



EUROPEAN UNION



Rural Support Programmes Network (RSPN)

Terms of Reference

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

1. Introduction, Background and Rationale:

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

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

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

2. Purpose of the evaluation:

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

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

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

I. Relevance:

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

II. Efficiency:

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

III. Effectiveness:

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

IV. Sustainability:

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

3. Scope of Work:

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

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

4. Indicative Methodology:

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

5. Timeframe (Duration) and Activity Schedule:

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

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

Item	Deliverable	Due Date
1	Collect and analyze available programme documents and meet with RSPN core and SUCCESS team, EU officials and relevant SUCCESS RSPs staff.	3-Sep-2016
2	Analyze programme documents, available data and submit draft report to RSPN for initial review.	16-Sep-2016
3	Review of the draft report and submission of comments by the RSPN.	18-Sep-2016
4	Incorporate comments of the RSPN, and submit final report to RSPN.	20-Sep-2016
5	The consultant to hold a meeting at RSPN to share the evaluation findings and recommendations.	21-Sep-2016

6. Qualification of the Consultant firm:

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

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

7. Supervision and Reporting:

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

8. Indicative Budget:

Indicative budget of the assignment is PKR 0.5 million and would be charged to RSPN SUCCESS programme.

9. Selection Method and Code for Proposal:

An individual consultant will be selected using the following evaluation criteria:

No.	Description	Points Criteria	Total Points
1	Consultant's Experience and Qualification		40
A	Projects of similar nature handled during last 5 years	Relevant Experience in Similar Nature Projects (2/Project)	10
B	Years of Experience	10 years & above (3.5) , 5-9 years (2), less than 5 (1)	10

No.	Description	Points Criteria	Total Points
C	Adequacy of the experience	Highly Relevant (16-21), Relevant (10-15), Moderately Relevant (0-9)	10
D	General Qualifications	Master's degree in social sciences, economics, rural development or related field (8-10.5), BA/ B.Sc. in Development, Economics or related field (5-7), Other (0-4)	10
2	Adequacy of Proposed Methodology and Work Plan		30
A	Technical approach and Methodology	Presentation to the Evaluation Committee of RSPN	15
B	Work-plan	Commitment to complete the assignment within the give time duration	15
3	Cost	Per day rate and total cost	30
Total Points			100

10. How to Apply

Interested applicants having relevant experience and qualification are invited to submit their CV along-with a brief financial proposal and a PowerPoint presentation on the methodology and approach and estimated cost of the assignment at hr@rspn.org.pk by 25th August, 2016.

Only shortlist candidates will be invited to the present their methodology and approach to the evaluation committee.

Annex I: SUCCESS Programme Logframe (Overall Programme)

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Enable the Government of Sindh from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.	Reducing the number of targeted "poor" households (those having poverty scores 0 - 23) Policy changes due to community advocacy	Not available now. To be estimated after the poverty scorecard census in the programme area [Year: 2016-17]		30% numbers of target poor reduced by the end of the programme (2021)	Sample based community poverty scorecard rankings pre and post programme Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post - assessment Policy change initiatives	
Specific objective(s): Outcome(s)	OC 1: Stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women	GoS has a local development policy with an emphasis on community driven development with corresponding budgetary allocation. Increased levels, and more diverse sources of income of target households who join COs, VOs, and LSOs in targeted districts. Percent of targeted households are actively mobilized, via their female members. Percent of targeted poor	SPDC formed Not available now. To be estimated after the poverty scorecard census in the programme area 0%		Approved CDD policy & budget framework Income increased by 70% of target HHs' [at least PKR 1,200 per month in constant 2016 terms] 70% of target poor	Sample based community poverty scorecard rankings pre and post programme Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post - assessment Midterm review, external and internal evaluations by EU Thematic sectoral assessment studies by RSPN Access to and use of public services survey as part of the Third party baseline sample surveys as ante-programme	Programme areas remain safe and secure for implementation activities Increased capacities of district authorities for service delivery are sustainable after the Programme District authorities give priority to poverty reduction and good governance Programme benefits are spread over the whole community including vulnerable groups such as

