



Sindh Rural Support Organization (SRSO)



Annual Program Review year 2010-11

Monitoring Evaluation & Research, Unit



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Acronyms and abbreviations

· CBO	Community Based Organization
· CIF	Community Investment Fund
· CLEW	Community livestock Extension Workers
· CO	Community Organization
· FA	Farmers Association
· FALAH	Family Advancement for Life and Health
· GAD	Gender Development
· GFATM	Global Fund For Fight Against Malaria
· GoS	Government of Sindh
· HH	Households
· HRD	Human Resource Development
· IWEIP	Integrated water Efficiency Improvement Project
· KPF	Khushaal Pakistan Fund
· LHV	Leady Health Visitor
· LLIN	Long Lasting Insecticide Bed Net
· LSO	Local Support Organization
· MTDF	Mid Term Development Fund
· MHI	Micro health Insurance
· NGO	Non Government Organization
· NRSP	National Rural Support Program
· ODF	Open Defecation Free
· PHC	Peoples Housing Cell
· PITD	Physical Infrastructure & Technology Development
· PIU	Project Implementation Unit
· PPAF	Pakistan Poverty Alleviation Fund
· PSC	Poverty Score Card
· RCED	Rural Credit & Enterprises Development
· RSP	Rural Support Program
· RSPN	Rural Support Program Network
· SOP	Standard Operating Procedure
· SSS	Social Sector services
· TBA	Traditional Birth Attendants
· TOT	Training of Trainers
· VDO	Village Development Organization
· VRP	Village Rehabilitation Project
· WEP	Women Empowerment Program

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Preface

The fiscal year (FY) 2010-11 was the eighth year of the Sindh Rural Support Organization (SRSO) program implementation in 09 districts of upper Sindh with an aim of poverty alleviation. The trend of annual program review had been regularized from last three years which led to the 3rd annual program review workshop on 13th and 14th June 2011 to review SRSO progress during the year. The event was hosted by the Monitoring, Evaluation and Research Unit of Sindh Rural Support Organization (SRSO).

The key feature of the Annual Review was to really look deeply into the impact of the SRSO interventions in light of following indicators:

1. Progress against YPO
2. Program Initiatives other than YPO and their outcome
3. Community driven initiatives
4. Issues and challenges (Process Constraints)
5. How did we face it?
6. Community needs & Grievances during the year
7. Internal & external factors (Negative / Positive) affected the program area
8. Lesson learnt (Success Stories)
9. Experience of working with Donors (Projects)
10. Flood Emergency & Early Recovery (Lesson Learnt)
11. Role of Stakeholders (Media, Govt. agencies, line department, staff, community, politicians, other RSPs) in context of SRSO operation
12. Impact of Law & Order situation in SRSO operational areas
13. Impact of Inflation on SRSO program
14. Projects' impact (Merits & Demerits)

FY 2010-11 brought the drastic floods in SRSO operational area, the planned yearly operational plan was suspended and focus was shifted on responding that emergency on immediate basis. SRSO never worked in emergency and relief; at such but the organization accepted the challenge. The staff worked hard to prove that they can do it. The field staff was invited to participate in workshop, so that their efforts may also be acknowledged.

The workshop was also capitalized as the opportunity to discuss about the SRSO pre-financing of year i-e sector wise and Yearly Plan of Operation for the next FY 2011-12. The future scope of work in SRSO operational area remains in discussion during both days.

Chief Executive Officer Dr. Sono Khangharani gave his usual feedback and valuable inputs to make this effort more productive. Mr. Hashim Leghari (Chief of Party SARP Project) and Mr. Mansoor Durbari (Chief Financial Officer SRSO) also participated with their suggestions to make program more impactful. SWOT analysis was carried out by MER unit with support of HRD department. All managers and field staff actively participated during the exercise. All sectors and field Units presented the presentations and shared their progress on abovementioned indicators. The workshop included exclusive presentations on PPAF funded Social Mobilization Project and GoS funded Union Council Based Poverty Reduction Program.

The Annual Review is also an opportunity to take stock of progress and trends. The most significant trend in 2010-11 was responding emergency and working with all major donors. Working with International donors increased the confidence of SRSO staff. This report represents the main discussions followed by the presentations of the field units. We hope this report will contribute in effective planning for 2011-12 and beyond.

Syeda Nazia Shah (Manager MER)

presented the welcome note and reviewed last annual reviews' take home points. The guidelines of the workshops were also reviewed which were already shared with the field teams to come up with the presentations accordingly. Ms. Shah showed her gratitude on such huge participation of field teams. She thanked all managers, field teams and specially Chief Executive Dr. Sono Khangharani for their precious time. She informed that participants' best cooperation, coordination and participation is required in terms of questions, suggestions and recommendations to improve and strengthen our existing systems to tackle obscurities and for future interventions.



Welcome Note By: Syeda Nazia Shah Manager (MER)

Quick Review of the last Annual Review:

- . Last Year's Lesson Learnt
- . Strengths, Weaknesses, Opportunities & Threats of the reporting year.
- . Commitments made by SRSO Personals in last year to be focused during field operations.

Dr. Sono Khangharani Sahib (CEO, SRSO):

Opened the convention and said, "I am delighted to be here in third annual review of SRSO organized by Monitoring Evaluation & Research Unit (MER-U) and all participants are welcomed". He said, "2010 flood was the biggest loss in the history of Pakistan and it remained a great challenge. SRSO operational plan was suspended and we indulged in relief work which we never did before. It was challenge while in emergency situation and huge staff turnover; we worked with sincerity, honesty and commitment. 2010 Flood was test for our strength, we worked without planning and targets even



Opening Remarks by Dr. Sono Khangharani, CEO, SRSO

ensuring transparency was big challenge for us but we proved that we can work in such critical situations". He added, "We should analyze ourselves on this forum that what we achieved, what we lost, where we fell, where we rose, what we planned and what we achieved. It should be analyzed that where we are in the accountability and responsibility process. Whatever responsibilities were on our shoulders, did we fulfill them honestly". He said, "We should analyze our strengths, weaknesses, opportunities and threats. Last year we introduced number of new faces, and we trained them. We worked with almost each renowned international donor which certainly enhanced our capacity. Besides, we should not forget that people always talk about bad things. We did lot of good work but the impact of the other's bad work affected on our good work. We sustained all the pressures including politicians, influential group and above all the community. Meeting the hopes of community remained biggest challenge but we are honored to fulfill their expectations". With these words of acknowledgment, the forum was declared open. The summary of discussions and presentations during the annual review follows:

Field Unit, Daharki & Ghotki

Throughout the year we faced tribal conflicts, between the communities that hindered the target achievement in stipulated timeline. Pressure of feudal of that area remained a great challenge because we had already invested in those areas. Due to Low literacy rate especially in women caused difficulties in capacity building and organizing women community members. Frequent Women Staff turnover remained issue throughout the year. We were lucky in a way that Ghotki remained focused by donor and their frequent visits built our capacity a lot. Despite the flood emergency, project targets were achieved as per Yearly Plan.



Mumtaz Mirbahar & Dr. Gulzar Mahesar
Unit Incharge, Ghotki & Daharki



Habibullah, Unit Incharge Khangarh

Field Unit Khangarh

Presentation of Field Unit Khangarh was presented by Habibullah. He shared that working in the emergency and early recovery gave us a crucial time to complete SM project targets within the limited time period, meetings with donors, and government officials continued throughout the year. Staff capacity building was focused in the year 2010-11.

Field Unit Mirpur Mathelo

Field Unit Mirpur Mathelo was presented by Irfanullah, Field Unit incharge, shared that during the year 2010 we formed 157 CO's and attended 593 routine meetings in the communities. Savings of male community Rs. 211,095 and women Rs. 629,217 have been reported. Formed 62 VO's besides the target of 48 VO's and organized 96 VO training at Community level.



