-members to attend community awareness session and/or disseminate key messages to them.
18. Take steps in fulfilling its roles and responsibilities assigned in the Terms of Partnership with the RSP.

B: Roles and responsibilities of the RSP

1. Provide technical support to the CO to improve its management capacity to run its operations smoothly and cost effectively.
2. Provide record keeping register and formats to the CO.
3. Monitor and give feedback to the CO on proper inclusion and participation of its women and men members in the CO matters.
4. Monitor and provide feedback to the CO on inclusion of the poorest families into COs and that their development needs is properly taken care of.
5. Persuade the CO to maintain up to date records of its minutes of meetings, and financial records.
6. Provide guidance to the CO on formation of VO at village level.
7. Depending upon available resources, to provide support to all men and women COs in human resource development and income generation activities, etc.

We, the undersigned members of CO _____ Village _____ UC _____ hereby declare that we have read/listened to the terms of partnership and have understood them properly and that we fully agree with them:

MIS Code	Name/ Parentage	Signature/ Thumb Impression	MIS Code	Name/ Parentage	Signature/ Thumb Impression

Name of CO President: _____

Signature: _____

Name of CO Manager: _____

Signature: _____

For and on behalf of the RSP:

Name: _____

Position _____

Signature: _____

iii. Key Messages on Critical Social Issues

The CO will disseminate the following key messages in the in the CO meetings:

1. Pregnant women should go for at least four ANC Visits
2. Pregnant women should deliver their babies at Health facilities or through skilled birth attendants
3. Pregnant women / women of reproductive age should complete the course of TT Vaccination (5 injections) and keep their vaccination card at safe place at home
4. Parent should ensure the routine vaccination of their 0-23 month age children and keep their vaccination card at safe place at home
5. For better health of mother and children and family well-being, all married couples should ensure at least three years spacing between two births
6. To avoid malnutrition in children ensure mother feed for a period of six months and then start complementary feeding and also continue mother feed for two years
7. Keep proper care of the food of women and adolescent girls so that they do not become mal-nutrient
8. To be safe from HIV&AIDS always remain faithful to your life partner
9. To be safe from diseases construct a latrine at home , use it and properly maintain it
10. Practice hand washing at critical times to avoid diseases
11. Always purify the water before use to remain safe from water borne diseases
12. Parents should ensure the enrolment of all school age children (5-12 years) and also take interest in their studies
13. Parents should ensure birth registration of their children
14. Parents should ensure that every member above 18 years of age have the CNIC
15. Every new marriage should be registered with Nikkah Registrar
16. Every death should be registered /reported in UC secretary office
17. For better environment all member should plant as many plants as they can
18. Always keep your important documents (CNIC, birth certificate, property documents, school certificates, EPI cards) and valuables (jewellery, cash etc.) at safe place so that they do not get lost in case of any disaster/ emergency.
19. All members should ensure that no women at their homes/ in the community are harassed

iv. Attendance and Saving Record

MIS Code/S.#	Name of Member	Name of Spouse or Father	CNIC No	Meeting Date:		Meeting Date:		Meeting Date:		Total Savings
				Attendance	Saving	Attendance	Saving	Attendance	Saving	

v. Proceeding Records (Karwai)

CO Name:		Village:		Union Council:	
Tehsil/Taluka:		District:		Date of Meeting:	
Venue:		Total CO members:		Members participated:	
Total Past Savings (Rs.)		Savings in current meeting (Rs.)		Total Savings (Rs.)	

Agenda:

1. _____ 2. _____
 3. _____ 4. _____

Agenda No.	Discussion and Decisions
1.	
2.	
3.	
4.	

Signature of CO President _____

Signature of CO Manager _____

vi. Micro Investment Plan (MIP)

Name of CO:		No. of members		CO Formation Date	
Village/VO		UC/LSO		Field Unit	
District:		Date of MIP Prepared			

MIS Code/S.#	Member Name	Spouse or Father Name	Age	Education	CNIC	PSC Score	No. of HH members	Current main source of income	Available Resources (Human and Material resources)	New proposed Income Generation Activity	Required Resources (Human and Material resources)	Support required from RSP	Expected Income from new Income generating activity

vii. Member's Saving Passbook

Cover Page			
Name of the member		Percentage	
CNIC No.		Date of membership	
Mohallah		Village	
Name of the CO		Meeting Date	
Venue			

Inner Cover Page	
S.#	Important Instructions to CO Member
1.	Attend the CO meetings regularly.
2.	Save according to her capacity.
3.	Confirm last savings balance from the CO Manager/Book Keeper on any new deposit
4.	Can withdraw savings in case of emergencies and/or for purchasing productive asset any time
5.	Keep savings pass book at home and in safe custody and do not keep with any other person

Inner Page(s) for Savings Record					
Date (DD/MM/YY)	Detail	Deposit (Rs.)	Withdrawal (Rs.)	Balance(Rs.)	CO Manager Signature

viii. CO Monthly Progress Report

1. Basic Information							
MIS Code	CO Name	Formation Date	Village	Revenue Village	Union Council	Tehsil	District

2. CO Meetings		
MIS Code	CO Name	Formation Date

3. Savings						
Previous Month (Rs.)	Current Month (Rs.)	Total (Rs.)	Bank Name	Bank Account	Branch Name	Name of Person Responsible (if not in Bank)

4. Main Activities Undertaken by the CO							
	Unit	Quantity	Beneficiaries				Total
			Households	Male	Female	Children	
Type of Awareness Session:	Sessions						
1.							
2.							
Self-help Initiatives:	Type						
1.							
2.							

5. Key Indicators of Critical Social Issues					
Indicators	Current Month	Total		Current Month	Total
No. of deliveries took place through skilled birth attendant or at health facility (public or private)			No. of school age children (5-12 years) from CO member households who are enrolled in school		
No. of CO member households that have vaccination cards for their children (0-23 months)			No. of CO members who are aware of at least four basic human rights		
No. of CO member households that have latrines in their homes			No. of children (boys and girls) from CO member households with birth registration		
No. of eligible (above 18 years of age) women and men from CO member households with CNICs			No. of forest/fruit trees planted by CO member households		
No. of married couples from CO member households with marriage certificates			No. of CO members registered as voters		

Signature of CO President _____

Signature of CO Manager _____

ix. CO resolution for joining a VO

CO Name:		Village:		Union Council:	
Tehsil/Taluka		District		Total Past Savings (Rs.)	
Venue:		Total CO members		Savings in current meeting (Rs.)	
Date of Meeting		Members participated		Total Savings (Rs.)	

Resolution

The members of the CO in its meeting held on _____ unanimously resolved to join the Village Organisation_____. The following members were selected to represent the CO in the General Body of the VO.

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of members

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of President_____ Signature of Manager_____

Annex A-3b: Social Mobilisation Plan

RSP Name:

District Name:

Tehsil Name:

SMT name:

UC Name:

ii. Social Mobilisation Plan													
i. Social Mobilisation Targets													
MIS Code/S.#	Name of Revenue Village	No. of Settlements	Total Households (HHs)	Total HHs to be Organised	No of COs to be formed	No of VOs to be formed	No. of LSOs to be formed						
	Total												
Starting Date (DD/MM/YY)													
	Total Targets	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
No. of UCs where SM to be initiated													
No. of UCs where SM completed													
No. of Revenue Villages where SM to be initiated													
No. of Revenue Villages where SM completed													
Total no. of Households to be organised													
No. of COs to be formed													
No. of VOs to be formed													
No. of LSOs to be formed													

Annex A-3c: Content for Situation Analysis Reports

1. Introduction and Background
2. Objectives of UC/District Situation Analysis
3. Methodology
4. Summary of Socio-Economic Findings
 - 4.1. Introduction to the Area
 - 4.2. Demography
 - 4.3. Agriculture
 - 4.4. Farming and Landholding Pattern
 - 4.5. Livestock
 - 4.6. Education & Health
 - 4.7. Physical Infrastructure
 - 4.8. Important Institutions in UC
 - 4.9. Women's Socio-economic Status
5. Vulnerable and Destitute Groups
 - 5.1. Social Protection Safety Nets
 - 5.2. Poverty Scorecard Results

Annex A-3d: Programme Introduction

1. Assalamo Alaikum: My name is [Name of the person]. I work for [Name of RSP] as [designation]. I am here to discuss a partnership opportunity that can help improve your socio-economic conditions. I will also answer your questions.
2. The aim of [Name of RSP] is to guide and support the poor people to improve their life through organising themselves into their own community organisation. [Name of RSP] works closely with government of Sindh and European Union (EU) to assist poor and women in Sindh.
3. The [Name of RSP] believes that common people have the potential to help themselves; they can better manage their limited resources if they organise and are provided with technical and financial assistance. In other villages of Sindh, where we work we have seen thousands of families come out of poverty by organising themselves. [Name of RSP] and other similar RSPs are also working in other provinces and districts of the country where more than 6 million households have their own organisations, i.e. Community Organisations, Village Organisations and Local Support Organisations. Then ask the following questions. Pause and wait for their response after each question. Encourage everyone to participate. Note the major points mentioned.
4. "Do you agree with me that God has created all of us, woman and man, with inherent potentials and has given us some resources to change our socio-economic conditions?"
5. "What are the potentials and resources you have that can be used better?" Can you name them? (Examples some land, animals, water, mental and physical capabilities to think and plan and to work etc.)
6. "Are you willing to change your conditions and work to improve your life and your family members' lives and livelihoods?"
7. "Do you have some local honest people who can lead your community? Can you mention their names?"
8. "What are the constraints that do not allow you to change your household conditions?"
9. Let me clarify that [Name of RSP] is not a charity organisation. The [Name of RSP] guides and supports communities that are ready and willing to help themselves.
10. For this purpose, you will have to follow the following basic steps:
 - i. Organise yourselves into your own Community Organisations (Tanzeem) of 15 to 25 households;
 - ii. Members must then via consensus select their own leaders who are honest and competent;
 - iii. Start a saving programme in which all member households save regularly at CO meetings according to their saving capacity;
 - iv. Increase your managerial, financial and social skills by participating in the training programmes organised by [Name of RSP];
 - v. Develop Micro Investment Plan (MIP) for improving your incomes. By developing this plan you will be able to start highlighting your own potential to undertake activities to increase your household's income.
11. Do you agree to work with us according to the aforementioned principles?
12. Thank you for your cooperation. Let me assure you that [Name of RSP] staff will guide and help you in forming your COs and train the selected leaders in how to run the CO, provide record keeping books, attend regular CO meetings, check savings records, etc.
13. The [Name of RSP] will also provide some resources and vocational skills for implementation of the MIPs of the most deserving families. (At this stage, the SO should brief the community members about the EU funded SUCCESS Programme and the ideas of vocational training and Income Generating Grants/Community Investment Fund (IGG/CIF) which could be offered to the poorest families to implement their MIPs.)
14. If you have any questions I am here to answer them. (Pause and answer)
15. Now let us decide the date, time and venue for CO formation meeting. (Mutually decide and note the date/time/venue).
16. Now let me thank all of you for listening me so patiently. Let us hope that the development partnership between the [Name of RSP] and your community will contribute to improve lives and livelihoods the local people.

Annex A-4a: Formats for VO Register**i. VO Resolution Form for VO Formation**

Name of VO:		Village:		Union Council:	
Tehsil/Taluka:		Total COs:		Date of Meeting:	
District:		No. COs' members participated		Venue:	

Resolution

We the members of COs of the village _____ held a meeting today to discuss and decide about our socio-economic development. The following representatives of (Name of RSP) attended the meeting:

S.#	Name	Designation	Signature

They briefed the community representatives about the basic principles of social mobilisation and offered a development partnership for poverty reduction and socio economic development of the people of the area through cooperative measures. The members agreed with the terms of partnership offered by the RSP and unanimously resolved to form a Village Organisation (VO). The VO has:

- (i) representation of at least two women from each CO
- (ii) at least three member COs are functional having regular meetings and started savings programme and prepared MIPs for their members
- (iii) Member CO leaders have received CMST
- (iv) At least 40% of the households in the village are organised into these COs

The following members were unanimously selected as the leader of the VO to lead the members in their development initiatives and to manage the VO affairs smoothly:

MIS code	Title	Spouse or Father's Name	CNIC	PSC Score	Education	Signature
	President					
	Manager					

The VO further resolved to hold its meetings on monthly basis. The date of the meeting will be ____ of each month and the time will be ____ and the venue of the meeting will be _____ .

Signature (thumb impression) of members:

MIS code	Name of member	Father/Spouse Name	CNIC No	PSC Score	Signature

ii. Terms of Partnership between RSP and VO

Whereas [Name of RSP] is a registered body under Section 42 of the Companies Ordinance of 1984 as a non-profit company. The main objective of [Name of RSP] is to reduce poverty and improve the quality of life of the rural poor by harnessing their potential to help themselves. The RSP approach is based on organising willing communities and supporting them in development activities which the people themselves identify and can undertake. The [Name of RSP] supports the Community Organisations (COs) to federate themselves at village level into Village Organisation (VO) and later at Union Council level in Local Support Organisation (LSO). The [Name of RSP] also acts as a facilitator between government, other development organisations and organised communities in order to improve service delivery to the grassroots.

And whereas the VO _____ is an organisation formed by COs of village _____, UC _____, Taluka _____, District _____ . The VO has been formed by its member COs to plan and implement development activities at village level in a coordinated manner. The objective of the VO is socio economic development of households in the village, with a special focus on the poorest members of the community in close coordination and cooperation with its member COs and the LSO.

This agreement is made between RSP _____ and VO _____ on this date of _____ to work towards their common objectives in a coordinated manner. The roles and responsibilities of the two parties shall be as follows:

A: Roles and responsibilities of the VO

1. Regular meeting of General Body as per the agreed schedule
2. Ensure inclusion of non-members especially the poorest ones into its member COs
3. Identification of its members for trainings by RSP and ensure its utilisation
4. Maintain proper records of meetings and financial matters
5. Conduct Village Development planning and budgeting in consultation with member COs
6. Monitoring/supervising CO programmes and their records, attendance in their meetings and management of savings
7. Provide assistance to COs in implementation of their MIPs on need basis
8. Mobilise local and external resources and ensure their fair distribution across its member COs
9. Share its progress reports and minutes of meetings with member COs and the LSO
10. Submit timely progress report to the RSP on its operation highlighting issues and concerns regarding implementation of its annual plan
11. Transfer donations and other funds to the COs after deducting its share or management as per the agreed terms and conditions
12. Foster partnerships with other service providers in the government, civil society and private sectors.
13. Identify, select and monitor the work Community Resource persons.
14. Closely liaison with public and provide service provider and facilitate in organising vaccination camps, family planning camps, meetings with SMCs of schools for enrolment, civic registration, plantation campaign etc.

