# Introduction to RIZ Consulting

RIZ Consulting is a boutique management consulting, research and training firm established in 1991, headquartered in Islamabad, Pakistan, with offices in Afghanistan and the United Arab Emirates. RIZ Consulting works nationally and internationally on interventions ranging from monitoring and evaluation, research services including data collection & analysis, strategic communications, organizational development, gender diversity and mainstreaming, programs/project cycle management, human resource and financial management and capacity building training workshops.

As an organization, we use modern management theories and tools, combined with practical experiences in our interventions, offering an integrated approach to organizational development which is aligned with wider organizational strategies and change management processes. We also strive to institutionalize 'gender-responsiveness' as a cross-cutting theme across all our projects and data collection and place a strong emphasis on privacy and client confidentiality.

RIZ Consulting has served a wide client base that includes corporate, multi/bilateral agencies, including the World Bank, DFID, ADB, NPI EXPAND, USAID, CIDA, NORAD, GIZ, UN System, Bill & Melinda Gates Foundation, David and Lucile Packard Foundation, and PTC amongst others.

In addition, RIZ Consulting has delivered various trainings on gender sensitization, diversity & inclusion and leadership to Pakistan’s leading multinationals, including ENGRO Corporation, Coca-Cola, and Telenor.

It is with great pleasure that RIZ Consulting puts forward its proposal for the Third Party Field Monitoring. RIZ Consulting takes pride in its extensive work spanning over 30 years in the field of management consulting and is confident in effectively implementing the said project with its dedicated experience of third party monitoring and evaluation.

Moreover, with a strong base in Pakistan on third party monitoring services, RIZ also has expertise in the following areas for the polio program which we have been supporting over the years:

1. Geographic Coverage Support System
2. Emergency Operations Centers at national and provincial levels
3. DEOCs and dispensaries in Super High-Risk UCs (SHRUCs)
4. Support for the security and operations of polio program
5. LQAS
6. Post Campaign Monitoring (PCM)
7. Technical Support for the polio program
8. Priority Community Engagement Strategy support
9. Evaluation of a bag-mediated filtration system (BMFS) device for surveillance of viruses in wastewater

Our niche is the presence within the polio and EPI programs and a very strong partnership the majority of implementing partners and Government of Pakistan.

*Website:* [*http://www.rizconsulting.biz/*](http://www.rizconsulting.biz/)

## CORE COMPETENCIES

## EXAMPLES OF RELEVANT EXPERIENCE

Providing seamless and customized solutions to clients is a core pillar and service competency of RIZ Consulting. We have provided, and continue to provide, such services for several national and international clients since our inception as evident in the examples below. All interventions are research based (especially qualitative) with a special emphasis on gender diversity sensitive audience and thorough power analysis, data collection and providing third party support services.

RIZ has been supporting the Pakistan polio program in various capacities since 2011 and has presence in all the provinces/regions of Pakistan including trained and experienced field teams who have been associated with us since 2015.

A large sector of our works includes providing third party support services to health care programs in Pakistan, ranging from:

* Data collection
* Monitoring & Evaluation
* Facility Management
* Human Resources
* Training of Trainers