Irfanullah, Unit Incharge Mirpur



Mushtaq Ali Khoso, Unit Incharge,
Ubauro

Field Unit Ubauro

Tribal conflicts directly affected to the law and order situations, and it was a massive challenge to achieve the targets within the specified time period. During the flood, unrest increases and looting and robbing was common, it was really dangerous in the security perspectives but we managed accordingly and learnt a lot from the last year that taught us how to manage things and work with those tribal feudal.

Natural Resources Management (NRM):

Nasir Ahmed Pathan (Manager NRM) presented the progress of flood relief and early recovery projects. In addition to the progress sharing, he shared that the risk of opportunist and political pressure during the identification and distribution process remained a great hurdle throughout the projects cycle. Our Staff always remained in the field till late nights only for the achievement of targets and for the smooth running of the project activities. Quality of work affected because of over burden and unlimited time consuming activities. Data management also remained a great challenge NRM sector handled projects of approx. Rs. 2 billion.

Distribution of Agri-Inputs, machinery and wheat, preparation of water courses of worth Rs. 4 billion remained our major activities throughout the projects cycle.

Further he articulated that during the floods, a number of donors came in and there were lots of opportunities along with challenges. There was great pressure from the Donors, Management and the community. It was our supreme responsibility and we managed accordingly, though sometimes due to pressure and emergency we worked without any planning, but with the grace of Almighty Allah and best efforts by our teams, remained source of success.

Challenges

- . Political pressure (during the identification and distribution process).
- . Pressure of opportunist (during the identification and distribution process).
- . Staff always worked for long hours in the field in a smooth manner, for the implementation of targeted activities under the projects. Moreover staff was leading with full risk to achieve the projects goal.
- . Due to work quantity, quality of work affected.
- . Problems faced in data management.
- . Heavy work load could be performed, but data management remained major issue.
- . NRM sector handled projects of approx Rs. 2 billion.
- . Distributed Agri-inputs, machinery and wheat, prepared water courses of worth Rs. 4 billion.

District Shahdadkot & BISP

Progress of district Shahdadkot and BISP was presented by Mr. Ahmed Khan Soomro. He said that Benazir Income Support Program was the mega project in which 100% households have been covered through door to door survey of eight districts and has been completed successfully. In this regard staff capacity building was the key factor. Working with political parties, government officials and local social workers, was a great experience of the year. Mr. Ahmed shared that while working at district Shahdadkot we faced unlawful situations but resolved with the best cooperation of the community. Moreover, he said that at district Shahdadkot, 08 projects are in progress, i.e. Bakhtawar, Yusra, BAHAAAL, WFP, FAO, Sehat, SARP and UNICEF Integrated. Besides 52 humanitarian partners are working in the district, including National and International Organizations but SRSO is working in isolation.



Nisar Ahmed Pathan (Manager, NRM)



Ahmed Khan Soomro, DPO Shahdadkot

SMU Chak

Flood 2010 displaced millions of peoples in the interior Sindh. All teams were diverted to the emergency work that was early relief and recovery of the flood victims by providing cooked food and other health facilities were on the priority basis, besides we faced a lot of incidents like looting of food items and sometimes it affected the staff members also by snatching of assets like Cameras and Cell-phones etc. We worked without planning and it was test of honesty and commitment of our teams.



Saima Latif, Unit Incharge, Chak



Ameer Bhutto, Unit Incharge Khanpur

SMU Khanpur

SMU Khanpur presented by Ameer Bux, shared that during the year Rs. 8,197,500 as CIF re-disbursed, Rs. 20,586,000 rescheduled and 947 training events were organized at the community level in the emergency and early recovery. There were over crowded staff and integrity of team was also unmanageable.

SMU Shikarpur, Madeji, Lakhi and Garhi Yaseen

Flood 2010 placed the whole organization in such a tricky situation Where we came across with so many complications like robbing, snatching, looting of food and other inputs, but in-spite of these demanding situations, our community members worked day and night just to provide comfort to each flood victim. It was a great experience to work with the donors and visitors from the government side.



Pahlaj Rai, & Reema Pahore Unit Incharge Madaji & Ghari Yaseen

Challenges

- . Looting & Snatching of NFIs & Food Items
- . Security of team
- . Team Integrity
- . Morale of team
- . Transparency and Honesty issues
- . Planning in Emergency

Enterprises Development Sector (E&D)

Enterprises Development Sector presented by Mrs. Samina Barkat that the assessment and the role of Enterprise Development Sector is of vital importance in Pakistan. Direct dealing with local NGOs, Govt. and other stakeholders regarding their business remained core activities during the year 2010. Access to local profitable market, purchasing of raw material, packaging and dispatching and order placement at the community level, Record keeping for business updates, networking of the community, and organizing business groups at community level were major tasks performed.



Samina Barkat Ali, SPO, E&D

Challenges

Coordination gap with field team, less response from field team, marketing on regular basis and maintaining the interest of artisans remained the great challenges.



Waseem Mangi, Unit Incharge Rohri

Field Unit Pano Akil (District Sukkur)

While in the flood 2010, it has been a great experience that close coordination with community plays significant role in getting good result because when we will work with community as CO/VO than community will be responsible for the progress of the program, they will automatically enforce others members to be active towards progress. The great lesson we learnt that without the spirit and best coordination among the team, targets are impossible to achieve, another great lesson we learnt that how to work with the tribal groups. The rigid people of the Taluka Pano Akil do not allow working with females, but were mobilized and organized female CO and VO for the best and timely results.

Field Unit Rohri (District Sukkur)

Early recovery for the flood disasters was a great challenge to maintain law and order situation especially in the field. The teams could not work properly, due to the fear of the security and it directly affected transparency of the work but at the same time it was learnt that close coordination with the community plays significant role in getting good results to some extent. Another lesson learnt was that if wanted to get good and positive results, one have to build team spirit.

District Larkana

Mukhtiar Ahmed Channa, MER Larkana shared that during the floods there were less opportunities for the employment which pushed up the robbing and snatching ratio, due to hunger and unemployment. Flood water dismantled roads and communication system, and it was difficult to reach flood affected IDPs. Government of Sindh did not provide security in proper manners during assessment process and in result, we faced robbing and looting. Landlords and feudal gave such a hard time to our community as they wanted to get control over everything but the affected people shown their concern only towards shelter, medicines, clothes and food which we provided them through different transportation channels (sometimes through Helicopter). Law and order situation was great challenging especially in the rural areas.



Mukhtiar Ahmed Channa, MER
Larkana

Projects' impact (merits & Demerits)

MERITS

1. Community gained return in limited time.

DEMERITS

1. It was activity based return and non-sustainable for future.
2. Its pressure remained till its evolution.
3. Policies bypassed

Village Rehabilitation Project (VRP)

Sikandar Sanam Phull, shared ongoing projects portfolio under the VRP, Government of Sindh proposed with 7,131 houses of 02 rooms with sanitation for villages at District Kashmore@Kandhkot, Jacobabad and Shikarpur (Per House Budget PKR 92,541) and Save the Flood and Disaster Victim Organization (Bakhtawar Project) 200 Houses of 02 rooms at Qambar-Shahdadkot (per House Budget PKR 95,317). IOM Pakistan, One Room Shelter Program of 500 Houses at Jacobabad (per House Budget PKR 25,500). Yusra (US, Civil society) one room shelter of 23 houses at Qambar-Shahdadkot (Per House Budget PKR 50,000). USAID-Bahaal Project of one room shelter (3000 Houses) at Kashmore, Jacobabad, Shikarpur, Shahdadkot and Jamshoro (Per House Budget PKR 40,000).