B: Roles and responsibilities of RSP

1. Provide technical support to the VO to improve its management capacity to run its operations smoothly and cost effectively
2. Monitor and give feedback to the VO on proper inclusion and participation of female representatives in its General Body and Management Committees
3. Monitor and provide feedback to the VO on inclusion of the poorest families into its member COs and that their development needs are properly taken care of

4. Support the VO to develop its Village Development Plan and budget on need basis
5. Monitor VO financial and non-financial records on need basis and give suggestions for their improvement
6. Provide technical support to the VO to mobilise local and external resources on need basis and ensure their fair distribution across its members
7. In case of CIF grant from RSP, monitor its proper operation and utilization
8. Depending upon available resources, to provide support to the VO in human resource development and income generation activities, etc.

For and on behalf of VO _____

Name of President: _____ Signature: _____ Date: _____

Name of Secretary: _____ Signature: _____ Date: _____

For and on behalf of RSP _____

Name: _____ Designation _____ Signature: _____ Date: _____

iii. Attendance and Saving Record

MIS Code/S.#	Name of Member	Name of Spouse or Father	CNIC No	Meeting Date		Meeting Date		Meeting Date		Meeting Date		Total Savings
				Attendance	Saving	Attendance	Saving	Attendance	Saving	Attendance	Saving	

iv. Proceeding Records (Karwai)

VO Name:		Village:		Union Council:	
Tehsil/Taluka:		District:		Date of Meeting:	
Venue:		Total VO members:		Members participated:	

Agenda:

01: _____

02: _____

03: _____

04: _____

Agenda No.	Discussion and Decisions
1.	
2.	
3.	
4.	

Signature of VO President _____

Signature of VO Manager _____

v. Village Development Plan (VDP)

VDP of VO _____ UC _____ Taluka _____ District _____ Starting Year _____																	
S. #	Activities	Unit	No. Units	Unit Rate (PKR)	Total Budget (PKR)	Budget Share (PKR)			Target Beneficiary HHs	Physical Targets							
						Self-help	RSP	External support (donor/ Govt)		Year 1		Year 2		Year n			
										Total	Q1	Q2	Q3	Q4			
	Total																

vi. VO Monthly Progress Report

Date of Reporting (DD/MM/YY):		Reporting Month:	
-------------------------------	--	------------------	--

1. Basic Information							
MIS Code	VO Name	Formation Date	Village	Revenue Village	Union Council	Tehsil	District

2. VO Meetings			
Total no. of COs in VOs	Total Members	Meeting Date (DD/MM/YY)	Attendance at Meetings

3. Bank Account Information			
Account Opened (Yes/No)	Bank Name	Branch Name	Bank Account No.

4. Resource Mobilisation			
	Previous Month (Rs.)	Current Month (Rs.)	Total
Source (Internal or External)			

5. Assistance in Social Mobilisation		
List of COs visited by VO leader/ CRP	Date of Visit	Output of the Visit (Monitoring, supervising CO programs and records, assistance in managing savings, assistance in implementation of MIPs etc.)
Total Pervious months	Total Current Month	Overall Total

6. Main Activities Undertaken by the VO				
	Unit	Numbers Previous months	Numbers Current month	Total
Liaison with Department of Health/LHWs	Meetings			
Liaison with Population Welfare Department	Meetings			
Liaison with SMCs of schools	Meetings			
Monthly Monitoring/Progress Reports collected from COs	Reports			
Launch plantation campaigns for increased plantations	Campaigns			
Self-help Initiatives:	Type	Number of beneficiaries		
		Households	Male	Female
Total Pervious months	Total Current Month	Overall Total		

7. Key Documents Developed		
	Yes/No	Date developed/latest updated
Village Profile		
Village Development Plan		
VO records updated		

viii. Bank Book

For the month of		Year		Page No	
Date (DD/MM/YY)	Description	Reference*	Amount Received (Rs.)	Amount Paid (Rs.)	Balance (Rs.)

*Write the page number of Ledger after posting of the transaction into its relevant account

x. Bank Reconciliation Statement

For the month of		Year	
------------------	--	------	--

Description	Amount	Amount
Cash balance as per bank statement		25,000
Add: Deposits recorded by the Organisation but not by bank (e.g. deposits in transit)		
Cheque No _____	3,000	
Cheque No _____	2,500	5,500
Less: Cheques recorded by the Organisation but not by the bank (e.g. outstanding cheques)		
Cheque No _____	(4,000)	
Cheque No _____	(2,000)	(6,000)
Adjusted cash balance per bank		24,500
Cash balance per book		24,400
Add: deposits recorded by bank but not by the organisation (e.g. interest)		250
Less: Charges recorded by bank but not by the organisation (e.g. service charge, withholding tax)		(150)
Adjusted cash balance per books		24,500
Note: 1: The adjusted balances of bank and cash book must agree 2: Prepare adjusting entries of deposits and charges recorded by bank but not by the organisation to correct the cash book		

xi. Trial Balance

For the period ended on	
-------------------------	--

S. No	Head of Account	A/C No	Amount (1)	Amount (2)
	Income			
1	Membership Fee			
2	Service Charge on internal lending			
3	Service Charge on CIF			
4	Donations from members			
5	Donations from external sources			
6	Bank Profit			
	Expenses			
7	Travel			
8	Meeting expenses (Tea etc.)			
9	Office Rent			
10	Telephone charges			
11	Electricity bills			
12	Stationery			
13	Honorarium of activists			
14	Salary of staff			
	Assets			
15	Cash in hand			
16	Bank balance			
17	Amount Receivable			
18	Furniture			
19	Equipment			
20	Computers and Printers			
	Equities			
21	Amount payable			
22	Excess of Income over Expenditure			

Note: Write the Income and Equities figures in column Amount (2) and Expenses and Assets figures in column Amount (1). The total of both columns must agree.

xii. VO resolution for joining LSO

VO Name:		Village:		Union Council:	
Tehsil/Taluka:		District:		Date of Meeting:	
Venue:		Total VO members:		Members participated:	

Resolution

The members of the VO in its meeting held on _____ unanimously resolved to join the Local Support Organisation (LSO)_____. The following members were selected to represent the VO in the General Body of the LSO.

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of members					
MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of President _____ Signature of Manager _____

Annex A-5a: List of Potential CRPs

VO Name: Village: Union Council Tehsil/Taluka District

S.#	Name of CRP	Gender	Education	Mobility (Able to travel outside of their village if necessary)	Rapport in Community (Please choose from Average, Good, Very Good and Bad)	From: (Please tick the relevant column)	
				Yes/No		Programme Area	Non-Programme Area
1							
2							
3							

Annex A-5b: Monthly Progress and Monitoring Report of CRP

District _____

Field Unit _____

Union Council _____

Date
(DD/MM/YY)

S.#	Activities	Target						Achievement					
		M1	M2	M3	M4	M5	M6	M1	M2	M3	M4	M5	M6
1	No. of villages CRP working in												
2	No. of new COs formed												
3	No. of poorest HHs included new COs												
4	No. of non-poor HHs included new COs												
5	No. of HHs included in existing COs												
6	No. of old COs reactivated												
7	No. of CO meetings attended												
8	No. of VO meetings attended												
9	No. of SMT review meetings attended												
10	No. of CAT sessions conducted												
11	No. of CMST sessions conducted												
12	No. of LMST sessions conducted												
13	No. of MIPs developed												
14	No. of Village profiles developed with VOs												
15	No. of VDPs developed with VOs												
16	No. of UC profiles developed with LSO												
17	No. of UCDP/LSO development plans with LSO												
18	Any other task												
19	Monthly progress report submitted to SMT												

Name of CRP _____

Signature _____

Date _____

Comments by Supervisor (SMT)- The Supervisor should review and physical verify the work of CRP and write his/her comments below:

Name of Supervisor _____

Signature _____

Date _____

Annex A-5c: Terms of Reference (ToR) for CRP

Dear Mr/Ms. _____ S/ W/D/o _____

Address: _____

I am pleased to offer you to work as Community Resource Person (CRP) in VO _____, UC _____. This is a temporary assignment. You will report to the SMT in-charge (Name of SMT) _____ and perform the following duties:

1. Formation of new COs
 - Agree upon a formal plan for CO formation in a specific village(s) with your supervisor
 - Form new COs in the village(s) and register them with RSP to bring at least 70% of all and 100% poorest households into organised fold
 - Provide Karwai register (minute book), savings register and savings passbook to the newly formed COs from RSP
2. Attend CO meetings, support the leaders in proper record keeping, assist CO members in preparing their Micro Investment Plan (MIP)
3. Reactivation of non-functioning COs
 - Agree upon a formal plan for CO re-activation in a specific village(s) with your supervisor
 - Resolve their disputes and reactivate the COs
4. Participate in training organised by RSPs on Community Awareness Toolkit (CAT) and conduct CAT session in COs according to the CAT manual
5. Reporting
 - Agree on a monthly work plan with your supervisor
 - Submit monthly progress reports to the SMT In-charge against agreed targets on the format attached with the agreement.

Honorarium and other terms and conditions

1. The total period of the contract will be for ___ years, starting from _____
2. You will be paid an honorarium for your services according to the agreed monthly work plan which include:
 - a) Rs___ for formation of a new CO and their registration with RSP and for training their President and Manager in basic record-keeping.
 - b) Rs___ for reactivation of a dormant CO.
 - c) Rs___ per CAT session according to the agreed monthly work plan .
3. You will be given required training and guidance by your supervisor to perform your duties properly and effectively
4. The RSP has full rights to discontinue the contract at any time in case of poor performance and violation of the agreed terms of partnership from your side.

Yours sincerely,

District Manager _____ RSP _____ Region _____

I agree to the terms and conditions detailed in this agreement

Name _____ Signature: _____ Date _____

Documents attached:

1. Format for monthly progress and monitoring report

Annex A-5d: Directory of CRPs

MIS Code/S.#	Name of CRP	Father/Spouse	Gender	Cell No	Address	CO/VO/LSO	Education	Areas of Skills	Training Received

Annex A-6a: List of Potential Activities for VDP/UCDP

S.#	Sector	Potential Activities
1	Social Mobilisation	<ol style="list-style-type: none"> 1. Formation of new COs 2. Reactivation of dormant COs 3. Improve CO/VO functions through motivation and monitoring 4. Help VOs in Village Development Planning
2	Poverty Targeting	<ol style="list-style-type: none"> 1. Carry out Poverty Score Card Survey of missing HHs 2. Enrolment of deserving poor families with BISP, Zakat etc. 3. Manage proper distribution of food items, Eidi, Qurbani meat and similar other items donated by outsiders amongst poorest families
3	Human Rights	<ol style="list-style-type: none"> 1. Help members in preparing CNIC 2. Birth registration 3. Voter registration 4. Voter education 5. Awareness raising seminars, workshop and walks on women and child rights 6. Provision of free legal aid to poor and women
4	Peace and Harmony	<ol style="list-style-type: none"> 1. Community based security arrangement in collaboration with Police and Local Administration 2. Consensus building amongst religious, political and civil society bodies against extremists 3. Registration of IDPs 4. Registration of tenants 5. Conflict resolution on community development projects 6. Reconciliation Committees to resolve in-fighting, disputes and crimes through arbitration 7. Abolition of unnecessary customs and rituals
5	Disaster Risk Management	<ol style="list-style-type: none"> 1. Rescue operations 2. Need assessment of IDPs and other disaster affected families and individuals 3. Disaster preparedness planning
6	Education	<ol style="list-style-type: none"> 1. Enrolment of girls and boys in schools 2. Lobby for establishment of new schools from government funds 3. Lobby for provision of missing facilities in Govt. schools 4. Formation and proper management of School Management Committees 5. Arrange scholarship for deserving children from government sources 6. Facilitate debates, competitions and sport days at schools

7	Health and Hygiene	<ol style="list-style-type: none"> 1. Monitor Govt. Health Facilities and share 2. Awareness raising seminars and workshops health and hygiene issues 3. Vaccination campaigns 4. Control over drug abuse 5. Facilitate Medical Camps 6. Health Micro Insurance 7. Identification and treatment of special people i.e. handicapped through government facilities
8	Management of Natural Resources	<ol style="list-style-type: none"> 1. Protection of natural forest 2. Plantation of trees 3. Partnership with Govt. in local plantation programmes 4. Management of Veterinary Clinics 5. Organise livestock medical camps 6. Dissemination of quality seed in collaboration with government and commercial seed companies
9	Develop Linkages with Government for accessing resources and services to members	<ol style="list-style-type: none"> 1. Agriculture Department 2. Livestock Department 3. Forest Department 4. Health Department 5. Education Department 6. LG & RD 7. Zakat Department 8. PM, MNA, MPA, District Councilors 9. District Council, TMA, UC
10	Rural Infrastructure Development	<ol style="list-style-type: none"> 1. Participatory need assessment and planning with VO/COs 2. Fund raising from internal and external sources 3. Monitoring and reporting of on-going schemes 4. Technical support to VO/COs in maintenance and management of completed projects 5. Support in management of Govt. Infrastructures
11	Environment	<ol style="list-style-type: none"> 1. Cleaning of residential streets 2. Cleaning of drainage system 3. Cleaning of local markets and other public places 4. Protection of natural wild life 5. Protection of natural forest 6. Plantation campaigns to increase green belts

Annex A-6b: VO Resource Mobilisation Plan

VO _____ UC _____

Planning for Expenditures and Sources of Funds from (Year) _____ to _____					
S.#	Descriptions	Total Targeted Amount	Year 1	Year 2	Year 3
	Potential Sources of Funds				
A	Internal : In Cash				
	Membership Fee				
	Service Charge income from internal lending				
	Service Charge from other operations (Specify)				
	Donation from members				
	Fitrana				
	Others (Specify)				
	Total Cash Income from Internal Sources				
B	Internal : In Kind				
	Local Material				
	Free Labour				
	Qurbani hide				
	Wheat at harvest				
	Others (Specify)				
	Total Internal Funds in Kind				
C	External : In Cash				
	RSP				
	Local Government				
	Donors/NGOs				
	Companies/Factories in the area				
	Other sources (Specify)				
	Total External Donations in Cash				
D	External : In Kind				
	RSP				
	Local Government				
	Donors/NGOs				
	Companies/Private				
	Other sources (Specify)				
	Total External Donations in Kind				
	Total Resources				

Annex A-6c: ToRs for VO/LSO Special Committees

Note: Below are the generic ToRs of some of the commonly formed Special Committees by VOs and LSOs. The ToRs should be modified according to the specific needs of the VOs/LSOs to reflect their specific requirements.

1. Name of the Committed

i. General

This should contain the objective and function of the committee.

ii. Structure

This should contain the structure including its members, chairperson, selection process and terms of committee.

iii. Frequency of meetings

This should contain the frequency of the committees meeting

iv. Reporting Channel

This should contain that who the committee will report and at what frequency

v. Roles and Responsibilities

This should describe the specific roles and responsibilities of the committee.