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>households (poverty score of 0- 23) will report a better access to and use of public services, such as access to water and sanitation, education, health, civil acts registration, etc.</p> <p>Percent reduction of the stunting rate of under-5 year old children in the targeted districts.</p>	<p>Not available now. To be estimated after the poverty scorecard census in the programme area</p> <p>MICS 2014-15 (year 2016)</p>		<p>households through 32,400 COs, 3,240 VO and 307 LSOs</p> <p>70% of the targeted poor households will report better access to services</p> <p>10% stunting rate (under 5 age group) reduced</p>	<p>assessment and final programme evaluation as post -assessment</p> <p>Nutrition survey as part of the Third party baseline sample surveys as ante-programme assessment and final programme evaluation as post - assessment</p>	women, landless, and disabled
Outputs	Result/Op -1 Approximately 770,000 rural households in 8 districts mobilized and capacitated through community organizations of which at least 70% will continue to function effectively at the end of the programme.	<p>Number of target households actively mobilized through their female members.</p> <p>Number of Community institutions (COs/VOs/LSOs) created or capacitated to form mature organizations</p> <p>Number of Community Resource Persons / community Activists engaged at LSO level, trained in social mobilisation, development,</p>	<p>0</p> <p>0</p> <p>0</p>		<p>770,000 target households mobilised</p> <p>32,400 COs, 3,240 VO & 307 LSOs formed</p> <p>3,360 institutional & sectoral CRPs</p>	<p>Sample based Community institutions maturity index surveys on annual basis</p>	<p>Continuous support from the Government</p> <p>Adequate participation by women</p>

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>cross-cutting themes and advocacy</p> <p>Number of organizations provided with at least awareness raising or training on adopting coping mechanisms and resilience, disaster risk reduction, planning, savings, and crosscutting themes (nutrition, WASH, gender, human resources, environmental awareness, etc.)</p> <p>Number of Committees composed of local authorities and community representatives at various levels are created to enhance community-driven planning, financing, and implementation of development interventions</p> <p>Number of Networks of LSOs created at district level to advocate with government for better service delivery</p>	<p>0</p> <p>0</p> <p>0 (year 2016)</p>		<p>Selected members of all 32,400 COs attended sectoral awareness sessions</p> <p>8 joint development committees at district and 35 at taluka level created</p> <p>8 district level LSOs networks created</p>		

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>Result/Op-2. An average sustainable increase of poor household incomes by 30%</p>	<p>Percent increase in household incomes derived from income generating grants and CIF as productive investments</p> <p>Technology adoption by all trained farmers and livestock owners, or inputs provided for food security and nutrition</p> <p>Number of community members especially females receiving technical and vocational training</p> <p>Percent of poorest community members benefit from a micro-health insurance.</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>(Year 2016)</p>		<p>Income increased by 30% of target households</p> <p>50% of households benefitted from IGGs</p> <p>108,000 trained females/ household siblings</p> <p>25% of poorest households (PSC 0-23)</p>	<p>Income surveys undertaken as part of the third party baseline sample surveys as ante-programme assessment and final programme evaluation as post-assessment</p> <p>Community Book Keeping</p>	<p>Strong partnership and trust among stakeholders</p> <p>There are no delays / hurdles in registration and bank account opening of community institutions i.e., CO / VO / LSOs</p>
	<p>Result/Op-3. Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement</p>	<p>Number of community small scale infrastructure schemes completed, fully operating and maintained by the communities.</p>	<p>0</p> <p>(Year 2016)</p>		<p>2,800 completed CPIs</p>	<p>Quarterly and annual progress reports</p> <p>EC monitoring mission reports</p>	<p>Communities are able to operate, monitor and maintain these infrastructure schemes</p>
Activities	<p>GENERAL ACTIVITIES: GA-1: Office setup GA-2: Recruitment of Programme Staff GA-3: Orientation training for key staff on PIM / CAT</p>						<p>Security situation remains good in the targeted districts</p>

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>GA-4: Programme orientation training for programme staff GA-5: Sector specific training for programme staff GA-6: Design and testing of MIS for all interventions GA-7: Printing of CO/VO/LSO record keeping material & manuals GA-8: Baseline and End line Socio economic survey GA-9: Annual institutional Maturity Index (IMI) surveys</p> <p>Major ACTIVITIES for Result/Op-1:</p> <p>A-1.1 Community members in the targeted rural areas are capacitated and assisted so that they can mobilise and form active, operational and mature organisations, from COs to VOs, then LSOs and networks of LSOs.</p> <p>A-1.1.1 Poverty scorecard census A-1.1.2: Formation of Community Organisations (COs) A-1.1.3: Formation of Village Organisations (VOs) A-1.1.4: Formation of Local Support Organisations (LSOs) A-1.1.5 LSO Networks established at the district and taluka level</p> <p>A-1.2. Community members are sensitised, trained and capacitated on important number of topics including community management, advocacy, women specific human right, family planning, nutrition, WASH, environment and DRR</p> <p>Community Management Skills trainings including CAT organised for CO activists/office bearers</p> <p>A-1.2.2: Management and leadership skills training for VO office bearers A-1.2.3: Management, Advocacy and leadership training for LSO office bearers A-1.2.4: Activists workshops for office bearers of COs/VOs/LSOs A-1.2.5: Training of field staff on cross-cutting critical issues (CAT) A-1.2.6: CRP Training on CIF / CAT (VO-based CRPs) A-1.2.7: <u>Strengthen local communities through skill development and access to resources</u></p> <p>A-1.2.7.1: Program planning and review meetings with CRPs A-1.2.7.2 Expansion and deepening of social mobilisation through CRPs A-1.2.7.3 Training of book-keepers /accountants (at UC level) A-1.2.7.4 Establishment of LSO offices</p> <p>A-1.3: Joint development committees for both local authorities and community representatives will be institutionalised at the District and Taluka level.</p> <p>A-1.3.1: Support to establish joint development committees at taluka</p>						<p>Continuous support of Sindh Government and local authorities</p> <p>Ethnic, religious and tribal harmony among CO members</p> <p>There are no delays / hurdles in registration and bank account opening of community institutions i.e., CO / VO / LSOs</p>