Sikandar Sanam Phull, Team Leader
VRP

Challenges

- . Lack of Professional technical team in the market.
- . Initially 10 villages cancelled due to unwillingness of beneficiaries lead to the target shortfall & resources wastage.
- . Initially contractor system was adopted which resulted poor material quality delivery to the community.
- . Skilled Labor shortage due to massive intervention of other NGOs for re-habilitation activities.
- . Demand pulled inflation to raise the inputs cost due to shortage in the market, for example Kana Pattar cost in market before flood at the rate of Rs. 400/- which was raised to Rs. 1200/-
- . Low financial capacity or extra assessed beneficiaries may lead to target shortfall.
- . Material sold out and DPCs dismantled specifically in Village Qiyas Bhayo.
- . Law and order situation in the operational area become worst, as 5 motor bikes snatched from staff and out of that 4 were recovered with the community support.
- . Intentionally, progress was stuck-up in some villages.
- . Rumors of upcoming flood stressed the beneficiaries, which lead to the target shortfall.
- . Matter of funds transfer by the Donors lead to progress stuck-up.

Field Unit Ranipur

Field Unit Ranipur presented by the Abdul Shakoor Mangi. According to him, the challenging situation made us aware about our strengths and weaknesses during the floods 2010; taught us how to work in abject situation where planned targets were very much difficult to achieve but was left no stone unturned and achieved the set targets. CIF amounting Rs. 1,746,700 was recovered from the community.



Abdul Shakoor Mangi Unit Incharge
Ranipur



Asia Mughal Unit Incharge, Khairpur

Field unit Khairpur

In the flood, early recovery remained a great challenge because could not build cooperation between the teams that started creating problems with senior staff members. High working load and target achievement was really a matter of concentration but faced all these challenges and issues that made us to work in those challenging opportunities that build our confidence and strengthened us how to tackle in these circumstances.

Taluka Tangwani

Floods 2010 was a greatest disaster, millions of people left homeless and displaced, and lost the battle of life. For the relief of flood victims on the priority basis in these abject circumstances were really a great challenge, but we worked diligently and transparently to facilitate the flood victims.



Rabia Rind, Unit Incharge Tangwani



Wajeet Kumar, Unit Incharge

Taluka Kashmir

Experiencing the work of early recovery and emergency there were poor law and order situations, with a challenge to work in the areas where no cooperation could be expected from the influential persons. Security of the teams was really a matter of concern and many times our teams faced snatching of the material. Political persons remained cooperative, on the other hand, district government was cooperative, journalist played negative role and started black mailing.

Taluka Kandhkot

It was a great opportunity to work in dynamic flood situations, where it was learned that how to work in such critical circumstances. Even having limited time to plan, but worked honestly, and with the commitment, though faced a number of obstacles while working in the fields, but with the team efforts and strong determinations, tried to bring the transparency in the work for achieving the target.



Zahid Ali Narejo, MER Kandhkot

Challenges to District Kshahmore@ Kandhkot

- . Poor law and order situation.
- . No cooperation from the influential persons regarding law and order.
- . Many times snatching occurred.
- . Journalist played negative role like black-mailing, not all but specifically local journalist.



Abdul Hameed Bullo, Manager
Emergency Cell

Emergency Cell

Abdul Hameed Bullo, Manager Emergency Cell, highlighted the role played by the emergency cell upholding the flood victims and shared the progress of flood recovery and rehabilitation projects. He said that 2010 flood was really big challenge for all of us which could only be felt by those people whose dear and near ones has been affected in the disaster. He also added that to work honestly and with commitment was tried, and bringing transparency was his utmost effort, but he do not know, weather he fulfilled his responsibilities devotedly or not, despite the fact that working in the emergency was their first experience, but it remained

great master and taught the team that how and in which area to work in such critical circumstances.

Lesson learnt

- . Establishment of disaster management unit and staff capacity building is necessary.
- . Strict internal control systems should be placed.
- . Timely reporting to donors in transparent manner.
- . Monthly updating the progress at all levels.
- . Effective coordination with local authorities for implementation of project activities.
- . In distribution projects, hiring of local staff should be avoided.
- . Complaints management system should be placed.
- . Timely and prompt disciplinary actions should be taken.
- . Strengthening of MER unit for timely dissemination of information.
- . Staff to be recruited on project based.

Closing Remarks of the First Day

The 1st day ended with closing remarks by Syeda Nazia Shah, Manager MER, by thanking audience for their active participation, their feedback throughout the presentation sessions and for showing best coordination, and for their experience sharing. Remaining sectors and field units were left to be covered next day. The participants were given assignments to go back and discuss the solutions to the challenges highlighted in their presentations. Moreover, District Managers were asked to conduct exercise of SWOT analysis of their respective areas, with their teams.

Day- 2 (14th June, 2011)

Review of the last day:

Second day started with the recitation of the Holy Quran by Ms. Asma Soomro, followed by the welcome by Syeda Nazia Shah Manager MER, and had a flashback review of the previous day's presentations. The feedback on given exercise was also taken from participants. Queries were left for the question and answer session after presentations. The series of presentations were resumed.

Physical Infrastructure and Technology development

During the devastated flood, regular work halted and due to non-availability of the trained staff in the field remained the matter to be solved but was could not get any ground in this regard and secondly major hurdle which remained throughout the year was the conflict in the community during implementation of the schemes, and resolved through social pressures after long time.

The speed of the work affected due to the delay of funds by the donor, it affected the community enthusiasm towards the completion of the targets in short possible time. Implementation of the flood activities suddenly stacked the progress. Internal and external factors affected the program area throughout the year. It was emphasized that SRSO working areas are mainly in the tribal areas of the Sindh and mostly with uneducated people therefore, if the social mobilization is not strong and has not undertaken properly before initiating the scheme, the scheme could not be completed within required time.



Aftab Jatoi, PO, PITD

Challenges

- . Timely submission of reports to donor
- . Monitoring the activities by donor

Micro Health Insurance:

Mr. Rashid Ali Bhatti expressed that flood 2010 remained a great master. During the emergency, early relief was on the priority. The campaign started to search the people and provide them medical facilities. Some of the duplicate insurance receipts received from the community members were found. It was mostly observed that the beneficiaries don't have CNICs, and were informed about the importance of CNIC to avail the MHI scheme. The message encouraged the community for registering and getting the new CNICs. In the beginning, there was only one hospital in the panel list at Shikarpur. After some time, additional hospitals were contacted and added in the list of panel hospitals. Few beneficiaries were facilitated with higher claimed amount as special cases.



Rashid Ali Bhatti, SPO Insurance Unit

Filling of the insurance receipts and distribution of Sehat Salamat Cards at the door step was carried-out during the year. Providing better medical treatment to patient within/near to their home through panel hospitals remained a great challenge. Throughout the year, major achievement was the MHI - GoS, and was successfully completed within short span.

CHALLENGES

- . It was a big challenge to achieve the target of GoS - MHI Policy in a short time.
- . Filling the insurance receipts and distribution of Sehat Salamat Cards at their door step.
- . Better medical treatment to patients at their districts through panel hospitals.
- . During floods, the beneficiaries were additionally supported whose MHI - Card has been misplaced and were facilitated by just presenting CNIC to the panel hospital.
- . During floods, it was difficult to find the MHI beneficiaries and in this regard, a search campaign was started to locate, identify and support them for medical facility through issuing duplicate insurance receipts.



Ruksana Riaz Ali, Manager G&D

Gender and Development Sector

Ms. Ruksana Riaz Ali articulated that Gender role refers to the set of social and behavioral norms that are considered to be socially appropriate for individuals of a specific sex in the context of a specific culture, which differs widely between cultures and over a time. There are differences in the opinion as to whether observed gender differences in behavior and personality characteristics are, at least in part, due to cultural or social factors, and therefore, the product of socialization experiences, or to what extent gender differences are due to biological and physiological differences.