Example of an education committee is given below

Education Committee

i. General

The main purpose of this committee shall be to provide technical support to the Executive Committee of the LSO on its education programmes and projects. The committee shall be created by and be accountable to the Executive Committee. The Committee shall have an advisory role. The recommendations and suggestions presented by the committee shall be discussed and decided upon by the Executive Committee.

ii. Structure

The committee shall consist of 3 to 5 members. Two third members of the committee shall be the Executive committee and one third members shall be from the General Body of the LSO. One member shall chair the committee. The chair person shall be elected through consensus. The Executive Committee has the rights to change the members on need basis or on retirement of the existing members.

iii. Frequency of meetings

The committee shall meet as often as it considers necessary. Nevertheless, the Committee shall meet at least four times, preferably quarterly, each year.

iv. Reporting Channel

The committee shall be accountable to the Executive Committee of the LSO.

v. Roles and Responsibilities

Identify current needs, anticipate emerging issues and propose education programmes for the maximum benefits of the member communities to the LSO Ex. Committee

Review LSO education programmes and projects and recommend actions for further improvement for the approval of the Ex. Committee

Annex A-6d: VO/LSO Annual Progress Report

RSP		District		Tehsil/Taluka	
UC		if) LSO:		if) VSO:	
Village:					

S.#	Activities	Total Budget (PKR)	Budget Share		Total Expenditure	Expenditure Share		Physical Targets (#)		Targets Achieved		Progress Status: Completed=1, In process=2, Not initiated=3, Dropped =4	Remarks
			Self-Help	RSP		External Support	Self-Help	RSP	External Support	No. of Activities	No. of Beneficiary HHs		

Key Achievements

- 1.
- 2.
- 3.

Annex A-7a: Format for LSO Register**i. LSO Resolution Form for LSO Formation**

LSO Name: _____ Union Council: _____ Tehsil/Taluka: _____
 District: _____ Total VOs: _____ Date of Meeting: _____
 No. VOs' members participated: _____ Venue: _____

Resolution

We the members of VO _____ held a meeting today to discuss and decide about our socio-economic development. The following representatives of (Name of RSP) attended the meeting:

S.#	Name	Designation

They briefed the community representatives about the basic principles of social mobilisation and offered a development partnership for poverty reduction and socio economic development of the people of the area through cooperative measures. The members of VO agreed with the terms of partnership offered by the RSP and unanimously resolved to form a Local Support Organisation (LSO) with representation of at least two members from each VO. The following members were unanimously elected as the office holders of the LSO to lead the members in their development initiatives and to manage the LSO affairs smoothly:

MIS Code/S.#	Title	Name with Spouse or Father's Name	CNIC No	PSC Score	Education	Signature
1	Chairperson					
2	General Secretary					
3	Treasurer					

The LSO further resolved to hold its meetings on monthly basis. The date of the meeting will be ____ of each month and the time will be ____ and the venue of the meeting will be _____

List of LSO General Body Members							
MIS Code/S.#	Name	Father/Spouse	PSC Score	VO name	Position in VO	Education	Training Received

ii. Terms of Partnership between RSP and LSO

Whereas [Name of RSP] is a registered body under Section 42 of the Companies Ordinance of 1984 as a non-profit company. The main object of [Name of RSP] is to reduce poverty and improve the quality of life of the rural poor by harnessing their potential to help themselves. The RSP approach is based on organising willing communities and supporting them in development activities which the people themselves identify and can undertake. The [Name of RSP] supports the Community Organisations (COs) to federate themselves at village level into Village Organisation (VO) and later at Union Council level in Local Support Organisation (LSO). The [Name of RSP] also acts as a facilitator between government, other development organisations and organised communities in order to improve service delivery to the grassroots.

And whereas the LSO _____ UC _____, District _____ is a federated body of the VOs of the UC. The main responsibility of the LSO is to plan and implement development activities at UC level and coordinate amongst its member COs (through its VOs). Secondly, the LSO is also a monitoring body, where it supervises its VOs in terms of their record-keeping and implementation of its activities. The LSO would also be able to support its VOs in increasing their household coverage or coverage of specific groups such as women and the poorest. LSO enables its owners (community members) to interact with external organisations such as local government, donors, NGOs and the private sector.

This agreement is made between [Name of RSP] _____ and LSO _____ on this date of _____ to work towards their common objectives in a coordinated manner. The roles and responsibilities of the two parties shall be as follows:

A: Roles and responsibilities of the LSO

1. Regular meeting of General Body and Executive Committee as per the agreed schedule;
2. Register/notify the LSO with government authorities so that the LSO is recognised by the state;
3. Ensure proper inclusion and participation of female representatives in its General Body and Executive Committee;
4. Ensure inclusion of the poorest families into COs and that their development needs are properly taken care of;
5. Keep up to date financial records and get them audited by an approved auditing firm at least once in a year;
6. Conduct LSO development planning and budgeting in consultation with member VOs;
7. Monitoring/supervising VOs activities and their records, attendance in their meetings and management of village fund;
8. Mobilise local and external resources and ensure their fair distribution across its members;
9. Submit timely progress report to the RSP on its operation highlighting issues and concerns regarding implementation of its annual plan;
10. Foster partnerships with other service providers in the government, civil society and private sectors;
11. Map out public and private service providers (health, education, sanitation, registration, and plantation) for critical services and develop linkages with them to ensure services in the UCs;
12. Engagement with UC chairman/vice chairman and other elected local representatives to share the service related issues of UC and seek their support to address these issues;
13. Engagement with UC secretary to get resolved the issues related to registration (birth, death, nikkah);
14. Engagement with NADRA mobile team for preparation of CNIC;
15. In consultation with facility in charge (BHU in charge/ EPI centre) develop outreach visit plan of vaccinators, share this plan with VO representatives to provide community support for vaccination services;
16. Engagement with forest department for plantation in the UC;
17. Engagement with UC education supervisors for education related issues and their solutions;
18. Create awareness on critical social issues through celebrating important days for example health day, population day, education day, water day etc.

B: Roles and responsibilities of RSP

1. Provide technical support to the LSO to develop its bylaws and to improve its management capacity to run its operations smoothly and cost effectively
2. Provide technical support to the LSO for its registration under Societies Act or any other suitable act
3. Monitor and give feedback to the LSO on proper inclusion and participation of female representatives in the General Body and Executive Committee of the LSO and its member VOs
4. Monitor and provide feedback to the LSO on inclusion of the poorest families into COs and that their development needs are properly taken care of
5. Ensure that the LSO and its member VOs and COs keep up to date financial records and get them audited on annual basis
6. Support the LSO to develop its long-term and annual plan and budget on need basis
7. Monitor LSO financial and non-financial records on need basis and give suggestions for their improvement
8. Provide technical support to the LSO to mobilise local and external resources and ensure their fair distribution across its members
9. Depending upon available resources, to provide support to the LSO in human resource development and income generation activities, etc.

For and on behalf of LSO _____

Name of President: _____ Signature: _____ Date: _____

Name of Secretary: _____ Signature: _____ Date: _____

For and on behalf of RSP _____

Name: _____ Designation: _____ Signature: _____ Date: _____

iv. Proceeding Records (Karwai)

LSO Name:		Union Council:			
Tehsil/Taluka:		District:		Date of Meeting:	
Venue:		Total LSO members:		Members participated:	

Agenda:

01: _____

02: _____

03: _____

04: _____

Agenda No.	Discussion and Decisions
1.	
2.	
3.	
4.	

Signature of LSO President _____

Signature of Gen. Secretary _____

Signature of Treasurer _____

vi. LSO Monthly Progress Report

Date of Reporting (DD/MM/YY):		Reporting Month:	
-------------------------------	--	------------------	--

1. Basic Information					
MIS Code	LSO Name	Formation Date	Union Council	Tehsil	District

2. LSO Meetings			
Total no. of VOs in LSOs	Total Members	Meeting Date (DD/MM/YY)	Attendance at Meetings

3. Bank Account Information			
Account Opened (Yes/No)	Bank Name	Branch Name	Bank Account No.

4. Resource Mobilisation			
	Previous Month (Rs.)	Current Month (Rs.)	Total
Source (Internal or External)			

5. Assistance in Social Mobilisation		
List of VOs/COs visited by VO leader/CRP	Date of Visit	Output of the Visit (Monitoring, supervising VO/CO programs and records, assistance in managing savings, assistance in implementation of MIPs etc.)
Total Pervious months	Total Current Month	Overall Total

6. Main Activities Undertaken by the LSO				
	Unit	Numbers Previous months	Numbers Current month	Total
Liaison with Department of Health/LHWs	Meetings			
Liaison with Population Welfare Department	Meetings			
Liaison with SMCs of schools	Meetings			
Monthly Monitoring/Progress Reports collected from COs	Reports			
Launch plantation campaigns for increased plantations	Campaigns			
Self-help Initiatives:	Type	Number of beneficiaries		
		Households	Male	Female
Total Pervious months	Total Current Month	Overall Total		

7. Key Documents Developed		
	Yes/No	Date developed/latest updated
UC Profile		
UC Development Plan		
LSO records updated		

x. Bank Reconciliation Statement

For the month of		Year	
------------------	--	------	--

Description	Amount	Amount
Cash balance as per bank statement		25,000
Add: Deposits recorded by the Organisation but not by bank (e.g. deposits in transit)		
Cheque No _____	3,000	
Cheque No _____	2,500	5,500
Less: Cheques recorded by the Organisation but not by the bank (e.g. outstanding cheques)		
Cheque No _____	(4,000)	
Cheque No _____	(2,000)	(6,000)
Adjusted cash balance per bank		24,500
Cash balance per book		24,400
Add: deposits recorded by bank but not by the organisation (e.g. interest)		250
Less: Charges recorded by bank but not by the organisation (e.g. service charge, withholding tax)		(150)
Adjusted cash balance per books		24,500
Note: 1: The adjusted balances of bank and cash book must agree 2: Prepare adjusting entries of deposits and charges recorded by bank but not by the organisation to correct the cash book		

xi. Trial Balance

For the period ended on	
-------------------------	--

S. No	Head of Account	A/C No	Amount (1)	Amount (2)
	Income			
1	Membership Fee			
2	Service Charge on internal lending			
3	Service Charge on CIF			
4	Donations from members			
5	Donations from external sources			
6	Bank Profit			
	Expenses			
7	Travel			
8	Meeting expenses (Tea etc.)			
9	Office Rent			
10	Telephone charges			
11	Electricity bills			
12	Stationery			
13	Honorarium of activists			
14	Salary of staff			
	Assets			
15	Cash in hand			
16	Bank balance			
17	Amount Receivable			
18	Furniture			
19	Equipment			
20	Computers and Printers			
	Equities			
21	Amount payable			
22	Excess of Income over Expenditure			

Note: Write the Income and Equities figures in column Amount (2) and Expenses and Assets figures in column Amount (1). The total of both columns must agree.

xii. LSO resolution for Joining the LSO Network

LSO Name:		Union Council:		Date of Meeting:	
Tehsil/Taluka:		District:		Total LSO GB members:	
Venue:				Members participated:	

Resolution

The members of the LSO in its meeting held on _____ unanimously resolved to join the Local Support Organisation Network (LSON)_____. The following members were selected to represent the LSO in the LSON.

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of members					
MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of Chairperson_____ Signature of Secretary _____

Annex A-8: LSO Resource Mobilisation Plan

LSO _____ UC _____ Taluka _____ Dist. _____

Resource Mobilisation Plan for the year _____

Resource Mobilisation Plan for the year _____						
S.#	Descriptions	Total Targeted Amount	Year			
			Q1	Q2	Q3	Q4
	Potential Sources of Funds					
A	Internal : In Cash					
	Membership Fee					
	Service Charge income from internal lending					
	Service Charge from other operations (Specify)					
	Donation from members					
	Fitrana					
	Others (Specify)					
	Total Cash Income from Internal Sources					
B	Internal : In Kind					
	Local Material					
	Free Labour					
	Qurbani hide					
	Wheat at harvest					
	Others (Specify)					
	Total Internal Funds in Kind					
C	External : In Cash					
	RSP					
	Local Government					
	Donors/NGOs					
	Companies/Factories in the area					
	Other sources (Specify)					
	Total External Donations in Cash					
D	External : In Kind					
	RSP					
	Local Government					
	Donors/NGOs					
	Companies/Private					
	Other sources (Specify)					
	Total External Donations in Kind					
	Total Resources					

Annex A-9: CO/VO/LSO Monitoring Report

RSP		Reporting period/month	
District		Report prepared by	
SMT		Submission date	
CO/VO/LSO			

S#	Key Performance Indicator	Key findings	Key recommendations		
A. Regular Meetings					
1	Date of regular monthly meetings				
2	Number of Planned meetings				
3	Number of meetings held				
4	Total members				
5	Attendance in the last three meetings				
6	Average Attendance Rate in the last three meetings (%)				
B. Bank Account					
1	Yes/No				
2	If Yes: Bank Name				
3	Bank Branch Name				
4	Account Number				
5	If No: Person responsible for cash handling				
C. Savings (only for CO)					
1	Total Saving to date (Rs.)				
2	Average Saving per month				
3	Saving per member				
4	Saving (Rs.) in the latest meeting				
5	% of members did saving in the latest meeting				
6	Saving deposit or use mechanism				
D. Activities Undertaken by the Community Institution					
List of activities (undertaken either through Self-help or with any support organisations)	Support from:	Number of Beneficiaries			
		HHs	Male	Female	
S.No.	Key Performance Indicator	Key Findings			Key Recommendations
1					
2					
3					
4					

E. Main documents and record keeping					
		Available Yes/No	Date of preparation/last update (DD/MM/YY)	Maintained 1. Fully 2. Partially	
1	MIPs of Households (for CO)				
2	Village Profile (VO)				
3	VDP (for VO)				
4	UC Profile (for LSO)				
5	Registers (for CO/VO/LSO)				
6	Sectoral registers (CIF/IGG/VTP/ CPI whichever is relevant)				
F. Key Indicators of Critical Social Issues (especially for CO)					
Indicators	Total	Current/last month	Indicators	Total	Current/last month
No. of deliveries took place through skilled birth attendant or at health facility (public or private)			No. of children (5-12 years) from CO member households enrolled in school		
No. of CO member households that have vaccination cards for their children (0-23 months)			No. of CO members who are aware of at least four basic human rights		
No. of CO member households that have latrines in their homes			No. of children (boys and girls) from CO member households with birth registration		
No. of eligible (above 18 years of age) women and men from CO member households with CNICs			No. of forest/fruit trees planted by CO member households		
No. of married couples from CO member households with marriage certificates			No. of CO members registered as voters		
G. Major successes and achievements			H. Major failures/risk that should be rectified immediately		
1.			1.		
2.			2.		

Annex A-10: Terms of Reference for LSO Network

1. **Name of the LSO Network:** _____
2. **Complete Address of the LSO Network, phone number & E-mail address:** _____

3. Jurisdiction of the LSO Network

This organisation will work for the collective and individual welfare and development of the members of all the existing male and female COs/VOs and LSOs of the District _____ Region _____

4. Membership

Following shall be the terms and conditions for the membership of the LSON:

1. A Local Support Organisation (LSO) that represents majority of VOs/COs in its jurisdiction on the condition that it agrees with the aims and objectives of the LSON.
2. Submit a resolution for membership and nominate its representatives in the LSON via a resolution signed by majority of its members.