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>and district level</p> <p>A-1.3.2: Meetings of joint development committees at taluka and district level</p> <p>A-1.4: Training of local government, district line department officials and LSO representatives in participatory development planning.</p> <p>Major ACTIVITIES for Result/Op-2:</p> <p>A-2.1: Community members, especially women, provided vocational and technical skills, especially farmers and livestock owners</p> <p>A-2.1.1: Identification and selection of vocational and technical skills training participants</p> <p>A-2.1.2: Finalisation of training trades</p> <p>A-2.1.3: Assessment and selection of training institute / service-provider</p> <p>A-2.1.4.: Training of selected beneficiaries in vocational and technical skills</p> <p>A-2.1.5.: Post-training linkage and support services (linkages, placement etc.)</p> <p>A-2.2: Identify and support innovative economic activities and access to efficient markets</p> <p>VDPs are finalised to compile information about the identified economic opportunities, required support and list of beneficiaries</p> <p>A-2.2.2: Based on the VDP and individual assessment, provision of income generating grants</p> <p>A-2.2.3 Support to establish links of community members to efficient markets</p> <p>A-2.3: Develop an approach to facilitate income generation of community members through CIF</p> <p>A-2.4.: Provision of micro health insurance to the poorest households</p> <p>A-2.4.1.: Provision of micro-health insurance to the poorest households</p> <p>Major ACTIVITIES for Result/Op-3:</p> <p>A-3.1 Community identified basic infrastructures built & maintained by communities</p>						

	Intervention logic	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p><i>A-3.1.1: Community needs identified for basic infrastructure</i></p> <p><i>A-3.1.2: Studies conducted to prepare estimates and feasibility of infrastructure schemes</i></p> <p><i>Sharing of information about infrastructure projects with the joint development committees and local authorities</i></p> <p><i>A-3.1.4 Initiation of approved infrastructure project</i></p> <p><i>A-3.1.5 Completion of infrastructure projects</i></p>						

Annex II: SUCCESS Programme Logframe- RSPN Component

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	Support to SUCCESS partners to enable the Government of Sindh from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.	Reducing by 30% the number of targeted “poor” households (those having poverty score below 23) Policy changes due to community advocacy	Community poverty scorecard ranking pre and post programme Third party baseline income survey as ante-programme assessment and final programme evaluation as post-assessment, with control group included Policy change initiatives	
Specific objective	SUCCESS Programme effectiveness enhanced for achieving results at all levels through standardisation of processes , quality criteria and quality assurance processes	A common implementation approach and methodology adopted by all the SUCCESS implementing partner RSPs Percentage of project outputs which are reported as achieved or on track Level of satisfaction of SUCCESS programme partners with RSPN’s contribution in identified areas	Midterm review, external and internal evaluations, impact reports End of programme Evaluation	Programme areas remain safe and secure for implementation activities Increased capacities of district authorities for service delivery are sustainable after the programme District authorities give priority to poverty reduction and good governance Programme benefits are spread over the whole community including