While in the floods, gender sessions were conducted in the camps and G&D section also distributed 10,800 dresses among Women and Children. Moreover, Gender and Development Sector organized Old-Age Persons Day and distributed various items among 0 to 6 month of age children. Distribution of Shawls among pregnant women and also supported other logistic activities, over a period of 5 months.

Gender Challenges

- . Access to Relief goods
- . Privacy in camps
- . Safety at night
- . Lack of recognition of VAW
- . Harassment /Sexual Harassment
- . Registration & compensation
- . Increased workload
- . Lack of gender sensitivity



Syeda Nazia Shah, Manager MER

Monitoring Evaluation and Research Unit:

Syada Nazia Shah informed that Monitoring and evaluation (M&E) is key instrument for organizations to encourage on-going learning for the improvement of progress interventions. The good M&E include

improvement in management and performance in terms of effectiveness, efficiency and value for the Donors, and an increase in accountability and transparency process. Data analysis is the key factor for funders, evaluators and implementers of the projects

or programs. M&E the most important source to collect better baseline data, by regular monitoring as well as evaluation and identification of issues, problems and pathways for the organization. M&E need to build space for reflection and learning throughout the project cycle by the close coordination with the field teams. Throughout the year, it has been a great experience to work with the donors and has brought the trend of daily reporting. It has also been a challenging experience to work in the exigent situations to meet the deadline. While working with the donors, it also enhanced the data analysis capabilities and working experience of the team. Debriefing to the donors improved communication and presentations skills and also learnt systematic monitoring and reporting on output indicators and matrix that remained great experience throughout the year.

Challenges

- . M&E centralization & Integration
- . M&E feedback is mostly taken personal
- . Streamlining Information Flow & Reporting
- . Information not shared until M&E ask

Human Resource Development sector (HRD)

HRD includes the broader range of activities to make the organizations stronger in Career Development, Training and Organizational Development. HRD has given International exposure to 16 Staff Members at Sri Lanka, Bangladesh, India, Thailand, Malaysia and Singapore. Exposure of other organizations within the country also took place, which includes 60 Staff Members to NRSP, SAFWCO, ECI (Empowerment through Creative Integration), OPP, TRDP and KASHF Foundation.



Hafeeza Bozdar, SPO, HRD

Challenges

- Staff turnover and training component of SM-Project Ghotki was a challenging task.
- Internal & external factors that were affected by the floods and budget constraints.



Abdul Samad Phulapoto, DPO.
Jaccobabad

District Jacobabad (Abdul Samad Phulapoto)

Staff Capacity and integrity has always been a challenge, especially in the emergency and early relief. There were so many tasks with very limited time, but work was managed by prioritizing and assigning responsibilities. Strived to develop relationship with donors/partners and tried to keep everyone on same level of understating for long lasting partnerships. CRPs played a vital role and coordinated with SRSO staff during emergency with an aim that no needy should be deprived from flood assistance. Carrying out activities through COs and VOs was our great achievement. Data management and huge documentation according to donor's

demand, ensuring transparency and multi tasking drove towards more enthusiasm and focused. Maintained coordination with District Govt. and other working groups and organizations by attending regular DCCs and WGMs at district level. Learnt to prioritize things at every step and assigning right job to the right person decreased workload and ensured smooth operation.

Strengths:

- Ability to combat with emergency situation.
- Commitment to serve the needy and poor in every situation.
- Team work and sense of understanding.
- Similarity in the approach.
- Target oriented team.
- Well motivated and desired to work under any circumstances.
- Ability of multi- tasking
- Dedicated and proactive staff.

Strong mechanism of community interaction through SMUs.

Integrated coordinative approach through INGOs, NGOs , RSPs & Govt: line departments.

Gender balance in staff recruitment

Excellent art of event management

Close liaison with Govt. line departments.

Enabled to sustain the pressures of the community at offices.

Opportunities:

opportunity to work with multinational /International donors/organization

Capacity Building in Emergency work

Future Project from International NGOs

women participation (CO,VO) will increase women empowerment

Weaknesses:

Lack of timely Reporting & Data Management

communication system were damaged during flood

Weak Internal Controls (during emergency phase)

Lack of Planning in emergency Skill

Security measures.

Time Management.

Weak Financial management.

Threats:

Political Pressures.

Public black mailings i.e. road blocks, strikes.

Organizational image /credibility remained on stake due to rumors and media's mis-representation

Going back to the SRSO original programme

Poor Law and Order

RCED, Larkana

Throughout the year, regular meetings with the CO members were the priority, daily recovery and deposits during the bank timings were great challenge. Minimizing the duplication of the loan that was tackled by careful verification and timely disbursement seasonally. Timely FIS and MIS posting was a great challenge.



Maqssod Ahmed Phulapoto

RCED, Sukkur & Jacobabad

It was learnt that friendship with credit borrowers was harmful to credit program and careful identification and selection of the right borrower ensures 100% recovery chances. Staff appreciation plays a part in achieving the targets besides, providing a conducive and cooperative atmosphere. No compromise with borrower on recovery. Tribal crises between communities remained a great challenge to work with.



Imdad Dahani & Bashir Ahmed Shaikh,
DPO-RCED Jaccobabad, Sukhar

RCED Khairpur

Seasonal cash flow started from 20 April 2011 and achieving 60% individual disbursement at Chundiko & Head Jamrao Units was a great challenge. Maintaining huge current portfolio along with the default amount, especially of Chundiko & Head Jamrao Units and adjoining areas, was remained a great challenge for the team. Disbursement through the ambitious persons in the communities was really great experience.



Shahzado Abbasi & Najaf Ali Shah

RCED, Shahdadtot & Ghotki

In the year 2010 due to emergency and early recovery, faced a number of challenges in the sense that the staff could not be fully facilitated. Most of the times, staff remained in the field till late hours at nights and that was really a great risk for the staff regarding safety and security point of view. Mobilization of the tribal communities was a great challenge rk willingly with us.

Challenges to RCED, Sector

- . Verification of cases
- . Maintain Portfolio
- . Timely recovery (Nov to Jan)
- . Recovery deposit on bank time
- . Minimize Duplication of Loan
- . Timely Disbursement season wise
- . FIS and MIS posting on time
- . Proper utilization of credit community aware from the credit policy
- . Focus on thickly populated villages
- . Credit should not disburse to the disaster area
- . Credit disburse to the female
- . Fast Credit disbursement to barrower

Social Sector Services

Mr. Naimatullah Shaikh briefed that the year 2010, Pakistan experienced the worst flood in its history. Approximately 3.6 million people affected which was one-tenth of Pakistan's total population. These affected people were facing severe shortage of food, clean drinking water and medical aid.

As a result, there was an outbreak of sewerage and waterborne diseases especially amongst children and women and large number of expected mothers were vulnerable to mortality and morbidity due to malnourishment and poor health services, and SRSO team left no stones unturned to mediate them.

SRSO-SSS (through RSPN) UK-Aid launched SEHAT project in 8 UCs of two districts i.e. Shahdadt and Shikarpur with funding from British Pakistan Foundation. 343 introductory dialogues were conducted at village level which resulted in formation of 179 village sehat committees. He shared that 716 community resource persons were identified for raising awareness regarding health related issues in the project area. He further informed that the lesson learned was that each project intervention should be carried out through community organizations to make them more empowered and responsible.



Naimatullah Shaikh, Manager, SSS



Fareeda Pathan, Coordinator
Education Project

Education Project (PPAF)

It was the objective of the Education Project to provide improved education facility to the communities, and also create Social cohesion and awareness among the communities. Raising awareness on the importance of education among them to improve the enrollment of students and also create sense of ownership and responsibility at the community level.