5. The Goal and Objectives

The overarching goal for establishing the "LSO Network" is to represent the voice of the member LSOs to and to influence government policies to strengthen their efforts to poverty reduction and improving the lives of their members.

The following shall be the objectives of the LSO Network:

- To provide a joint platform to LSOs for mutual communication and coordination
- To act as voice of the community and play role of advocacy through identifying issues, gathering facts and figures and communicating to the relevant quarters for necessary action
- To provide technical guidance and advisory support to the LSOs in order to make them dynamic, effective, efficient and sustainable using their available resources
- To support in conflict resolution within and between member LSOs as well as between LSOs and other stakeholders

6. Organisational Structure

The LSO Network will be governed and managed by a General Body and two elected Office Holders i.e. The Chairperson and The Secretary. The roles and responsibilities of the General Body and the Office Holders are given as under:

7. The General Body

Every member LSO shall elect through majority resolution at least two members for the General Body of the LSO Network. The General Body shall convene at least one meeting bi-annually. Moreover it may convene as many meetings as required. The quorum for every meeting of the General Body shall be 51% of its members. In case of lack of quorum the meeting shall be again convened with a notice of 15 days. Following will be the roles and responsibility of the General Body:

- It shall approve the proceedings of the last meeting after due consideration.
- It shall consider and decide the current matters on the agenda.
- It shall formulate and approve the ToR of the LSO Network.
- It shall amend or cancel the amendments according to requirement in the TOR of the LSO Network.
- It shall approve the Annual Plan and Annual Budget of the LSO Network.
- It shall approve the Annual Progress Report and Audit Report of the LSO Network.
- It shall elect the Office Holders and accept their resignation.
- It shall consider and decide the no confidence motion against any Office Holder.
- In conformity with the aims and objectives of the LSO Network, it shall formulate the methodology for cooperation with other institutions and shall approve the membership of these institutions.
- It shall debate on the resolutions presented by the members and approve or reject the same.

8. The Office Holders

On the occasion of its scheduled meetings or in any other meeting the General Body shall elect the Office Holders with consensus. The Office Holders will be elected for a two year term. Following will be the roles and responsibilities of the Office Holders:

The Chairperson:

- Shall be the Constitutional Head of the LSON.
- Shall be responsible to call for the meeting directly or through the General Secretary.
- Shall preside over the meetings of LSON.
- Shall approve the minutes of the last meeting.
- Shall represent the Network in meetings with government, RSP and other Civil Society Organisations
- Shall be accountable to General Body.
- Shall take steps to raise funds for the LSON.
- Shall perform any function assigned by the General Body.

The Secretary:

- Shall preside over the meetings in the absence of the President and the Vice President.
- On the advice of the President, shall call for the meetings of General Body and issue agenda for the meetings.
- Shall note down the proceedings of the meetings of General Body and submit to the relevant body for approval in its next meeting.
- With the permission of the General Body shall coordinate with government, non-government and private sector organisations and individuals to promote the causes of the LSON.
- Shall represent the Network in meetings with government, RSP and other Civil Society Organisations.
- Shall be the spokesperson of the LSON and shall issue written or verbal policy statements on behalf of the LSON.
- Shall keep records of the LSON in his/her custody.
- Shall be guardian of the property of the LSON.
- Shall be responsible for the financial management of the LSON.
- Shall be fully responsible for office matters and shall keep all stakeholders informed about them.
- Shall perform any function assigned by the President or General Body.

9. Meetings

The LSO Network will hold its meetings on six monthly basis in the office of a member LSO or any other suitable place. Additional meetings could be called on need basis. The President and the Secretary of the LSO Network will attend meetings of the Joint Development Committee.

Annex B

Community Investment Fund (CIF)

Annex B-1: Sample Proposal Application for CIF Sub-Grant

Date of Application: _____

Section A: The Organisation

Contact information		
a.	Name of Community Institution:	
b.	Type of the Community Institution:	• LSO • VO • CO
c.	Name of the Community Leaders	President/Chairperson: Manager/Secretary:
d.	Postal Address:	
e.	Contact number:	
f.	Name of Community Bookkeeper	

Legal Status and Bank Account: (If applicable, tick the relevant section)			
	Registration Status	Name of Authority	Date/number of notification/registration
•	Notified by Government Authority		
•	Registered under any Registration Act		
•	Registered with RSP		
	Bank Account (Separate Bank Account for CIF)	Bank Name/Branch	Account Number

Section B: The Proposed Action			
Title of the Action: Community Investment Fund (CIF) Grant			
CIF Implementation Location:			
Union Council (if LSO)	Village (if VO)	Muhallia (if CO)	

1. Rationale/Need Justification:

The need for CIF comes from the Micro Investment Plans (MIPs) prepared for the CO member households. Where member households identified income generating activities that they can implement to improve their household incomes and contribute in reducing household poverty.

The Provision of CIF will also improve the effectiveness, managerial capacities and relevance of the community institutions on a sustainable basis and keep the community institutions functional and active.

2. Objectives of the Action:

The key objective of the action is:

- To organise maximum number of poor households (with Poverty Score of 0-23) into Community Organisation (CO(s))
- To provide revolving grants/loans to the female members of COs to start income generating activities and contribute their economic empowerment
- To strengthen the community institution to remain relevant, active and effective in responding their members needs

3. Expected Results of the Action:

- 30% increase in targeted household incomes
- Enhanced financial, technical and management capacities of the community institution

4. Implementation Methodology

Upon receiving of the CIF grant from [RSP Name], the [Name of community institution] will use it on rotational basis to reach maximum number of CO members. Income generating activities will be supported through providing short term small loans to the eligible poor households.

5. Identification and selection of the CIF beneficiaries

List of the beneficiaries is identified from the Micro Investment Plan (MIP) developed for each household. The CIF beneficiary will be selected after appraisal of the proposed Micro Investment Plan (MIP) of the beneficiary household and following selection criteria:

- i. The CIF beneficiary is member of a CO
- ii. The beneficiary household falls in PSC score category (0-23)
- iii. The MIP of the beneficiary HH is properly filled and signed
- iv. The CIF Appraisal is properly filled and signed by the member
- v. Has a CNIC
- vi. The beneficiary HH has sufficient human resources to implement the MIP identified activity
- vii. Agrees to repay the CIF loan in agreed instalment

6. Guarantors

The concerned CO will provide guarantee for timely repayment of CIF amount from the beneficiary members. In addition to that, two CO members shall provide their personal guarantee for timely repayment of CIF instalments by the beneficiary member.

7. Payment of CIF amounts to CIF beneficiaries

The Community Institution will disburse funds to selected CIF beneficiaries for CIF interventions by issuing order cheques in the presence of RSP SO/CRP in the Community Institution's meeting. The beneficiaries will cash their cheques themselves from the bank.

8. Record Keeping of CIF in Karwai Register, CIF Register and member's CIF passbook

The Community Institution will engage a Community Book Keeper (CBK) to maintain and updated the financial transactions and records of the CIF and help support in recovery of loans.

The CIF details (name, amount, date of disbursement, purpose, duration) will be recorded into the Community Institution's Karwai register by the Community Institution's Manager/Secretary and signature or thumb impression of the beneficiary members will be taken on it. The CIF beneficiary will obtain a CIF passbook from the Community Institution and the Manager/Secretary will write the amount of loan paid to the member into the passbook and sign it. The repayment schedule of the loan and the negative list will be clearly explained to the CIF borrower. Moreover, the CIF records will be entered into the CIF Register by the Community Book Keeper of the Community Institution.

9. CIF processing fee/service charge and utilisation

The beneficiary members will pay Rs _____ as processing fee and Rs. _____ as service charges to the Community Institution. The processing fee will be charged at the time of the CIF payment and service charges be included and the CIF repayment instalments. The processing fee/service charge is one of the sources of income to sustain the Community Institution. Primarily, processing fee will be used for running the CIF operations. Any surplus shall go to Community Investment fund so that it grows overtime and benefits more beneficiaries.

10. CIF repayment

All CIF loan amounts will be paid in monthly/quarterly instalments as per the agreed repayment schedule in the CIF appraisal with each beneficiary household. The Community Book Keeper will record the repayments of the instalment into the CIF passbook of the member and get it signs from Community Institution Manager/Secretary. The Community Institution Manager/Secretary will then deposit the amount into CIF Bank.

11. Subsequent loans to members of CO

Once sufficient CIF recoveries have been made, the Community Institution will start the process of releasing CIF to members in the 'waiting list'. Priority will be given to waiting list members. Later, when CO members from the earlier rounds of CIF come back for new support, the Community Institution will decide to provide subsequent CIF support to its members reviewing the household's performance regarding utilisation and on-time recovery of CIF, attendance rate at CO meetings.

12. Proposed Beneficiaries and Grant Request amount of the Action

The loan size, repayment mode and methodology will be determined by the community institution after approval of the CIF beneficiaries' appraisal. However, for the purpose of budget an average loan size of [Rs. xxxx] with incremental increase in average loan size in the following year, is taken as the first loan that may revolve on a progressive basis. Total number of beneficiaries is expected to be [xxxx] households over [xxx years]. About [xxx] beneficiaries will receive loans for income generation activities in the first year based on their MIP (List of potential beneficiary and their MIPs are attached in Annex A-1). A tentative plan for the CIF disbursement and beneficiary reached is given in the following table.

Indicators	Year 1	Year 2	Year 3	Year 4	Year 5	Total/Overall
Loans disbursed to beneficiaries (PKR)						
Average loan size per HH (PKR)						
Number of beneficiary Households						
Number of repeated loans						
Number of total loans						

13. Monitoring of CIF beneficiaries

The Community Institution will maintain a tracking sheet of CIF beneficiaries and monitor the use and benefits of the CIF amount by the beneficiaries. (Beneficiary Tracking Sheet attached at Annex A-2)

Signature of Community Institution Leaders:

President/Chairperson_____

Manager/Secretary_____

Annexes

Annex A-1: Summary of MIPs

Annex A-2: Beneficiary Tracking Sheet

S. #	CI Grant Eligibility Criteria	Status	
		YES	NO
1	The Community Institution (CI) is membership-based, inclusive (with membership of women and the poor), and have successfully participated in a social mobilisation programme based on RSPs approach	YES	NO
2	The CI is registered or notified by any government authority	YES	NO
3	The CI has a separate bank account for CIF	YES	NO
4	The CI has at least one Community Book Keeper (CBK) to record and update the CIF records and accounts, and the community CBK has received training in CIF account management from the RSP	YES	NO
5	The CI has finalised MIPs for potential CIF beneficiaries and incorporated those in the VDP (in case of VO as grantee) and UCDDP (in case of LSO as grantee)	YES	NO
6	The CI is willing and able to revolve the CIF to benefit maximum number of community members	YES	NO
7	The CI is willing to maintain update and report to RSP about the use and benefit of CIF through a beneficiary tracking sheet provided by the RSP	YES	NO
8	Total amount of sub-grants (including the CIF) from the SUCCESS Programme is not exceeding EUR 60,000	YES	NO
9	The CI agrees to all audit requirements of the RSP and EU	YES	NO
10	The CI agrees to all reporting requirements of the RSP and EU	YES	NO
11	Approved	YES	NO
<p>Signature of CI President/Chairperson_____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex B-2: Sample Sub-grant Contract

GRANT CONTRACT
EXTERNAL ACTIONS OF THE [RSP Name]
SUCCESS [agreement number]
(The 'Contract')

The [RSP Name] registered as non-profit organisation under Section 42 of the Companies Ordinance 1984 vide registration No. [], located at [Address] represents (The "Contracting Authority") **as First party**

And

Community Institution (CI) Name : _____

(The 'Beneficiary') as Second party

The parties have agreed as follows:

Special conditions**Special Condition Article-1 - Purpose**

- 1.1 The purpose of this Contract is the award of a sub-grant by the Contracting Authority to finance the implementation of the action entitled: _____ (The 'Action') described in **Grant Proposal Application in Annex I.**
- 1.2 The Beneficiary shall be awarded the sub-grant on the terms and conditions set out in this Contract, which consists of these special conditions (The 'Special Conditions') and the **Annexes**, which the Beneficiary hereby declares it has noted and accepted.
- 1.3 The Beneficiary accepts the grant and undertakes to be responsible for carrying out the Action.

Special Condition Article-2 - Implementation period of the Action

- 2.1 This Contract shall enter into force on the date: _____ agreed and signed by both parties.
- 2.2 The implementation tentative period of the Action is from _____ to _____
- 2.3 The execution period of this Contract shall end when the payment of the balance is made by the Contracting Authority and, in any event, at the latest **3 months** after the end of the implementation period as stipulated in **Special Condition Article 2.3.**

Special Condition Article-3 - Financing the Action

- 3.1 The total eligible costs are estimated in PKR : _____ **100%** as set out in **Project Proposal/Digest as Annex I.**
- 3.2 The Contracting Authority undertakes to finance a maximum amount of PKR. _____ [xx%] as **EU share.** The Beneficiary will contribute PKR. _____ [xx%] as Community Institution share in cash or in kind. (**Refer to Grant Proposal Application as Annex I.**)

Special Note:

The final amount of the Contracting Authority's contribution shall be determined in accordance with Annex II -General conditions applicable to EU-Financed grant contracts for External Actions **Articles #**[] and [].

Special Condition Article-4 - Reporting and payment arrangements

- 4.1 Payments shall be made in accordance with below Schedule

Initial pre-financing payment (as 1st Instalment): PKR _____

Balance of the final amount of the grant (**as last Instalment**) PKR. _____

Special Condition Article-5 - Contact addresses

- 5.1 For the Contracting Authority (as 1st Party)

[RSP name]

[Address]

For Beneficiary (as 2nd Party)

Name of Community Institutions : _____

Name & Designations & CNIC No of Community Institution’s office bearers.