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
				vulnerable groups such as women, landless and disabled
Expected results	R1 – SUCCESS programme delivery, efficiency and impact measured and reported timely.	<p>1.1. A common approach for undertaking baselines by the implementing RSPs by end of the first six months</p> <p>1.2. A common M&E framework for the programme developed by end of the first six months</p> <p>1.3 Annual Key Performance Indicators (KPIs) report published by RSPN on behalf of SUCCESS RSPs</p>	<p>Programme inception report</p> <p>Annual Key Performance Indicator Report</p>	<p>RSPs and funding agencies' committed to investing in monitoring and evaluation continues</p> <p>Strong partnership and trust among stakeholders continues</p>
	R2 – SUCESSS programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements.	<p>2.1. Similar implementation manual/guidelines adopted by SUCCESS partner RSPs</p> <p>2.2. Number of SUCCESS RSPs staff trained on Programme Implementation Manual</p> <p>2.3 Quality control plan developed by RSPN adopted by RSPs</p>	<p>Programme Implementation Manual (PIM)</p> <p>Training reports</p> <p>Programme monitoring reports</p>	<p>RSPs' sense of ownership of RSPN continues</p> <p>-RSP boards/senior management and donors commitment for quality control remains intact</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	R3 – Evidence from the work of RSPs and rural communities generated and lessons documented	3.1. One action research programme completed by end of the programme 3.2 Four thematic/sectoral studies and one synthesis report completed by end of the programme	Research reports/journal articles/thematic studies/publications	Law and order situation remains conducive for field work Adequate participation by research participants Research capacity remains intact
	R4 – Evidence based recommendations advocated with stakeholders (including policy makers, donors, development community) to promote successful community development approaches within the country and beyond.	4.1. Community driven local development approach reflected in number of donor and government programmes and projects 4.2. Number of advocacy events undertaken 4.3. Number of Regional Cooperation activities undertaken with organisations working in the regional countries	GoS policy and budget framework for community driven local development Progress reports Monitoring reports Media reports	Sufficient ownership of GoS and local authorities continues Information dissemination leads to influence policies and practices Effective donor support for social mobilisation and RSPN programme maintained
Activities	Start up Activities: Hiring of programme staff Establishment of PMU Inception Workshop Major Activities Result 1: A1.1. Development of common approach with RSPs for undertaking the baselines (methodology, indicators, targets, processes, etc.) for			<u>Pre-conditions and conditions outside the programme control</u> Security situation remains stable in the programme area Continuous support from the programme implementation partners

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<p>the SUCCESS programme.</p> <p>A1.2. Development of a common M&E framework for RSPs with key performance indicators for SUCCESS Programme.</p> <p>A.1.3. Training of RSPs M&E staff on M&E framework, baselines approaches and methodologies and KPI reporting.</p> <p>A1.4 Technical support to RSPs in implementation of baselines approaches and methodologies and M&E framework</p> <p>A1.5. Annual reporting on common KPIs for the SUCCESS programme.</p> <p>A1.6. Development of MIS mapping to track KPIs.</p> <p>Major Activities Result 2:</p> <p>A2.1 Technical support to RSPs in the design of the SUCCESS programmes to ensure uniformity of approach and processes during implementation.</p> <p>A2.2. Development of common SUCCESS Programme Implementation Manual (PIM)</p> <p>A.2.3. Development of Community Awareness Toolkit (CAT) on critical social sector issues</p> <p>A2.4. Development of quality control plan and quality control tools</p> <p>A2.5. Orientation Training of RSPs' key SUCCESS programme staff on PIM, CAT and quality control plan and quality control tools.</p>			

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<p>A2.6. Supportive supervision and quality control spot check visits during the SUCCESS programme implementation.</p> <p>A2.7. Organising RSPs strategic support group meetings (SMRT, GRG, M&ERG, SSRG, FACT) for lessons learnt and standardisation.</p> <p>A2.8. Organising National LSO conventions.</p> <p>Major Activities Result 3:</p> <p>A3.1. Action research on poverty dynamics.</p> <p>A3.2. Thematic and sectoral studies (e.g. Women's Empowerment, Micro Health Insurance, CIF/IGG, CPIs, local governance, institutional sustainability, etc.).</p> <p>A 3.3. SUCCESS programme lesson learning visits and workshops.</p> <p>Major Activities Result 4:</p> <p>A4.1. SUCCESS programme launching workshop</p> <p>A4.2. Development of communication and advocacy strategy</p> <p>A4. 3. Advocacy Workshops with government and other stakeholders</p> <p>A4.4. Showcase of SUCCESS programme interventions at cultural events</p> <p>A4.5. Collaboration for conferences on rural-urban linkages, and other cross cutting issues e.g. population, health, sanitation and women empowerment</p>			

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
	<p>A.4.6. Regional experience sharing and learning visits of, RSPs/RSPN and Government staff</p> <p>A4.7. Annual RSPs Strategic Retreats</p> <p>A4.8. Video documentaries on the SUCCESS Programme and its interventions</p> <p>A4.9. Bi-Annual SUCCESS Programme Newsletter</p> <p>A4.10. Media Campaigns (radio/print)</p> <p>A4.11. Documentation of LSO initiatives</p> <p>A4.12. Publication of RSPN annual report highlighting the SUCESSS programme</p> <p>A4.13. Publication of Quarterly RSPs Social Mobilisation Outreach</p> <p>A4.14. Development and maintenance of SUCCESS website</p> <p>A4.15. Printing of visibility items (e.g. folders, pens, posters, note pads, photograph, etc.).</p> <p>A4.16. Publication of research reports/papers/policy briefs and studies</p> <p>A4.17. Final dissemination workshop</p>			