Furniture and Fixtures were provided in 7 primary schools in district Ghotki. Other accessories were also provided in 10 schools and cheques were distributed among COs through SMCs. Local teachers

were hired on need basis and teachers training events were conducted. It was learnt that close coordination with community plays significant role in getting results up to the mark.



Zubair Ahmed Soomro, Manager HR

Human Resource:

HR section is the legal connection between the organization and the employees and has to uphold the employment and safety laws as well as to follow the practices, which may differ within federal guidelines that the employer authorizes.

achievement was the appointment on the position of Chief Financial Officer and Manager HR to responsibly manage the entire HR Section separately. Worked on the overall polices of Human Resources which initiated in the year of 2010-11, innovatively.

Details of Policies:

1. Recruitment Policy
2. Zero Tolerance Policy
3. Conflict of Interest Policy
4. Code of Conduct Policy
5. Intern Policy
6. Training Policy
7. Governance Policy
8. Grievance Settlement Policy
9. Anti sexual Harassment Policy
10. Annexure

Challenges

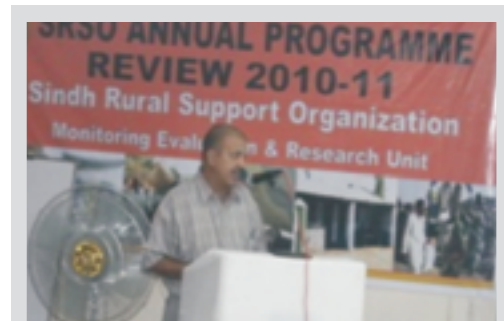
- . Internal and external influence in recruitment process remained a great challenge and non-coordination among the sectors and district level observed. Timely availability and transparency in the attendance remained a great challenge.

Documentation

- . HR new formats
- . Correspondence Letters
- . District wise staff position
- . Project wise staff position
- . Appointment, Close Contract Letters etc.

United Nations International Children's Emergency Fund (UNICEF)

The United Nations International Children's Emergency Fund (UNICEF) is one of the world's best-known organizations devoted to the health and welfare of children. This is a special United Nations program for aiding national efforts to improve the health, nutrition, education and general welfare of children. Program integrated with five interventions that is Education, Child & Adolescent Protection, Wash, Health and Nutrition at Shahdaskot, Khairpur, Shikarpur, Jacobabad and Kashmore districts.



Khalid Rasheed Khosa, Project Coordinator, UNICEF

Results

Health: Excess mortality among girls, boys and women in humanitarian crisis is prevented
Nutrition: The nutrition status of girls, boys and women is protected from the effects of humanitarian crisis.
WASH: Girls, boys and women have protected and reliable access to sufficient safe water, sanitation and hygiene facilities.
Education: Girls and boys access safe and secure education and critical information for their own well being

Child; and Adolescent Protection: Girls' and boys' rights of protection from violence, abuse and exploitation are sustained and promoted.

Procurement Unit

Flood 2010 remained a great teacher, and learnt a lot that how to make the arrangements on the immediate and emergency basis and to provide a strategic, ethical and service driven approach to procurement that provides with value for money, goods, and services & to achieve economy of scale that are of high quality and enable the organization to achieve its strategy. Throughout the year it remained the motive to work as a value added procurement function that is strategically aligned to high mark and valued by the organization.



Ameet Raja, Procurement Officer

Process Constraints

- . Requisition should be on standard format.
- . Budget copy should be attached with the requisition.
- . Requisition should be duly approved.



Dr. Sono Khangharani, CEO, SRSO

Question and Answer Session

After presentation session, forum was opened for questions and answers. The challenges highlighted during these two days presentations were taken as agenda. The reason for discussing challenges was to see if they affect SRSO program in any way and to strategize next year's operational plan accordingly. After sorting out all challenges, it was found that there are two types of challenging factors; Internal and

External. The external factors are those which cannot be changed easily. They will remain there and we have to work with it. However, internal factors shall be discussed to minimize the future threats and to strengthen internal controls.

The major common challenges highlighted by field teams (mostly), followed by suggestions and main discussions are as under:

Common Challenges faced during Year 2010-11

1. Emergency planning issue; since there was an emergency after floods, mostly things was done without proper planning, resultantly we bypassed SOPs.
2. Ensuring and then maintaining the transparency.
3. Internal controls and administrative issues.
4. Short term projects; how we will manage HR after projects closing?
5. Managing the finance.

6. SRSO, Head Quarter is in Locality.
7. How to deal with media; media highlighted SRSO work very negatively.
8. How to sustain political pressure.
9. During floods, due to damage of roads and communication system, it was difficult to reach affected IDPs.
10. Robbing ratio increased due to disaster and insufficient resources.
11. Security issues during assessment and distributions.
12. Involvement of influential.

Suggestions from Audience

Asad Jatoi: SOPs should be strictly followed, with timely decision making, and blood relation appointments should be avoided. If there are blood relatives then it should be ensured that they should not be reporting each other.

Hashim Leghari: There should be staff recruitment through third party such as National Testing Center (NTS) or Sindh Public Service Commission (SPSC). Implementation of SOPs should be ensured.

Syeda Nazia Shah: Every sector shall take up their concerned issues/challenges with focused approach. For instance, being manager MER, I am planning to focus on data management issue which was highlighted almost everywhere. Likewise every concerned person should work on their concerned challenges. However, internal controls should be strengthened to minimize the issues.

Dr. Ghulam Rasool: There are some internal and external factors that hinder the work quality and efficiency, and could not maintain the transparency for that work we have to look into our existing systems like Finance, MER and Audit. It was also suggested that Yearly Plan of Operation should be discussed and developed on this forum by involving these teams. Field teams are actual executors and are well aware about the ground situation.

Ahmed Khan Soomro: We should analyze our policies; there should be amendment if needed. Staff should show commitment to ensure transparency.

Nasreen Noonari: Other organization are boosting in the same areas that affect the organization.

Ali Bux Mangi: Staff needs to be more receptive and positive. There should be focus on our record keeping skills.

Abdul Samad: Favoritism should be avoided.

Ruqaiya Naz Leghari: SOPs should be implemented, and everyone should follow the organizational polices.

Zulfiqar Ali Narejo: Restructuring of SRSO is suggested. The support sections should play vital role in facilitating field teams.

Asma Soomro: Field Staff Orientation before sending to the field. They carries SRSO message to the community, they should first learn about SRSO philosophy.

Nighat: When we are hiring the staff it should be ensured that the staff is trained or not, if staff is not trained there should be proper training to the staff for the better performance of the work.

Fatima Channa: Poverty Scorecard should be followed for right beneficiary selection.

Nisar A. Shar: Organization is large and it could not bear the burden of our mistakes so we should work honestly, there should be proper training sessions.

Ameer Bhutto: SOPs should be decentralized to the every unit, and job description should be clear to each employee.

Wrap up points by CEO, Dr. Sono Khangharani

Worthy CEO concluded that he welcomes all suggestions. He added that staff has enough knowledge about SRSO SOPs and they also know how to implement these. Staff is also aware about their job descriptions and their roles and responsibilities but what we are lagging behind is lack of leadership qualities. Leader builds the teams and its capacity.

Maintaining the transparency is really a great confront for any type of organization. Organization can only work transparently when its individuals do so. When the individual interest will be sacrificed for the organizational interest than we can think about the transparency in work. In SRSO, individuals matters. They are the one who drives the systems. We need to be more mature and professional in respecting systems. We shall work on personnel capacity building and strengthening existing systems. This was, we will surely achieve organizational goals and can bring change in community's life.