1. _____

2. _____

3. _____

Village: _____ UC: _____

Tehsil: _____ District: _____

Special Condition Article-6 - Annexes

6.1 The following documents are annexed to these Special Conditions and form an integral part of the Contract:

Annex I: Grant Proposal Application

Annex II: General Conditions applicable to European Union-financed grant contracts for External Actions

Annex III: Payment Case (Cheques receiving Acknowledgement Performa, Instalments request Resolution from the community, Progress Report, Bank Book)

Annex IV: General Conditions applicable to European Union-financed grant contracts

Annex V: Implementation Guidelines /Terms of reference

6.2 In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Done in English in two originals, one originals being for the Contracting Authority and one original being for the Beneficiary

1st Party

(The “Contracting Authority”)

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

2nd Party

(The “Beneficiary”)

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Witness

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Annex B-3: CIF Appraisal Form

Community Investment Fund Appraisal Form										
MIS Code	Name	Date	Purpose of CIF	CIF Amount Requested	CIF Repayment in months	Number of Instalments	Instalment amount	Service Charges/ processing fee amount	PSC Score	Signature

Member's Performance Evaluation					
	Attendance at CO meetings (Regular/Irregular)	Regularity of Savings (Regular/Irregular)	Repayment performance of previous CIF, if any	Current amount of savings balance	Proposed amount of increase in savings during the CIF tenure
Performance/Amount					
Comments					

Member's Performance Evaluation				
Instalment No:	Due Date	Principal Amount Due	Service Charges Due	Total Amount Due
1				
2				

Approval and Sanction					
Approved:	Yes _____ No _____	Pending (State Reason):		Approval Date	
Resolution No:		Condition in Sanction, if any:		CIF ID:	
Date of Disbursement:		Signature of Manager:		Signature of Community Book Keeper	

Annex B-4: Check List for CIF Approval by Community Institution (CI)

S. #	Selection Criteria	Status	
		YES	NO
1	The CIF beneficiary is member of a CO	YES	NO
2	The beneficiary household falls in PSC score category (0-23)	YES	NO
3	The MIP of the beneficiary HH is properly filled and signed	YES	NO
4	The CIF Appraisal is properly filled and signed	YES	NO
5	Copy of CNIC of the beneficiary is attached	YES	NO
6	The beneficiary HH has sufficient human resources to manage the MIP identified activity	YES	NO
7	The CO Resolution for approval of the beneficiary HH is attached (if CIF grant is at VO level)	YES	NO
8	The VO Resolution for approval of the beneficiary HH is attached (if CIF grant is at LSO level)	YES	NO
9	Approved	YES	NO
<p>Signature of CI President/Chairperson _____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex B-5: CIF Record Register

Name of CIF beneficiary:

D/W of:

CNIC No.:

Amount of CIF (Rs.):

PSC:

CIF period:

Purpose of CIF:

Service Charges (Rs.):

Date of Payment:

Repayment Details								
MIS Code	Description	Principal Amount Due	Service Charges Due	Principal Amount Recovered	Service Charges Recovered	Principal Amount Outstanding	Service Charge Outstanding	Signature

Annex B-6: CIF Passbook

Cover Page

Name of the member

CNIC No.

Mohallah

Name of the CO

Venue

Parentage/spouse

Date of membership

Village

Meeting Date

Inner Cover Page	
S.#	Important Instructions to CO Member
1.	Attend the CO meetings regularly.
2.	Pay CIF Instalments regularly by agreed deadlines
3.	Confirm last CIF balance from the CO Manager/Book Keeper on any new deposit
4.	Use the CIF amount for the purpose to increase her household income
5.	Keep CIF pass book at home and in safe custody and do not keep with any other person

Inner Page(s) for CIF Record							
Instalment No.	Date (DD/MM/YY)	CIF Purpose	CIF Disbursed	Instalment Repaid	CIF Balance	Service Charges Paid	Accountant's Signature
1.							
2.							
3.							
4.							

Annex B-7: Monthly Progress Report of CIF Grants

Name of Community Institution	UC	Taluka	District
Bank Name	Branch Name	Account Number	

Monthly CIF Report						
Description	No. of Community Institutions (write number of applicable CIs)				No. of borrowers	Amount (Rs.)
	CO	VO	LSO	Total		
Opening CIF balance						
CIF disbursed during the month						
CIF repaid during the month						
Closing loan balance						

Monthly Processing Fee/Service Charges Collected from COs Report						
Description	No. of Community Institutions (write number of applicable CIs)				No. of borrowers	Amount (Rs.)
	CO	VO	LSO	Total		
Opening balance						
Service Charges received during the month						
Closing balance						

Profit on CIF Bank Account						
Description	No. of Community Institutions (write number of applicable CIs)				No. of borrowers	Amount (Rs.)
	CO	VO	LSO	Total		
Opening balance						
Service Charges received during the month						
Closing balance						

Overall Progress		
Indicators	Current Month	Cumulative as of current month
Loans disbursed to beneficiaries (PKR)		
Average loan size per HH (PKR)		
Number of beneficiary Households		
Number of repeated loans		
Number of total loans		

CI Manager/Secretary:

Community Book Keeper:

Annex C

Income Generating Grants (IGG)

Annex C-1: Sample Proposal Application for IGG Sub-Grant

Date of Application: _____

Section A: The Organisation

Contact information		
a.	Name of Community Institution:	
b.	Type of the Community Institution:	• LSO • VO • CO
c.	Name of the Community Leaders	President/Chairperson: Manager/Secretary:
d.	Postal Address:	
e.	Contact number:	
f.	Name of Community Bookkeeper	

Legal Status and Bank Account: (If applicable, tick the relevant section)			
	Registration Status	Name of Authority	Date/number of notification/registration
•	Notified by Government Authority		
•	Registered under any Registration Act		
•	Registered with RSP		
	Bank Account	Bank Name/Branch	Account Number

Section B: The Proposed Action			
Title of the Action: Community Investment Fund (CIF) Grant			
CIF Implementation Location:			
Union Council (if LSO)	Village (if VO)	Muhallia (if CO)	

1. Rationale/Need Justification:

The need for IGG comes from the Micro Investment Plans (MIPs) prepared for the CO member households. Where member households identified income generating activities that they can implement to improve their household incomes and contribute in reducing household poverty.

The Provision of IGG will also improve the effectiveness, managerial capacities and relevance of the community institutions on a sustainable basis and keep the community institutions functional and active.

2. Objectives of the Action:

The key objective of the action is:

- To organise maximum number of poor households (with Poverty Score of 0-23) into Community Organisation (CO(s))
- To provide one-time grant to the poor household members of COs to start/improve income generating activities and contribute to their economic empowerment
- To strengthen the community institution to remain relevant, active and effective in responding their members' needs

3. Expected Results of the Action:

- 30% increase in targeted household incomes
- Enhanced financial, technical and management capacities of the community institution

4. Implementation Methodology

Upon receiving of the IGG from [RSP Name], the [Name of community institution] will provide one-time grants to eligible CO member households to support their income generating activities.

5. Identification and selection of the CIF beneficiaries

List of the beneficiaries is identified from the Micro Investment Plan (MIP) developed for each household. The IGG beneficiary will be selected after appraisal of the proposed Micro Investment Plan (MIP) of the beneficiary household and following selection criteria:

- i. The IGG beneficiary is member of a CO
- ii. The beneficiary household falls in PSC score category (0-23)
- iii. The MIP of the beneficiary HH is properly filled and signed
- iv. The IGG Appraisal is properly filled and signed by the member
- v. Has a CNIC
- vi. The beneficiary HH has sufficient human resources to implement the MIP identified activity
- vii. The beneficiary must not be a CIF holder at the time of accessing IGG.

6. Payment of IGG amounts to IGG beneficiaries

The Community Institution will disburse funds to selected IGG beneficiaries for IGG interventions by issuing order cheques in the presence of RSP SO/CRP in the Community Institution's meeting. The beneficiaries will cash their cheques themselves from the bank.

7. Record Keeping of IGG in Karwai Register, IGG Register and member's IGG passbook

The Community Institution will engage a Community Book Keeper (CBK) to maintain and update the financial transactions and records of the IGG.

The IGG details (name, amount, date of disbursement, purpose, duration) will be recorded into the Community Institution's Karwai register by the Community Institution's Manager/Secretary and signature or thumb impression of the beneficiary members will be taken on it. The IGG beneficiary will obtain a IGG passbook from the Community Institution and the Manager/Secretary will write the amount of grant given to the member into the passbook and sign it. Moreover, the IGG records will be entered into the IGG Register by the Community Book Keeper of the Community Institution.

8. Proposed Beneficiaries and Grant Request amount of the Action

The grant size, and methodology will be determined by the community institution after approval of the IGG beneficiaries' appraisal. However, for the purpose of budget an average grant size of [Rs. xxxx] is decided. Total number of beneficiaries is expected to be [xxxx] households over [xxx years]

9. Monitoring of IGG beneficiaries

The Community Institution will maintain a tracking sheet of IGG beneficiaries and monitor the use and benefits of the IGG amount by the beneficiaries. (Beneficiary Tracking Sheet attached at Annex A-2)

Signature of Community Institution Leaders:

President/Chairperson_____ Manager/Secretary_____

Annexes

Annex A-1: Summary of MIPs

Annex A-2: Beneficiary Tracking Sheet

10. IGG Eligibility Criteria (To be filled by the RSP CMT/CRP)

S. #	CI Grant Eligibility Criteria	Status	
		YES	NO
1	The Community Institution (CI) is membership-based, inclusive (with membership of women and the poor), and have successfully participated in a social mobilisation programme based on RSPs approach	YES	NO
2	The CI is registered or notified by any government authority	YES	NO
3	The CI has a bank account	YES	NO
4	The CI has at least one Community Book Keeper (CBK) to record and update the IGG records and accounts, and the community CBK has received training in IGG account management from the RSP	YES	NO
5	The CI has finalised MIPs for potential IGG beneficiaries and incorporated those in the VDP (in case of VO as grantee) and UCDP (in case of LSO as grantee)	YES	NO
6	The CI is willing to maintain update and report to RSP about the use and benefit of IGG through a beneficiary tracking sheet provided by the RSP	YES	NO
7	The total amount of sub-grant (including the IGG grants) is not exceeding EUR 60,000.	YES	NO
8	The CI agrees to all audit requirements of the RSP and EU	YES	NO
9	The CI agrees to all reporting requirements of the RSP and EU	YES	NO
10	Approved	YES	NO
<p>Signature of CI President/Chairperson _____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex C-2: Sample Sub-grant Contract

GRANT CONTRACT
EXTERNAL ACTIONS OF THE [RSP Name]
SUCCESS [agreement number]
(The 'Contract')

The [RSP Name] registered as non-profit organisation under Section 42 of the Companies Ordinance 1984 vide registration No. [], located at [Address] represents (The "Contracting Authority") **as First party**

And

Community Institution (CI) Name : _____

(The 'Beneficiary') as Second party

The parties have agreed as follows:

Special conditions

Special Condition Article-1 - Purpose

- 1.1 The purpose of this Contract is the award of a sub-grant by the Contracting Authority to finance the implementation of the action entitled: _____ (The 'Action') described in **Grant Proposal Application in Annex I.**
- 1.2 The Beneficiary shall be awarded the sub-grant on the terms and conditions set out in this Contract, which consists of these special conditions (The 'Special Conditions') and the **Annexes**, which the Beneficiary hereby declares it has noted and accepted.
- 1.3 The Beneficiary accepts the grant and undertakes to be responsible for carrying out the Action.

Special Condition Article-2 - Implementation period of the Action

- 2.1 This Contract shall enter into force on the date: _____ agreed and signed by both parties.
- 2.2 The implementation tentative period of the Action is from _____ to _____
- 2.3 The execution period of this Contract shall end when the payment of the balance is made by the Contracting Authority and, in any event, at the latest **3 months** after the end of the implementation period as stipulated in **Special Condition Article 2.3.**

Special Condition Article-3 - Financing the Action

- 3.1 The total eligible costs are estimated in PKR : _____ **100%** as set out in **Project Proposal/Digest as Annex I.**
- 3.2 The Contracting Authority undertakes to finance a maximum amount of PKR. _____ [xx%] as **EU share.** The Beneficiary will contribute PKR. _____ [xx%] as Community Institution share in cash or in kind. (**Refer to Grant Proposal Application as Annex I.**)

Special Note:

The final amount of the Contracting Authority's contribution shall be determined in accordance with Annex II -General conditions applicable to EU-Financed grant contracts for External Actions **Articles #**[] and [].

Special Condition Article-4 - Reporting and payment arrangements

- 4.1 Payments shall be made in accordance with below Schedule

Initial pre-financing payment (**as 1st Instalment**): PKR _____

Balance of the final amount of the grant (**as last Instalment**) PKR. _____

Special Condition Article-5 - Contact addresses

- 5.1 For the Contracting Authority (as 1st Party)

[RSP name]

[Address]

For Beneficiary (as 2nd Party)

Name of Community Institutions : _____

Name & Designations & CNIC No of Community Institution's office bearers.

1. _____

2. _____

3. _____

Village: _____ UC: _____

Tehsil: _____ District: _____

Special Condition Article-6 - Annexes

6.1 The following documents are annexed to these Special Conditions and form an integral part of the Contract:

Annex I: Grant Proposal Application**Annex II:** General Conditions applicable to European Union-financed grant contracts for External Actions**Annex III:** Payment Case (Cheques receiving Acknowledgement Performa, Instalments request Resolution from the community, Progress Report, Bank Book)**Annex IV:** General Conditions applicable to European Union-financed grant contracts**Annex V:** Implementation Guidelines /Terms of reference

6.2 In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Done in English in two originals, one originals being for the Contracting Authority and one original being for the Beneficiary

1st Party**(The "Contracting Authority")**

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

2nd Party**(The "Beneficiary")**

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Witness

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Annex C-3: IGG Appraisal Form

Income Generating Grant Appraisal Form						
MIS Code	Name	Date	Purpose of IGG	IGG Amount Requested	PSC Score	Signature

Member's Performance Evaluation				
	Attendance (Regular/Irregular)	Regularity of Savings	Current amount of savings balance	Proposed amount of increase in savings during the IGG tenure
Performance/Amount				
Comments				

Approval and Sanction					
Approved:	Yes _____ No _____	Pending (State Reason):		Approval Date	
Resolution No:		Date of Disbursement			
Signature of Manager:				Signature of Community Book Keeper	

Annex C-4: Check List for IGG Approval by Community Institution

S. #	Selection Criteria	Status	
		YES	NO
1	The IGG beneficiary is member of a CO	YES	NO
2	The beneficiary household falls in PSC score category (0-23)	YES	NO
3	The MIP of the beneficiary HH is properly filled and signed	YES	NO
4	The IGG Appraisal is properly filled and signed	YES	NO
5	Copy of CNIC of the beneficiary is attached	YES	NO
6	The beneficiary HH has sufficient human resources to manage the MIP identified activity	YES	NO
7	The CO Resolution for approval of the beneficiary HH is attached (if IGG grant is at VO level)	YES	NO
8	The VO Resolution for approval of the beneficiary HH is attached (if IGG grant is at LSO level)	YES	NO
9	Approved	YES	NO
<p>Signature of CI President/Chairperson _____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex C-5: IGG Register

Name of IGG beneficiary:

D/W of:

CNIC No.:

Amount of IGG (Rs.):

PSC:

IGG Date:

Purpose of IGG:

Repayment Details			
MIS Code	Description	Amount Received	Signature

Annex C-6: Monthly Progress Report of IGG

Progress Report for the month of		Year	
Name of Community Institution	UC	Taluka	District
Bank Name	Branch Name	Account Number	

Monthly IGG Report						
Description	No. of Community Institutions (write number of applicable CIs)				No. of beneficiaries	Amount (Rs.)
	CO	VO	LSO	Total		
IGG disbursed during the month						