Field Unit Gotki, Ubaun, Khangarh, Daharki, and Mirpur Mathelo

Socio-Economic Indicators		Socio-Economic Indicators		Socio-Economic Indicators		Socio-Economic Indicators	
Year	Population	Male	Female	Year	Population	Male	Female
2008	11	6	5	2009	11	6	5
2010	11	6	5	2010	11	6	5
2011	11	6	5	2011	11	6	5
2012	11	6	5	2012	11	6	5
2013	11	6	5	2013	11	6	5
2014	11	6	5	2014	11	6	5
2015	11	6	5	2015	11	6	5
2016	11	6	5	2016	11	6	5
2017	11	6	5	2017	11	6	5
2018	11	6	5	2018	11	6	5
2019	11	6	5	2019	11	6	5
2020	11	6	5	2020	11	6	5

Socio-Economic Indicators		Socio-Economic Indicators		Socio-Economic Indicators		Socio-Economic Indicators	
Year	Population	Male	Female	Year	Population	Male	Female
2008	11	6	5	2009	11	6	5
2010	11	6	5	2010	11	6	5
2011	11	6	5	2011	11	6	5
2012	11	6	5	2012	11	6	5
2013	11	6	5	2013	11	6	5
2014	11	6	5	2014	11	6	5
2015	11	6	5	2015	11	6	5
2016	11	6	5	2016	11	6	5
2017	11	6	5	2017	11	6	5
2018	11	6	5	2018	11	6	5
2019	11	6	5	2019	11	6	5
2020	11	6	5	2020	11	6	5

Natural Resource Management

NRM Sector's Projects & Donors

Project Name	Donor
Land Utilization Review	Government of Sindh
Micro Irrigation Pilot	Micro Irrigation Pilot
Head & Agriculture Organization (H&A)	Foreign Donor
Natural Resource Management (NRM)	Foreign Donor
EMO Center Emergency Response Fund	United Nations
EMO Center - All Project	Australian Govt
South Agriculture Recovery Project (SAR)	USAID
EMO Center Project	Canada, UK, JICA & Swedish

NRM Project's Activities

Project	Activities
EMO	Soil Conservation, Watershed Management, Micro Irrigation, Land Utilization Review, etc.
Micro-DM	Establishment of Micro-DM, Training of Farmers, etc.
EMO	Establishment of EMOC, Training of Staff, etc.
EMO	Establishment of EMOC, Training of Staff, etc.
EMO	Establishment of EMOC, Training of Staff, etc.
EMO	Establishment of EMOC, Training of Staff, etc.
EMO	Establishment of EMOC, Training of Staff, etc.

EMO Target V/s Achievement

Target	Achievement
1. Micro Irrigation Pilot	100%
2. Head & Agriculture Organization (H&A)	100%
3. Natural Resource Management (NRM)	100%
4. EMOC Center Emergency Response Fund	100%
5. EMOC Center - All Project	100%
6. South Agriculture Recovery Project (SAR)	100%
7. EMOC Center Project	100%

Issues/Challenges

- Lack of awareness among farmers about the benefits of NRM.
- Limited resources for NRM activities.
- Poor infrastructure for NRM activities.
- Limited technical support for NRM activities.
- Limited access to credit for NRM activities.
- Limited access to markets for NRM products.
- Limited access to information for NRM activities.
- Limited access to training for NRM activities.
- Limited access to extension services for NRM activities.
- Limited access to research and development for NRM activities.
- Limited access to policy and legislation for NRM activities.
- Limited access to institutional arrangements for NRM activities.
- Limited access to human resources for NRM activities.
- Limited access to financial resources for NRM activities.
- Limited access to natural resources for NRM activities.
- Limited access to social resources for NRM activities.
- Limited access to cultural resources for NRM activities.
- Limited access to spiritual resources for NRM activities.
- Limited access to intellectual resources for NRM activities.
- Limited access to emotional resources for NRM activities.
- Limited access to physical resources for NRM activities.
- Limited access to psychological resources for NRM activities.
- Limited access to environmental resources for NRM activities.
- Limited access to technological resources for NRM activities.
- Limited access to organizational resources for NRM activities.
- Limited access to managerial resources for NRM activities.
- Limited access to human resources for NRM activities.
- Limited access to financial resources for NRM activities.
- Limited access to natural resources for NRM activities.
- Limited access to social resources for NRM activities.
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- Limited access to physical resources for NRM activities.
- Limited access to psychological resources for NRM activities.
- Limited access to environmental resources for NRM activities.
- Limited access to technological resources for NRM activities.
- Limited access to organizational resources for NRM activities.
- Limited access to managerial resources for NRM activities.

District Shahdadkot and BIPS

Sr	District	Population Covered	Household Covered	Targeted	Agri. Ser.	Village/Cluster
1	Larkhano	1,175,985	254,545	211,235	5.55	302,528
2	Na-Parze	1,398,524	252,885	258,036	5.59	90,776
3	Roharpur	1,886,857	303,137	307,627	6.36	99,128
4	Sukkur	1,252,868	382,946	175,269	6.69	304,389
5	Safedkot	1,257,354	207,063	284,172	6.16	112,378
6	Shikarpur	1,066,768	205,536	286,252	5.11	309,289
7	Jacobabad	1,052,880	190,398	255,725	5.8	112,798
8	Kandhkot	866,085	185,114	286,343	5.47	301,859

Lesson Learnt

- Mega Project in of SP80
- 100% HHs carpet coverage
- Door to Door Survey of 8 districts.
- Staff Capacity Developed
- Utilization of Human resource or high level
- Dealing with Political parties, government officials and local social workers.
- We faced the Law & Order situations in Jacobabad, Shahdadkot & Shikarpur

Village Rehabilitation Project (VRP)

Block	Target	Achievement
1. Block 1	100%	100%
2. Block 2	100%	100%
3. Block 3	100%	100%
4. Block 4	100%	100%
5. Block 5	100%	100%
6. Block 6	100%	100%
7. Block 7	100%	100%
8. Block 8	100%	100%
9. Block 9	100%	100%
10. Block 10	100%	100%

Issues/Challenges

- Limited resources for VRP activities.
- Poor infrastructure for VRP activities.
- Limited technical support for VRP activities.
- Limited access to credit for VRP activities.
- Limited access to markets for VRP products.
- Limited access to information for VRP activities.
- Limited access to training for VRP activities.
- Limited access to extension services for VRP activities.
- Limited access to research and development for VRP activities.
- Limited access to policy and legislation for VRP activities.
- Limited access to institutional arrangements for VRP activities.
- Limited access to human resources for VRP activities.
- Limited access to financial resources for VRP activities.
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- Limited access to spiritual resources for VRP activities.
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- Limited access to emotional resources for VRP activities.
- Limited access to physical resources for VRP activities.
- Limited access to psychological resources for VRP activities.
- Limited access to environmental resources for VRP activities.
- Limited access to technological resources for VRP activities.
- Limited access to organizational resources for VRP activities.
- Limited access to managerial resources for VRP activities.

Micro Health Insurance

Govt. Micro Health Insurance Program of 2011-12 to 2015-16

Sr	District	Population Covered	Household Covered	Targeted	Agri. Ser.	Village/Cluster
1	Larkhano	1,175,985	254,545	211,235	5.55	302,528
2	Na-Parze	1,398,524	252,885	258,036	5.59	90,776
3	Roharpur	1,886,857	303,137	307,627	6.36	99,128
4	Sukkur	1,252,868	382,946	175,269	6.69	304,389
5	Safedkot	1,257,354	207,063	284,172	6.16	112,378
6	Shikarpur	1,066,768	205,536	286,252	5.11	309,289
7	Jacobabad	1,052,880	190,398	255,725	5.8	112,798
8	Kandhkot	866,085	185,114	286,343	5.47	301,859



Activities During Flood

- Gender Sessions Conducted in the Camps
- Distributed 10800 Drresses in Women & Children.
- Organized Old Age Persons Day
- Distribution of Items in Old 5 month age children
- Distribution of Shows in pregnant women
- Support on Logistic Activities (5 Month)

Gender issues/Challenges in Disaster

- Access to Relief goods
- Availability of and obstacle to facilities
- Privacy in camps
- Safety at night
- Lack of recognition of VAW
- Harassment (Sexual Harassment)
- Registration & compensation
- Increased workload
- Lack of gender sensitivity

Progress of Sehat Project

Activity	Project Target	Jobs Achieved
1. N.F.C.O	08	08
2. Remedialy Changan @Rajp	340	340
3. Formation of Rajp Sehat Committee	184	179
4. Identification of CSR/HF	756	716
5. Distribution of High Quality Cement	184	179

#	Activity	Target	Achieved
1	Healthcare/Proch	38	38
2	Swachch	38	38
3	Registred/Registered	38	38
4	Registred/Registered	38	38
5	Registred/Registered	38	38

Program Initiatives other than YPO and their outcomes

- Visits to YTP centers and facilitated them in product design, business orientation
- Survey of VTP graduates
- Local market Survey
- Initiatives taken towards integrated approach by meeting with RCED & HRD Sections on program implementation side
- Market Internship activities for women entrepreneurs
- Institution building /fund raising projects at community level (OCBs registered)

Issues and Challenges (Process constraints)

- Coordination gap with field
- Less response from field???
- Coordination Gap at head office level
- Marketing on regular basis
- Interaction (regular basis) with business groups
- Maintain the interest of artisans
- Vehicle

Shikarpur,Chak, Madaji, Lakhi Garhi Yaseen & Kimpur Field Units

HH Organized

Field Unit	HH Organized	HH Organized	HH Organized
Shikarpur	180	180	180
Chak	180	180	180
Madaji	180	180	180
Lakhi Garhi	180	180	180
Yaseen	180	180	180
Kimpur	180	180	180
Total	1080	1080	1080

VO Capacity Building

Field Unit	VO Capacity Building	VO Capacity Building	VO Capacity Building
Shikarpur	40	40	40
Chak	40	40	40
Madaji	40	40	40
Lakhi Garhi	40	40	40
Yaseen	40	40	40
Kimpur	40	40	40
Total	240	240	240

Co Capacity Building

Field Unit	Co Capacity Building	Co Capacity Building	Co Capacity Building
Shikarpur	350	350	350
Chak	350	350	350
Madaji	350	350	350
Lakhi Garhi	350	350	350
Yaseen	350	350	350
Kimpur	350	350	350
Total	2100	2100	2100

Vocational Training Band Wise

Field Unit	Vocational Training	Vocational Training	Vocational Training
Shikarpur	580	580	580
Chak	580	580	580
Madaji	580	580	580
Lakhi Garhi	580	580	580
Yaseen	580	580	580
Kimpur	580	580	580
Total	3440	3440	3440

CIF Band Wise

Field Unit	CIF Band Wise	CIF Band Wise	CIF Band Wise
Shikarpur	1382	1384	620
Chak	1382	1384	620
Madaji	1382	1384	620
Lakhi Garhi	1382	1384	620
Yaseen	1382	1384	620
Kimpur	1382	1384	620
Total	8110	8112	3720

Lesson Learnt

- Mega Project in of 5980
- 100% HHs carpet coverage
- Door to Door Survey of 8 districts
- Staff Capacity Developed
- Utilization of Human resource on high level
- Dealing with Political parties, government officials and local social workers
- We faced the law & Order situations in Jacobabad, Shahdadkot & Shikarpur

Flood Experiences

- While the team were directed to emergency work
- Supported flood affices in providing cooked food
- Scatching of NFBs
- Loaning of food items
- Society of staff
- Planning emergency
- Transparency & honesty of staff
- Working with IRMS, NRSR

Flood Experiences

- Loaning & Scatching of NFBs & Food Items
- Society of team
- Team Integrity
- Morale of team
- Transparency and Honesty issues
- Planning emergency

Field Unit Pano Aqil & Rohri

Area	Target	Actual	Target	Actual	Target	Actual
Shikarpur	45	72	25	28	33	35
Rohtas	15	-	4	-	5	5
Chowk	33	72	28	33	43	52
Total	4034	5298	3825	1459	1240	3702
Area	20258	-	-	-	-	20258
Total	12238	5298	3825	1459	1240	3702

Lesson learnt

- Close coordination with community plays significant role in getting good result.
- Task or required result can acquired team spirit.
- Working together and listening to others are very effective tool.

Area	Actual	Target	Actual	Target	Actual	Target
Shikarpur	45	3	27	3	5	12
Rohtas	29	28	13	6	3	18
Chowk	43	3	27	3	3	12
Total	117	-	57	-	21	42
Area	28	3	27	3	5	12
Total	382	45	123	12	25	537
Area	138	-	-	-	-	-

Lesson learnt

- Close coordination with community plays significant role in getting good result.
- Task or required result can acquired team spirit.
- Working together and listening to others are very effective tool.

Physical Infrastructure and Technology development

Project	Target	Actual	Target	Actual	Target	Actual
Water supply	15	15	1	1	2	2
Electricity	15	15	0	0	1	1
Health	15	15	0	0	1	1
Education	15	15	0	0	1	1
Other	15	15	0	0	1	1
Total	60	60	1	1	5	5

Lesson learnt

- Close coordination with community plays significant role in getting good result.
- Task or required result can acquired team spirit.
- Working together and listening to others are very effective tool.

Human Resource Development sector

VOCATIONAL TRAININGS-SM PROJECT GHOTI

Activity	Target	Actual	Target	Actual
Technical training	73	65	545	545
Non-Technical training	2	2	20%	20%
Soft Skills training	4	3	75%	75%
Mentoring	4	3	75%	75%
Award	2	2	100%	100%

Issues and challenges (process-orientation)

- Staff turnover
- MS Project Chariti (Training)
- Internal & external factors (negative / positive) affected the programme area
- Flood
- Budget constraints

Procurement Unit

FLOOD-RELIEF CENTER

SNo	Project	Target	Achievements	% of
1	USAID	24,42,82,000	24,42,82,000	100%
2	KOWAL	10,00,00,000	10,00,00,000	100%
3	BHRAI	5,00,00,000	5,00,00,000	100%
4	VP	17,00,00,000	17,00,00,000	100%
5	SPP	38,40,00,000	38,40,00,000	100%
Grand Total		75,22,82,000	75,22,82,000	100%

Process Constraints

- Requisition should be on standard format.
- Budget copy should be attached with the requisition.
- Requisition should be duly approved.

United Nations International Children's Emergency Fund (UNICEF)

Services deliver to Target Population in Five districts of Northern Sindh

Districts	HH Coverage	HCs Coverage	Total Population
Shikarpur	15000	18	344,134
Kotri	5000	1	1,130
Shikarpur	5000	7	153,157
Jacobabad	15000	14	280,750
Kapthore	10000	10	100,450

Results

- Health: Excess mortality among girls, boys and women has been reduced.
- Nutrition: The nutrition status of girls, boys and women is improving.
- WASH: Girls, boys and women have protected and stable access to sufficient safe water, sanitation and hygiene facilities.
- Education: Girls and boys access safe and secure education and critical information for their well-being.
- Child and Adolescent Protection: Girls and boys' rights to protection from violence, abuse and exploitation are sustained and promoted.

Sl No	Activity	Start	Completed	SL	Cost
11	Microfinance	08/06		623	1785
12	Cash disbursement	30	30	78	78
13	CMST	02	4	4	85
17	Savings	20/08/08	24/02/09	200/000	200/000
19	RM	02/02/08			28/200
19	Recovery	20/07/07	24/02/09	200/000	200/000
18	No. of RM's Disbursed	30/03		200	20/00

Lessons Learnt

- Regular Meetings with CGs
- Regular Reporting
- Daily recovery Deposit
- Daily record maintain

Date	No. of CM's	No. of RM's	Sub-Interest	No. of CM's	No. of RM's	Sub-Interest	Net CM's	Net RM's	Net CM's	Net RM's	Net CM's	Net RM's
08/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
10/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
12/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
14/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
16/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
18/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
20/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
22/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
24/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
26/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
28/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
30/06/08	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000

Lesson learnt.