Overall Progress		
	Current Month	Cumulative as of current month
Grants disbursed to beneficiaries (PKR)		
Average grant size per HH (PKR)		
Number of beneficiary Households		
Number of total grants		

CI Manager/Secretary:

Community Book Keeper:

Annex C-7: IGG Beneficiary Tracking Sheet

RSP Name	District Name	Taluka Name	SMT Office	Union Council Name

HH-ID	Name of Beneficiary	CNIC	Revenue Village	Settlement /Muhalla	Total IGG (PKR) Taken	Date (DD/MM/YY)	Purpose/ use of IGG	Business Status (F/NF)	Growth in Business Y/N (if yes, Specify)	Remarks (updated status)

Note: To be maintained in Excel Sheet or MIS

Annex D

Micro Health Insurance (MHI)

Annex D: Proposed Insurance Package

The following package is proposed based on past experience, subject to change after negotiation and signing of contract with the selected insurance company:

- (1) Floating cover of up to Rs.100,000 per family per year for medical treatment which includes hospitalisation including pregnancy, diagnostic, lab tests & day-care treatment.
- (2) Family includes CO member, her spouse, all children up to 18 years of age along with unmarried females and dependent parents. In case of an unmarried CO member, the policy will cover unmarried brothers and sisters up to 18 years of age and the dependents' parents.
- (3) Cover of Rs. 50,000 in case of personal accident (disability & accidental death) and natural death of bread earner of the family.
- (4) Permanent Disability
 - i. Permanent total loss of both eyes or two limbs, 100% coverage
 - ii. Permanent total loss of one eye and one limb, 75% coverage
 - iii. Permanent total loss of one eye or one limb, 50% coverage
 - iv. Permanent total loss of one finger or a thumb or toe, 10% coverage
- (5) Transportation cost up to maximum of RS. 5,000 per family per year

Exclusions (Policy benefits not included)

- a. Death/injury due to enmity, suicide
- b. Injuries as a result of an illegal act
- c. Injury or treatment resulting from war, riots, invasion, act of foreign enemies, hostilities or warlike operations (whether war to be declared or not). Civil war, mutiny, civil commotion assuming the proportions of or amounting to a popular uprising, military uprising, insurrection, rebellion, military or usurped power or any act of any person acting on or on behalf of or in connection with any organisation actively directed towards the overthrow or to the influencing of any government or ruling body by force terrorism or violence.
- d. Ionising radiation or contamination by radioactivity from any nuclear fuel or nuclear waste, from the process of nuclear fission or from any nuclear weapons material
- e. Force Majeure, natural disasters, strikes, lock outs or other industrial disturbances, acts of the public enemy, wars, blockades, insurrection, riots, epidemics, landslides, earthquakes, storms, lightning, floods, washouts, civil disturbances, explosions, unwillingness of the community and any other similar events, not within the control of the either party and which by the exercise of due diligence neither party is able to overcome.
- f. Treatment or investigation of fertility, infertility, sterilisation or contraception and any complication relating thereto or hormone treatment and investigations
- g. Any increase in the expense incurred for treatment on account of the insured person being admitted to a more expensive room than allowed by this daily room and board limit.
- h. Cost of medicines for cosmetic treatment and /or treatment of falling hair or hair implant cosmetic/plastic surgery.
- i. Dental examinations, X-rays, extraction, filling, general dental care/treatment and orthodontic treatment or oral surgery.
- j. Routine medical examination or check-ups including charges arising out of any hospital confinement or admission primarily for diagnostic purpose, routine eye or ear examination, vaccinations, medical certifications, examination for employment or travel, spectacles, contact lenses, hearing aids and any treatment that is not considered medically necessary.
- k. Personal comfort items such as charges for telephones, meals for other than the patient or other item not medically necessary
- l. Any outpatient treatment other than day care treatment
- m. Air ambulance or evacuation or repatriation expenses

NOTE: The following forms and formats will be developed after finalising agreement with the insurance company

- i. Client Insurance Contract Form
- ii. Insurance Slip/Health Card
- iii. Claim form and list of required documents
- iv. Acknowledgement Receipt
- v. Death Claim form and list of required documents
- vi. Insurance Client Tracking Form

Annex E

Technical and Vocational Skills Training (TVST)

Annex E-1: Proposed requirement/characteristic of TVST service provider

The three RSPs will competitively recruit the services of one or more Vocational Training Institutes from private/public sector for implementing the vocational training activities under the programme. The selected organisation will be a specialist organisation and have the following general characteristics required for providing the TVST services. Specific selection criteria will be developed during the development of ToR and tender dossier following the EU guidelines: The training provider(s):

1. Should be fully accredited structure in line with the EU-Funded TEVT programme, resulting in the beneficiaries receiving a certificate/diploma that is recognised by the State. Therefore, the institute/course/diploma must be accredited, to ensure that whatever training/diploma received has some real "value" that the beneficiary can show in the market place.
2. Should be legally registered organisation with a proper system of governance, financial management, monitoring and evaluation.
3. Have capacity and experience of developing TVST training curriculum and delivering technical and vocational training and capacity for providing services in all the rural districts of Sindh, especially the 8 SUUCESS districts (List of potential Trade is given at Annex E-6).
4. Have the capacity to engage with local communities for the identification of vocational training needs of the communities, and capacity of supporting the participants to utilise the training.
5. Have the capacity to be gender sensitive and have women staff on its team in order to gain the confidence of women trainees and ensure the provision of training environments which are appropriate, safe and secure for women trainees.
6. Have the capacity to design training courses that are tailored to the needs of the target group in terms of timings, content, duration, location, utility and delivery strategy.
7. Have the capacity to either deliver the training directly or in collaboration with local institutions and partners in a cost-effective manner.
8. Have the capacity to provide support to trainees in obtaining employment or establishing their own backward and forward private service linkages with markets.
9. Have the ability to critically evaluate its training and provide regular progress reports and information on both output and outcome indicators.
10. Be able to institutionalise a system which provides feedback from graduates on the overall impact of the training on employability, productivity and increase in incomes.
11. Have the capacity to make tailor-made training programmes according to the needs of the trainees.

This organisation may partner with local accredited training institutions for use of their trainers or training facilities. In the selection of trades, the skills training provider may guide the RSPs based on lessons learnt from previous vocational training programmes in the target districts.

Both, the training institute and RSPs have to develop mutual understanding on the Vocational Training and keep close coordination for timely enrolment, selection, graduation and post training support to the trainees. It is recommended to training institute to do monthly review of the enrolment targets with the partners RSP to discuss the short falls and gaps. The training provider at the start of the project will have a consultative workshop/meeting with the SMT to finalise the details for identification of participants for training. Monthly and Quarterly plans will be formed for timely achievement of targets.

The training institute may also provide IEC material, especially designed for motivation, to SMT to use for training identification and enrolment. Moreover, the training provider will also provide a list of the courses offered to the RSPs for proper training identification and group formation. The training institute may also assist the RSPs in enrolment drives. However, screening and training need assessment of potential participants will be sole responsibility of training provider.

Annex E-2: Resolution and List of Nomination

CO Name: _____ Union Council: _____ Date of Meeting: _____
 Tehsil/Taluka: _____ District: _____ Total CO Members: _____
 Venue: _____ Members participated: _____

Resolution

We, the members of the settlement/village _____ UC _____ held a meeting today to discuss and decide, among other matters, nomination of our deserving members for Vocational Training. The meeting unanimously decided to nominate the following community members to attend the Technical and Vocational Skills Training Courses mentioned against their names:

HH-ID	Name	Father/Spouse	Relation with CO member	Sex	Age	CNIC No	Education Level	PSC	Training Trade

Note: The above text may be used in the regular Karwai register of the CO and send a copy to the SMT with list of members CO members who have nominated the participants.

Annex E-3: Training Needs Assessment Form for Skills Training

A. Identification Information: Household ID _____						PSC : _____	
Name	Father/Spouse	Relation with CO member	Sex	Age	CNIC No	Education Level	Training Trade
CO Name	Settlement Name	Revenue Village	UC	Tehsil	District	Contact No.	

B. Training and Post –Training Plan			
1. Current working status of the training nominee	Employed	Self-employed	Unemployed
2. If Employed/Self Employed:	Nature of work:	Monthly Income (PKR):	
How the trainee wants to utilise his/her skills after training	Employment	Self-employment/business	
If employment, name of potential employers	i.	ii.	iii.
If Self-employment: (a) name supporter in establishing start-up initiative	i.	ii.	iii.
(b) Proposed place/location of start-up initiative:		(c) Expected monthly income (PKR):	

C. SMT/Capacity Building Officer's Assessment and Recommendations			
1	Does the beneficiary needs the same training as identified in the CO resolution?	YES	NO
2	If No, name the training trade the beneficiary needs:	YES	NO
3	Does the nominated member or any other member of the household completed TVST course under SUCCESS Programme?	YES	NO
4	Does the nominated member is from the CO members' Household?	YES	NO
5	Does the household score fall below poverty score of 0-23?	YES	NO
6	Is the age of nominated trainee is between the age of 16-45 years?	YES	NO
7	Is the in nominated trainee is mentally and physically fit for the proposed training?(Note: Disabled persons can attend suitable training)	YES	NO
8	Is the market situation/opportunity suitable for the proposed trade?	YES	NO
9	Is the nominee is willing and able to attend the training course for the full intended duration of the training?	YES	NO
10	Is the nominee is willing and able to travel from the village to training institute if desired?	YES	NO
11	Post training plan of the trainees is implementable?	YES	NO
12	Nominee recommended for the proposed training?	YES	NO
Remarks by the SMT/ capacity building officer (any specific need, preference of availability of the trainee, in case not recommended reason):			

Signature of SMT Capacity Building Officer: _____ RSP: _____ SMT Name _____

Date: _____

Annex E-6: List of Potential Training Trades

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 1 : Embellished Textile & Related Products								
1	Hand Embroidery	F	X					
2	Machine Embroidery	Both	X					
3	Adda Work	F	X					
4	Krotia work	F	X					
5	Chunri Lehnga	F	X					
6	Taarkashi	Both	X					
7	Leather work and Handicrafts	Both	X					
8	Rilli Making	F	X					
9	Applique work	F	X					
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 2: Textiles and Garment								
10	Domestic Tailoring	Both		X				
11	Dress Designing (Advance)	Both		X				
12	Baby Garments	Both		X				
13	Chester Making	F		X				
14	Sportswear Stitching	F		X				
15	Bed wear Products	F		X				
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 3: Beauty Industry								
16	Beautician	F		X				
17	Hair Dresser	Both		X				
18	Bridal Makeup Expert (Advance)	F		X				
19	Hair Stylist	F		X				
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 4: Skills Related to Farms/Agriculture								
20	Calf Fattening	Both				X		
21	Home Based Livestock Farming	Both		X				
22	Kitchen Gardening	Both		X				
23	Post-Harvest Handling and Export Management of Mango	Both				X		
24	Sheep and goat production	Both				X		
25	Solar drying of fruits and vegetables	Both		X				
26	Tunnel Farming	Both		X				
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 5: Hospitality Industry								
27	Cooking	Both		X				
28	House Keeping	Both		X				
29	Home Maid Training	Both		X				
30	Receptionist Training	M					X	
31	Waitering/Server training	M				X		
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 6: Construction								
32	Fitter General	M				X		
33	House Carpenter	M				X		
34	Mason	M		X				
35	Quantity Surveyor	M					X	
36	Steel Fixer	M		X				
37	tile Fixing and cutting	M		X				
38	Civil Surveyor	M					X	
39	Heavy machinery Operator	M		X				
40	Building Electrician	M				X		
41	Plumber				X			
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 7: Electrical								
42	Electrical Technician	M				X		
43	Electrical Wiring	M		X				
44	Motor Winding	M		X				
45	Industrial Electrician	M				X		
46	Home Appliances Repair	Both			X			
47	Electrician (Advance)	M		X				
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 8: Light Engineering								
48	Welder	M		X				
49	Air conditioning and refrigeration Repair	M			X			
50	Auto Cad	M					X	
51	Photocopier Machine Repair	M				X		
52	Mobile Phone Repair	M		X				
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 9 Food Processing								
53	Bakery Products	Both		X				
54	Chilli Processing	Both		X				
55	Fruit Preservation and Packaging	Both		X				
56	Fruit and Vegetable Processing	Both		X				
57	Meat technology	Both		X				
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 10 Information Technology								
58	Computer Skills Training	Both				X		
59	Computer Hardware Technician	M			X			
60	Optical Fibre	M				X		
61	Office Automation	Both				X		
	Any other identified in TNA/labour market survey exercise							

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 11 Mechanical								
62	Auto Mechanic	M		X				
63	Auto Electrician	M		X				
64	Car AC Repair	M		X				
65	Tractor Repairing	M		X				
66	Motor Cycle Repairing	M		X				
67	Denting and Painting	M	X					
68	Peter Engine Repair	M		X				
69	Cycle repair	M	X					

Sr.#	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
Sector 12 Logistics								
70	Car Driving	M	X					
72	HTV Driving	M	X					

Annex F

Community Physical Infrastructure (CPI)

Annex F-1: Sample Format of Community Institution Resolution for CPI Request to RSP

Name of VO:

Village:

LSO:

Union Council:

Total VO Members:

Date of Meeting:

Tehsil/Taluka:

No. of Members

Venue:

Participated:

District:

Resolution

The members of the VO in its meeting held on _____ unanimously resolved that:

- a. Explain how many CPI request resolutions received from member COs
- b. Write down the decision of selection of the CPI and the reasons for its selection
- c. No. of Beneficiary COs involved in execution
- d. Request RSP to approve the CPI

Signature of VO President: _____ Signature of VO Manager: _____

Recommendation by SO: _____

Signature of SO _____

Signature of members			
S.#	Name	Name of Father/Spouse	Signature/Thumb Impression

Annex: F-2: Checklist for Eligibility Assessment of Community Institution (CI) for CPI Grant

S. #	CI Grant Eligibility Criteria	Status	
1	Is membership based, inclusive (with membership of women and the poor), and have participated in a social mobilisation programme based on the concept of the SUCCESS Programme;	YES	NO
2	Has a track-record of continuous operations reflected from the regular meetings documented through minutes of the meetings etc. at least for the last 3 months;	YES	NO
3	Has been notified or registered with any government authority;	YES	NO
4	Has a bank account and has received training in project/project account management;	YES	NO
5	Is willing to form the required project committees (Project Implementation Committee, Audit Committee, Procurement Committee and Operation and Maintenance Committee)	YES	NO
6	Is willing to maintain all the required records and minutes of the meetings of these committees;	YES	NO
7	Commits that all CPI projects will also be overseen by the management and technical staff of the supporting RSP and EU;	YES	NO
8	Total amount of sub-grants (including the CPI) from the SUCCESS Programme is not exceeding EUR 60,000	YES	NO
9	Agrees to all audit requirements of RSP/EU;		
10	Approved	YES	NO
<p>Signature of CI President/Chairperson_____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex F-3: Guidelines for the preparation of Project Digest/Proposal

a. Prefeasibility Assessment

A Pre-feasibility includes the social survey and reconnaissance technical survey in collaboration with the local community. The Social Organiser (SO) and the Field Engineer will together visit the Community Institution to have a formal meeting with the members. The SO will conduct the social feasibility assessment to ascertain the ability of the Community Institution to resolve conflicts, if any, before the initiation of the scheme and the field engineer will visit the proposed project site to ascertain the technical viability. The community institution will record the proceedings of the meeting in their register. The SO and Field Engineer will submit a report to the RSP management on the viability of the project.