- Friendship with credit borrowers is harmful for credit program.
- Right selection of borrower ensure 100% recovery.
- Appreciation to staff is must for achieving 100% targets.
- No-compromise with borrower on recovery & disbursement.

Activity	Start/End Date	Amount/Value	Completion/Status	Comments/Notes
Microfinance	08/06/08 - 30/06/08	1000000	1000000	1000000
CMST	02/06/08 - 04/06/08	1000000	1000000	1000000
Savings	20/08/08 - 24/02/09	2000000	2000000	2000000
RM	02/02/08 - 02/02/08	282000	282000	282000
Recovery	20/07/07 - 24/02/09	2000000	2000000	2000000
No. of RM's Disbursed	30/03	2000	2000	20/00

Challenges

- ✓ Individual Disbursement Chundiko & Head Jamrao Units. 60% Achievement
- ✓ Seasonal Cash fellow start from 20 April 2011.
- ✓ Maintain Huge Current Portfolio
- ✓ Specially Chundiko & Head Jamrao Surrounding Huge Default Amount.

Details of Policies:

- Recruitment Policy
- Zero Tolerance Policy
- Conflict of Interest Policy
- Code of Conduct Policy
- Intern Policy
- Training Policy
- Governance Policy
- Grievance Settlement Policy
- Anti sexual Harassment Policy
- Annexure

Issues & Challenges

- Influence in recruitment process (Internal & External)
- Culture of verbal communication
- Non coordination by sectors/ District
- Attendance
- Fake
- Not on time

Sl	Activity	Number of TIC	Number of Beneficiaries
1	Provision of Field Units - Ranipur		
	Provision of Field Units - Ranipur by 08/06/08	24	61278
	Provision of Field Units - Ranipur by 10/06/08	15	24258
	Provision of Field Units - Ranipur by 12/06/08	4	10500
	Provision of Field Units - Ranipur by 14/06/08	4	10500
	Provision of Field Units - Ranipur by 16/06/08	4	10500
	Provision of Field Units - Ranipur by 18/06/08	4	10500
	Provision of Field Units - Ranipur by 20/06/08	4	10500
	Provision of Field Units - Ranipur by 22/06/08	4	10500
	Provision of Field Units - Ranipur by 24/06/08	4	10500
	Provision of Field Units - Ranipur by 26/06/08	4	10500
	Provision of Field Units - Ranipur by 28/06/08	4	10500
	Provision of Field Units - Ranipur by 30/06/08	4	10500

CIF Recovery

UC	No	Beneficiaries	Amount
Muzil	7	100	100000
Subudero	2	18	180000
Provincial Staff	5	45	450000
Total	14	163	730000

Lesson Learnt

Team work
Challenges makes us aware about our strengths
How to work under pressure?

Field Unit Tangwani, Kandhkot, & Kashmore

S/O	UNION / CANTON	No. of House holds per CF			No. of HHs
		5-12	Amount	50-5F	
Total		20732	Amount	20732	21
1	Chari	282	5,853,000	282	35
2	Tangwani	102	5,896,500	102	28
3	Chand	34	4,955,000	34	7
4	Total	418	16,704,500	418	70
5	Chand	302	3,083,000	302	29
6	Tangwani	252	3,863,500	252	29
7	Chand	38	5,623,000	38	8
8	Chand	308	5,673,000	308	32
9	Tangwani	392	4,373,000	392	28
10	Chand	402	4,373,000	402	32

S/O	UNION / CANTON	No. of House holds per CF			No. of HHs
		5-12	Amount	50-5F	
Total		387	4,337,500	280	21
1	Chari	384	4,337,000	280	32
2	Chand	372	3,120,000	259	28
3	Chand	428	5,025,000	285	35
4	Total	388	2,306,000	102	8
5	Chari	377	4,813,000	465	35
6	Chand	283	2,715,500	384	35
Sub Total		2,092	26,782,000	2,092	198

CIF Recovery					
July - to the May - 16			Total May - 16		
Disbursement	Recovery Amount	%	Disbursement	Recovery Amount	%
1000000	780000	78%	1450000	1050000	73%
No. of Disbursements		%	No. of Disbursements		%
1025	947	93%	186	172	92%

Law and order situation

Poor law and Order situation.
No any cooperation of influential's regarding law and order.
Many time snatching occurred.

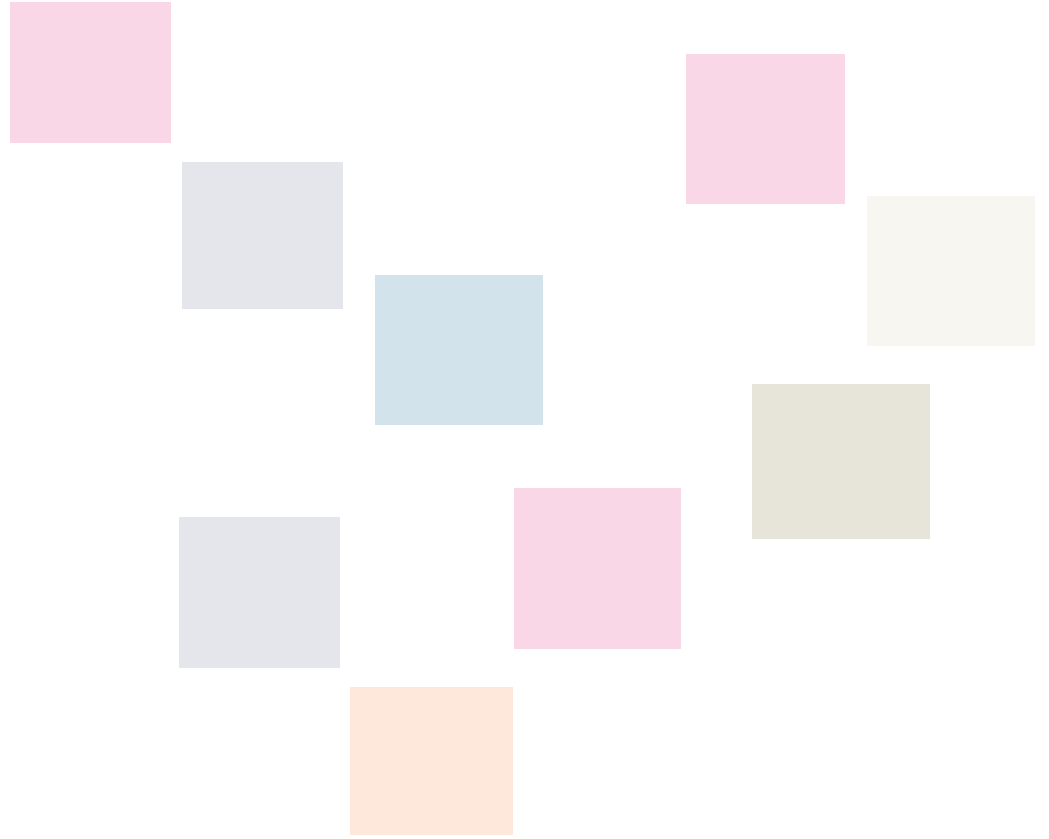
Emergency Flood (Lesson Learned)

- It was great opportunity to all of us work in emergency during flood.
- We learned how to work in critical circumstances with pation less people who are directly / indirectly affected in flood.
- Make plan in emergency .

CHALLENGES

Poor law and Order situation.
No any cooperation of influential's regarding law and order.
Many time snatching occurred.





HEAD OFFICE

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