The main features of the pre-feasibility report shall include;

- i. Assessment of priority need of the community.
- ii. Consensus of the members on the proposed scheme.
- iii. Assessment of existing Social Organisations in the community.
- iv. Socio-Economic set up of the community.
- v. Record of the meetings and savings of the community.
- vi. Willingness of the community to contribute to the capital cost of the project.
- vii. Willingness of the community to accept responsibility of Operation and Maintenance of the project.
- viii. Capacity of the community to implement and maintain the project.
- ix. Technical viability of the project.
- x. Expected benefits of the project.
- xi. Environmental assessment of the projects and impacts on environment if any.
- xii. Affidavit on a notarised stamp paper to be given by land owner (if land is required) as donation.

Typical contents of a Pre-feasibility for a project proposal digest is as under:

Scheme Estimate Profile (Pre-feasibility)

Name of CO:

Village:

Union Council:

Tehsil/Taluka:

District:

Description of Scheme:(Length, Breadth, Volume etc.) :.....

Brief History / Objective:

Note: The history should indicate whether it is a new scheme, old scheme or extension. Why this scheme is needed and how it will benefit the community.

Type of Scheme			Man-Days	
New	Rehabilitation	Extension	Skilled	Unskilled

Date of Estimate Prepared	Estimated Cost	Maintenance Cost	Material Cost	No. of Beneficiary HH	Labour Cost

b. Preparation of the Project Digest/Proposal

On the basis of the pre-feasibility report submitted by the social organiser and field engineer, the RSP management will give formal approval for carrying out the **project digest & proposal preparation including; technical survey, design, quantities and cost estimates, and feasibility proposal.**

- (i) **Technical Survey:** The field engineer will conduct detailed technical survey of the project under the guidance of an Engineer based at district and PIU level. The community institution will nominate the required number of members to assist field engineer during the survey. The community institution members will select the proposed site and alignment of the project unanimously, as they will be responsible for providing the required land free of cost. The recommendations of technical survey will not be changed unless otherwise required for technical reasons, but not without consent of the community institution members.
- (ii) **Environmental Assessment:** Prior to implementation, the engineers and social organisers of RSPs will carry out environmental assessment of the project in line with the updated Environmental and Social Management Framework developed by PPAF and adopted by the RSPs or the prevailing environmental protection act of the Pak EPA for environmental & social clearance to the proposed CPI so as to :
 - Prevent significant negative environmental impacts
 - Decrease potential negative impacts through adaptations in project design or execution
 - Enhance the positive impacts of projects
 - Protect environmentally sensitive areas
 - Anticipated negative impacts if any and mitigation measures will be documented and shall form part of the proposal.

Under the existing RSP's adopted Environmental & Social Management Framework the **Environmental/Social Assessment Procedure for CPIs [Annex: F3 (1)]** consists of **two steps**.

The first (Form A) is to conduct CPI type specific Environmental Social Review pledging the fulfilment of the environmental /social criteria at Proposal stage along with mitigation plan at design & implementation stages .

The **second step** (Form B) of the environmental assessment involves documentary confirmation and certification of necessary environmental compliance & safeguards put in place at the completion of CPI.

The copy of ESMF manual must be present at the PIU, districts and field offices. The subsequent PIU management must ensure the enforcement and implementation.

- (iii) **Design and Estimates:** After completing the survey RSP field and district engineers will design the project, prepare survey report, necessary drawings, and quantities & cost estimates under the guidance of the Engineer based at PIU. A project file will be prepared and submitted to the Engineer at PIU. The design should be simple following the standard specifications. Quantities and cost estimates should be based on the standard specifications and prevailing market rates or item rates in the Composite Schedule of Rates (CSR) (notified by provincial governments on quarterly basis) depending on the project funding source (private or public). Cost estimates for the schemes are prepared jointly by community members and RSP engineers according to the prevailing market rates of labour and material needed. Each construction item will be separately estimated and monetised. Man-days of the skilled and unskilled labour will also be worked-out by adopting standard specifications and labour cost will be estimated on the basis of prevailing market rates. The design and estimates should be discussed with the community institution members in their general body meeting.
- (iv) **Project Digest Proposal:** The Engineer at PIU will go through the pre-feasibility report of the social organiser and field engineer. He/she will recheck the survey report, drawings, design and estimates, and make necessary adjustments/amendments if so required. He will prepare a project proposal including social, technical, environmental and financial/economic viability of the project. The gender assessment checklist [Annex – F3(2)] will also be a part of project proposal. Project proposal will also include the detailed cost of the project. Item-wise cost of the materials and labour will be given in a tabular form. Total project cost, community contribution (if any), and RSP contribution will be given in separate columns. Annual Operation and Maintenance Cost of the project will also be estimated. A project Post Intervention Plan annex at F3 (3) will also be a part of the proposal. The proposal should include signed minutes of meeting with the community institution where design and estimates and proposed operation and maintenance plans were discussed. Engineer at PIU will then submit the feasibility proposal along with recommendations to

the Programme Manager SUCCESS PIU for approval. The proposal document of the CPI project will be expected to be accurate and detailed enough to serve as a baseline for subsequent impact assessment.

The Project Digest/Proposal will also include an Implementation Guidelines /Terms of reference agreed with the community institution. The terms of reference will be signed in a general body meeting of the community institution, where responsibilities of the community institution and RSP should be clearly spelled out. Sample Terms of Reference is annexed at F3 (4).

Typical contents of a project proposal digest are tabulated as under:

Project Digest Contents

- Title Page
- Project Summary (one page)
 - Project Location and Description
 - Description of the area
 - Cost Estimates (Total cost, CO and RSP contributions)
 - Project Justification (Benefits, NPV, B/C Ratio, IRR)
- Introduction
 - Project Location and Description
 - Project Identification
 - Objective of the Project
 - Social Organisation
 - Socio-Economic Setup
- Design And Cost Estimates
 - Design
 - Quantities & Cost Estimates
 - O & M Plan
 - Minutes of meeting with CO
- Environmental Assessment
- Project Implementation/Management
- Project Construction/Purchase/Implementation, O&M, Audit Committees
- Cost-Benefit Analysis
 - Project Costs
 - Project Benefits Measures of Project Worth

List of Tables

Table-1:Capital Cost

Table-2: Summary of Costs

Table-3:Net Present Value

Typical Format of a project proposal digest has to be as under:

Project Summary (One Page):

Project Location & Description: -----
 Description of the Area: -----
 Estimated Cost: -----
 Total Cost: -----
 CI Contribution: -----
 Contribution of RSP: -----
 Project Justification: -----
 Benefits: -----
 Net Present Value (NPV): -----
 Benefit - Cost Ratio: -----
 Internal Rate of Return (IRR): -----
Introduction:
 Project Location & Description: -----
 Project Identification: -----
 Objective Of The Project: -----

Social Organisation

Name Of CI	Date Of Formation	No. of Beneficiary HH	No. of Members	Total Saving (Rs.)	Type Of Scheme	Total Cost (Rs.)	Name Of President	Name Of Manager

Socio - Economic Setup

Name Of CI	Date Of Formation
Name of Location	
Village	
Union Council	
Taluka	
Distance from	
Total House Holds	
Population	
Beneficiary Households	
Total Beneficiary Population (Gender Disaggregated data)	Male ---- Female ---- Boys ---- Girls ---- Disable persons----
Major Occupation:	Business • Agriculture • Labour •
Area fall in	Irrigated • Rain Fed • Hilly area •
Major Crops	
Land Holding	Farmer Below 12.5 acre ---- Land less---- Farmer Above ----
Approximate no of Livestock:	
Presence of School (Boys and Schools)	
Priority of Community needs:	

Design & Cost Estimates:

Design: -----

Quantities & Cost Estimates: -----

O & M Plan: -----

Environmental Assessment: -----

Project Implementation: -----

Project Management: -----

- Project/Works Committee & Maintenance Committee:-----

- Audit Committee:-----

Economic Analysis:

Project Costs

Total Cost: -----

Annual Maintenance Cost: -----

Summary of Cost

Name of Region:

Field Unit:

Union Council/Revenue Village:

Tehsil/Taluka:

District:

Name of CI:

Type of Scheme:

Particulars	Estimated Cost (Rs.)	CI Contribution Rs	Contribution Of RSP (Rs.)
A) Labour :			
Skilled			
Unskilled			
Sub Total			
B) Material			
i)			
ii)			
iii)			
vi)			
Sub Total			
Total A+B			
Cost Of Sign Board			
Grand Total			
Percentage	100%	%	%

Annex F-3 (1): Environmental Assessment Procedure

Table - Environmental/Social Screening by Type of Interventions								
S.#	Sector of Intervention	Specific Intervention	Environmental Screening Protocol					Page No.
			ER/SR	IER	IEE	EIA	SIA	
1		Water Resources Development						
		Tube wells – drinking water*		√				IER-87
		Tube wells – irrigation in canal irrigated areas*	√				√	E/SR-12
		Tube wells – irrigation in dry areas*		√			√	IER-89
		Hand pumps	√				√	E/SR-14
		Open well	√					E/SR-16
		Rain water harvesting ponds	√					E/SR-18
		Check dams	√					E/SR-20
		Delay action dams		√			√	IER-91
		Water tanks (O.H.O.G,U.G)	√					E/SR-22
		Water channels - Mountain Areas (< 2' x 3')	√					E/SR-24
		Watercourse (new, rehabilitation, lining)	√					E/SR-26
		Karezes	√					E/SR-28
		Land leveling (irrigation)	√					E/SR-30
2		Technological Innovation						
		Wind mills (i.e. coastal areas of Balochistan and Sindh)		√			√	IER-96
		Micro-hydel – Less than 1 MW		√				IER-99
		Micro-hydel – 1 to 5 MW			√		√	IEE-117
		Micro-hydel- More than 5 MW				√	√	EIA-120
		Desalination plant (for ≤100 Households)	√				√	E/SR-33
		Biogas Plant (for ≤100 Households)	√				√	E/SR-35
		Solar energy (for ≤100 Households)	√					E/SR-37
		Energy efficient innovations (stoves)	√					E/SR-39
3		Access/Circulation						
		A. Internal						
		Culverts	√					E/SR-42
		Street surfacing/lining (brick soiling, concrete or local material)	√				√	E/SR-44
		B. External						

		Bridges		√			√	IER-101
		Cause ways	√				√	E/SR-47
		Retaining walls	√				√	E/SR-49
		Link roads – plain areas	√				√	E/SR-51
		Link roads- mountain areas		√			√	IER-103
4		Wastewater Management						
		Sanitation schemes (latrines, T-Chambers, drains, and oxidation pond)		√			√	IER-107
5		Other Projects						
		Solid waste management (for ≤100 Households)	√				√	E/SR-54
		NRM project (Natural Resource Management)	√				√	E/SR-56
		Security lights	√					E/SR-58
		Jetty	√				√	E/SR-60
6		Integrated Projects						
		Area up-grading		√			√	IER-111
		Drought mitigation & preparedness				√	√	EIA-120
7		Social Sector Development						
		School	√				√	E/SR-63
		Basic health unit/dispensary	√				√	E/SR-65
8		MF Interventions						
		Agriculture/cropping*	√					E/SR-68
		Livestock/poultry/ fish farming*	√					E/SR-70
		Commerce/ retailing/ petty trading	√					E/SR-72
		Handicrafts/ cottage	√					E/SR-74
		Food / agricultural processing*	√					E/SR-76
		Commodity/agricultural trading	√					E/SR-78
		Manufacturing / light engineering/ workshop*	√				√	E/SR-80
		Micro-enterprise	√					E/SR-82

reversing such situations or maintaining the status quo, the project should not be approved. The cumulative effects if various interventions will be assessed as a part of the annual environmental reviews and area specific guide lines formulated for future reference.

Environmental Guidelines for Conducting IER/SIA for Sanitation Schemes (SAMPLE)

- (i) **General:** There are two sets of arrangements for the safe disposal of municipal wastewater (i) Latrines + T-hodies + Covered Drains/Sewerage System + Safe Disposal, and (ii) Latrines + Covered Drains/Sewerage System + Oxidation Pond + Safe Disposal. Both arrangements if properly constructed do the desired level of treatment. After this level of treatment the wastewater can be discharged to any natural water body, municipal and irrigation system. In case, if the water is discharged to an irrigation system then make it sure that water is not applied to vegetable crops.
- (ii) **Latrines:** Conventional or flush latrines should be linked with P-traps; this will substantially reduce the possibilities of spread and contact of pathogens and other pollutants with the humans at the household level. Health improvement impact of effective latrines is only realized if the community is also trained on better hygienic and sanitation practices e.g. washing hands with soap after defecation, no open defecation in and outside house, and daily or twice a day cleaning of latrine.
- (iii) **Septic Tank:** There are two alternatives for the treatment of wastewater (i) Wastewater can be treated at the household level by installing septic tanks. In the presence of septic tanks, there is no need to construct oxidation ponds. It is important that septic tank should be lined with concrete, unlined septic tanks cause groundwater contamination. The community needs to be trained for the proper cleaning and maintenance of the septic tank.
- (iv) **Drains:** Open drains do not serve the purpose of safe sanitation. In open drains the possibility of human-pollution contact remain high, these drains only serve the purpose of conveyance, and throughout conveyance human-pollution interaction remain active. This interaction causes serious negative impacts on the community health. Whenever drains will be improved or lined then these must be converted into covered drains. During construction of drains, alternative drainage system is provided to reduce the inconvenience to the community and reducing the possibility of human-pollution interaction.

Water is sprinkled periodically throughout the construction period for controlling dust emission. At the completion of the construction work, the debris of construction material should be properly disposed.

- (v) **Oxidation Ponds:** Depth of the pond determines about the type of treatment process happening in the pond. Normally facultative ponds are 3-4 ft deep, and treatment happens through anaerobic conditions at the bottom and aerobic conditions at the surface. Anaerobic ponds are 10-15 ft deep, and treatment happens through anaerobic conditions. Anaerobic ponds more or less function as septic tank. Lining of both types of ponds is essential to eliminate the possibilities of groundwater contamination due to seepage. Brick or concrete lining is very expensive, 6 inches lining by puddle clay is equally effective by function and it is also very cost effective. In case facultative or anaerobic pond has been constructed then there is no need to construct septic tanks at the household level.

Form A: Specimen IER/SIA for Sanitation Schemes

Project Title	
Location of the Project	
Environmental Criteria at the Proposal Stage	Confirmation
	Write Yes or No
One of the complete alternative stated in the guidelines for safe disposal is planned Or In case one of the component of the alternatives is planned then other components either exist or are planned in the future	
Proposed oxidation pond is located 100 meter away from the residential areas	
Land available at appropriate location	
If answer to any of the above stated environmental criterion is 'NO' then the proponent should amend the proposal to achieve compliance or develop new alternative, or drop the project.	
If the answer is 'Yes' then incorporate this information in the project proposal.	
Mitigation Plan: Design and Implementation Stages	
Latrines	
Install P-traps to both conventional and flush latrines	
Train community on better hygienic and sanitation practices	
T-Hodies or Septic Tank	
Line the T-hodies or septic tank with brick or concrete lining	
Inform community about the frequency of cleaning	
Drains	
Construct only covered drains	
Keep water supply pipelines away from drains	
Sprinkle water periodically during construction	
Provide alternate drains during construction	
Oxidation Pond	
Line the pond with 6 inches puddle clay	
Inform community about the pond cleaning method and frequency	
Inform community and ensure that the treated wastewater will not be applied to the vegetable crops	
Septic tank should be kept 15 m away from ground water well (EPA NWFP Guidelines)	
Conduct SIA for all components and implement land agreement forms.	

Form B: Specimen for Completion Certificate

Mitigation Measures	Confirmation	In case of non-compliance state reasons
	Write Yes or No	
Primary and secondary information has been generated and incorporated in the proposal to confirm that intervention qualifies the minimum criteria		
Design and implementation stage mitigation measures have been implemented.		

Environmental/Social Assessment Prepared By	Name: Designation:	Date:
Environmental/Social Assessment Implemented By	Name: Designation:	Date:
Implementation Verified By CO Representative	Name: Designation:	Date:
Environmental/Social Assessment Implementation Report Checked By	Name: Designation:	Date:

Annex F-3 (2): Check List for Gender Assessment in Project

The Field Engineer will collect and complete the following information in consultation and assistance of the Social Organizer from the community:

Project Stages	Gender Consideration	Tick, if relevant	Proposed Compliance Required	Tick, if proposed
Situation Analysis- Project identification and design	Are women sensitized to meet their specific need through identification of CPIs ,before the formation of COs	†	Ensure that PITD Programme discussed in women activists conferences and co meetings	†
	Has specific and relevant information been collected on issues for men and women in relation to the problem/project ,are projects are women friendly	†	Ensure that project feasibility contains collection and description of all gender issues associated with the project background, and before project execution assure that project and its location is comfortable for women.	†
Project Strategy, Implementation and Management	Do the project implementation activities have significant representation of both men and women from the community as equally as possible, in project execution? And ensure maximum involvement during project implementation from assessment to completion.	†	Propose appropriate ways to encourage and enable women to participate in the project's execution effectively.	†
Project Operation and Maintenance	Are women included in the women specific projects like as hand pumps, and drinking water reservoir Project Operation & maintenance mechanism?	†	Ensure in these projects that at least one member of the O & M committee is a woman.	†

Annex F-3 (3): Post Intervention Plan

General Considerations:-----

Main features of O&M committee:-----

Capacity Building of O&M Committee:-----

Responsibilities of RSP staff:-----

Record Keeping:-----

O&M status reporting:-----

CPI scheme Bank Account:-----

Implementation Strategy:-----

SUSTAINABILITY	
Conduct Meetings with Community/Beneficiary	
Households for the purpose of sustainability	
Beneficiary households and CO members	
Annual and quarterly fees	
separate account	
Detail of annual O&M cost and other expenses	
Maintenance Cost of the Project Rs. XXXX	

Annex F-3 (4): Implementation Guidelines /Terms of Reference

This agreement is made between (Name of RSP) and Community Institution (Name of CI) of Revenue Village/Union Council (Name of RV/UC) on this date of (DD/MM/YY) for implementation and post project management and maintenance of (Name of CPI) located at (Name of the place of CPI). The RSP and the CI agreed that:

1. The CI will meet all kinds of skilled/unskilled labour (especially women) cost for completion of the scheme. In addition to that, the CI will also contribute Rs. ----- for implementation of the scheme.
2. The financial support received by the CI from RSP or through RSP is a one-time contribution for implementation of the CI physical infrastructure scheme. CI will complete the work within the estimated financial support and will not demand for additional amounts.
3. After completion of scheme, CI will manage all kind of repairs and maintenance and also collect Rs. ----- annually from the beneficiaries for its repair and maintenance.
4. No compensation will be paid by RSP or any other financing agency against the land, utilized for scheme construction.
5. During construction, the instructions of the RSP engineers will be followed.
6. It is the responsibility of every member of the CI to monitor the expenditure of the scheme.
7. The cost expenditure of the scheme will be released in ___ instalments. The CI will pass a resolution (signed by at least 75% of the members) for release of each instalment, duly signed by the respective Field Engineer and Social Organizer. The last instalment will be paid after satisfactory completion of the scheme.
8. The CI will be responsible for proper storage of the construction materials and observe necessary precautions during movement/ transportation of these materials.
9. The CI will nominate two members to deal bank transactions for purchase of construction materials.
10. On the request of RSP, the CI will provide details of expenditure of previous instalments. These details should be recorded in a register.
11. The CI will not sublet the construction work to contractors within or outside the village.
12. In case of sub-standard work, the Field Engineer / SO may stop the payments and can deduct the amounts from the estimated cost which has not been utilized by the CI.
13. If the items included in the estimate are not available in market, the CI may request RSP staff for assistance.
14. RSP has the right to amend its terms of partnership when required.
15. The CI will submit the resolution for the release of final instalment from the RSP only upon 100 % physical completion of works.
16. The CI will complete the CPI project within the agreed time period.
17. In case of any social conflict, the CI will itself resolve the same and may seek the support from RSP staff as and when required.
18. If due to some reason the CPI project remains incomplete, then either the CI members or the members of construction committee will be responsible for the same and RSP will be authorised to recover the entire project scheme cost from CI, as agreed and approved.
19. RSP doesn't take responsibility of any accident that may occur on the project site during implementation.
20. The Operation and maintenance of the completed CPI project will be the responsibility of the CI.

Signature Manager:-----

Signature President: -----

For and on behalf of RSP

Name:_____ Designation:_____ Signature:_____

Annex F-3 (5): Details of Cost Expenditure of Scheme

Name of CI: _____ Name of CI Scheme: _____ Total Cost in Rs: _____
 Share of CI in (Rs.): _____ Approved Cost: _____ Cost for Sign Boards: _____
 Share of RSP in (Rs.): _____ Date of ToP _____ Venue: _____
 Starting date of scheme _____ Expected Completion Date: _____

Name of RSP staff for discussion:			
Name	Designation	Signature	CNIC number

Name and signatures of Project Implementation committee			
Name	Designation	Signature	CNIC number

Name and signatures of Project Procurement committee			
Name	Designation	Signature	CNIC number

Name and signature of Audit committee			
Name	Designation	Signature	CNIC number

Name and Signature of O&M committee			
Name	Designation	Signature	CNIC number

Annex F-4: Sample of sub-grant agreement template

GRANT CONTRACT
EXTERNAL ACTIONS OF THE [Name of RSP]
[contract agreement number]
(The 'Contract')

The [Name of Rural Support Programme] registered as non-profit organisation under Section 42 of The Companies Ordinance 1984 vide registration [No.], located at [Address] represents (The "Contracting Authority") as First party

And

Community Institution (CI) Name : _____

(The 'Beneficiary') as Second party

The parties have agreed as follows:

Special conditions**Special Condition Article-1 - Purpose**

- 1.1 The purpose of this Contract is the award of a sub-grant by the Contracting Authority to finance the implementation of the action entitled: _____ (The 'Action') described in Project Digest as Annex I.
- 1.2 The Beneficiary shall be awarded the sub-grant on the terms and conditions set out in this Contract, which consists of these special conditions (The 'Special Conditions') and the Annexes, which the Beneficiary hereby declares it has noted and accepted.
- 1.3 The Beneficiary accepts the grant and undertakes to be responsible for carrying out the Action.

Special Condition Article-2 - Implementation period of the Action

- 2.1 This Contract shall enter into force on the date: _____ agreed and signed by both parties.
- 2.2 The implementation tentative period of the Action is from _____ to _____
- 2.3 The execution period of this Contract shall end when the payment of the balance is made by the Contracting Authority and, in any event, at the latest 3 months after the end of the implementation period as stipulated in Special Condition Article 2.3.

Special Condition Article-3 - Financing the Action

- 3.1 The total eligible costs are estimated in PKR : _____ 100% as set out in Project Digest as Annex I.
- 3.2 The Contracting Authority undertakes to finance a maximum amount of _____ PKR. _____ as EU share.

The Beneficiary will contribute PKR. _____ as Community Institution share in cash or in kind. (Refer to Project Digest as Annex I.)

Special Note:

The final amount of the Contracting Authority's contribution shall be determined in accordance with Annex II -General conditions applicable to EU-Financed grant contracts for External Actions Articles # [] and [].

Special Condition Article-4 - Reporting and payment arrangements

- 4.1 Payments shall be made in accordance with below Schedule

Initial pre-financing payment (as 1st Instalment): _____ PKR _____

Balance of the final amount of the grant (as last Instalment) _____ PKR. _____

Special Condition Article-5 - Contact addresses

5.1 For the Contracting Authority (as 1st Party)

[Name and Address of RSP]

For Beneficiary (as 2nd Party)

Name of CI: _____

Name & Designations & CNIC No of CI office bearers.

1. _____

2. _____

3. _____

Village: _____ UC: _____

Tehsil: _____ District: _____

Special Condition Article-6 - Annexes

6.1 The following documents are annexed to these Special Conditions and form an integral part of the Contract:

Annex I: Description of the Action (Project Digest/proposal, BOQ's & Design)

Annex II: General Conditions applicable to European Union-financed grant contracts for External Actions

Annex III: Payment Case (Engineers Performa, Cheques receiving Acknowledgement Performa, Instalments request Resolution from the community, work done sheet/Variance sheet, Bank Book, completion report/certificate & Action handing over Resolution from the community)

Annex IV: General Conditions applicable to European Union-financed grant contracts

Annex V: Implementation Guidelines /Terms of reference

6.2 In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Done in English in two originals, one original being for the Contracting Authority and one original being for the Beneficiary

1st Party**(The "Contracting Authority")**

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

2nd Party**(The "Beneficiary")**

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Witness

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

(ii) Quotation

PITD-MIS Scheme Code:

Quotation Reference #:

Union Council:

Name of Shopkeeper:

Date

Tehsil:

Address (Shop):

District:

Phone/mobile number:

Name of Buyer	Name of Organisation	Designation

S.#	Names of Goods (material)	Required numbers/Quantity	Unit cost	Total cost
			Total cost	

(iii) Comparative Statements

PITD-MIS Scheme Code:

Name of CI:

Name of Scheme/Project:

Tehsil:

UC/RV:

District:

Date:

S.#	Name of Supplier				Name of Supplier				Name of Supplier			
	Goods Name (Goods/material)	Re-quired Quantity	Unit Cost	Total Cost	Goods Name (Goods/material)	Re-quired Quantity	Unit Cost	Total Cost	Goods Name (Goods/material)	Re-quired Quantity	Unit Cost	Total Cost
	Total Cost				Total Cost				Total Cost			

Purchase Committee Recommendation: _____					
Thumb Impression/Purchase committee members		Thumb Impression/ Signatures (President, Manger organisation)		Thumb Impression/ Signatures (President, Manger organisation)	
Name	Signature	Name	Signature	Name	Signature
Name	Signature	Name	Signature	Name	Signature

(iv) Purchase Order

PITD-MIS Scheme Code:

Order Issuance Date:

Name of Scheme/Project:

UC/RV:

Date:

Order No.

Name of CI:

Tehsil:

District:

	Suppliers Detail	Receiver Detail
Name		
Phone No.		
Permanent Address		

Expected delivery date: _____ Means of delivery: _____ Venue for delivery: _____

Detail of Order					
S.#	Details	Numbers	Quantity	Unit cost	Total Cost
				Total cost of order	

Rules and Regulations:

1. Purchase committee will review delivered goods and they have the authority to reject any substandard thing without any compensation
2. The supplier will be responsible for any damage during delivery
3. The supplier will be responsible to change any substandard things on its own expenses after review of purchase committee
4. Payment will be made during 2 weeks through cash, cross cheque or pay order.

Rules and Regulations:

Purchase order committee detail:

President Name -----

Signature: -----

Manager Name: -----

Signature:-----

(v) Material Received Note (MRN)

Name of CI:

Name of Project/Scheme:

Material Receiver's Name:

Address:

Material Receiving (Please tick the relevant box):

Completely Received

Incomplete Receiving

S.#	Supplier	Details of Goods (Material)	Unit (No. / KG/Ton)	Required number/ Quantity	Received number/ Quantity	Rejected number/ Quantity	Accepted number/ Quantity	Unit cost	Total cost

Total Cost (in words):

Total Cost (In Numbers):

Receiver Signature:

Signature of Inspector:

Signature of Entry Person:

Date:

Date:

Date:

(vii) Weekly Labour Attendance Sheet

Name of Scheme/Project:
 PITD-MIS Scheme Code:
 UC/RV:
 Date:

Name of CI:
 Tehsil:
 District:
 Muster Roll No.

S.#	Name	Father/Spouse	Date/ Kind Of Labour Trade/ Speciality	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Present Days	Rate	Total Labour Days	Signature

Signature of Project Committee Members: 1 _____ 2 _____ Signature of Social Organiser _____
 Signature of Field Engineer _____

(ix) Individual Labour Payment Form

Bill Name: _____ Fathers name : _____,

Kind of Skilled labour: _____ No. of Days: _____

Rate: _____ Payment: _____

Date: _____

Telephone Number: _____ CNIC: _____

Signatures: _____

Procurement Committee: 1 _____ 2 _____ 3 _____

Audit Committee: 1 _____ 2 _____ 3 _____

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centers around the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources if they organise and are provided technical and financial support. The RSPs under the SUCCESS Programme provide social guidance, as well as technical and financial assistance to the rural poor in Sindh.

SUCCESS is a six-year long (2015-2021) programme funded by the European Union (EU) and implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan.



EUROPEAN UNION

"This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of Rural Support Programmes Network (RSPN) and can in no way be taken to reflect the views of the European Union."

More information about the European Union is available on:

Web: <http://eeas.europa.eu/delegations/pakistan/>

Twitter: EUPakistan

Facebook: [European-Union-in-Pakistan/269745043207452](https://www.facebook.com/European-Union-in-Pakistan/269745043207452)



SUCCESS

Sindh Union Council and Community Economic Strengthening Support Programme

House No.16, Street 56, Sector F-6/4, Islamabad
Ph: 92-51-2277881

Web: <http://www.success.org.pk>

Twitter: @successprog

Facebook: successprogramme