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| **Name of Project** | **Name of Client** | **Short Description** |
| Geographic Coverage Support System (GCSS)  2021 - ongoing | Rayn Group | **Project Description:** This project is aimed at identifying missed areas of polio campaign at UC levels by installing especially designed GCSS application in the phones of vaccinators. The application helps in tracking the daily routes of polio vaccinators during campaign days and provides an analysis of the covered and missed areas.  **RIZ Role:** RIZ is an implementing partner of Rayn Group providing field support during pre, intra and post campaign phases including trainings of UC level staff and ensuring installation of applications in the phones of polio teams and troubleshooting support during intra campaign phase. Additionally, at the end of the campaign the missed areas are validated by RIZ field teams with the help of UC level staff. RIZ has hired and engaged almost 700 field staff who are trained before each campaign round. |
| Survey on Banking Sector  2022 | Rayn Group | **Project Description:** Assignment scope included undertaking a survey of different segments of the society to understand their current knowledge, opinions, and practices about the banking sector.  **RIZ Role:** RIZ scope included interviewing 1200 respondents from different segments of society, including domestic workers, freelancers, gig economy workers, homemakers, students, and young professionals. Our methodology included designing of questionnaire, hiring, and training of field teams in all four provinces and federal, development of data entry form, data collection and analysis. |
| Lot Quality Assurance Sampling (LQAS)  2019-2022 | Bill & Melinda Gates Foundation | **Project Description:** The objective of LQAS project was to collect reliable and independent data to provide the program with a targeted assessment of campaign performance for a number and selection of lots (Union Councils).  **RIZ Role:** RIZ had the direct contract with BMGF for this project and outsourced the data collection component to a local firm. However, RIZ established its own monitoring and evaluation system to monitor the project activities starting from recruitment, trainings of field teams, data collection and validation and data analysis. Specific activities included:   * selection and hiring of the firm, * procurement of equipment including mobile phones, * monitoring of all activities of the firm (staff hiring, trainings of field teams, data collection etc.) * collection of data (monitoring reports) * submission of reports in NEOC server * verification of expenses   We used ODK as the data collection tool. |
| Post Campaign Monitoring (PCM)  2016-2019 | Bill & Melinda Gates Foundation | **Project Description:** The primary goal of the PCM was to collect reliable, independent district and sub-district-level post-campaign data - including for all districts fully covered in all planned National and Subnational Immunization Days (NIDs and SNIDs).  **RIZ Role:** RIZ had the direct contract with BMGF for this project and outsourced the data collection component to a local firm. However, RIZ established its own monitoring and evaluation system to monitor the project activities starting from recruitment, trainings of field teams, data collection and validation and data analysis. Specific activities included:   * selection and hiring of the firm, * procurement of equipment including mobile phones, * monitoring of all activities of the firm (staff hiring, trainings of field teams, data collection etc.) * collection of data (monitoring reports) * submission of reports in NEOC server * verification of expenses   We used ODK as the data collection tool. |
| Evaluation of a bag-mediated filtration system (BMFS) device for surveillance of viruses in wastewater  2015 - ongoing | PATH | **Project Description:** The main objective of this study is to evaluate the BMFS device for environmental surveillance of PV against the currently used two-phase separation method in the Pakistan PV environmental surveillance program. As the environmental surveillance program is ongoing in Pakistan, evaluation of the new device will be nested within regularly occurring activities. The two environmental sampling methods will be performed in parallel to assess device performance and usability as compared to the standard method currently in use.  **RIZ Scope:** RIZ has been supporting the PATH and NIH teams with the payments of stipends to field staff engaged in this activity as well as making travel arrangements for their field visits. Additionally, RIZ has been procuring all the equipment and supplies for this project. |
| Better Know Your District Project  2021 | William Davidson Institute | **Project Description:** The Gates Foundation’s Global Delivery Program team was interested in deepening their understanding of how decision-makers and managers problem-solve and use data to ‘run the business’ of a Primary Health Care system (PHC) at a sub-national level henceforth referred to as an operational unit or operational unit. The Gates Foundation engaged the William Davidson Institute at the University of Michigan to lead a sprint of quantitative and qualitative data collection across 5-8 countries to inform Gates’ PHC strategy.  **RIZ Role:** RIZ role included:   * Identification of operational units * Provide input on the health context of the country * Collect data through interviews and document review in the operational unit and submit one completed version of the Operational Data Tool for each unit * Provide translation support during the interview * Provide structured feedback through an online survey on how to improve the (a) questions within the Operational Data Tool; (b) the structure of the tool; and (c) the overall research process. |
| Efficiency and Quality of Routine Immunization for Polio in Pakistan  2021 | William Davidson Institute | **Project Description:** The project aimed at collecting data of three categories from the selected facilities: Facility Characteristics, Service Quality, and Efficiency. Data was used to both describe current levels of efficiency and quality of routine immunization services at the facilities and simulate potential impact on efficiency and quality based on changes to the immunization process.  **RIZ Role:** RIZ Consulting was responsible for the following activities:   * Obtain study approval from local government entities and facilities as needed * Identify and obtain any relevant secondary data sources (e.g. reports, data sets) * Collect primary data in facilities (e.g. time-motion studies, qualitative interviews) using templates and guides developed by WDI * Clean primary data collected from facilities as needed * Answer clarifying questions about data collected * Help define different scenarios for simulation modeling * Review preliminary analysis results and provide guidance to WDI for interpretation. |
| Integrated Service Delivery-   Health Facility Assessment  2021 | Bill & Melinda Gates Foundation / Acasus | **Project Description:** This project aimed at assessing health facilities in Balochistan, Sindh and KP to assess service delivery at health facilities, understand utilization and response of beneficiaries towards healthcare, evaluate impact of ISD interventions on improving polio vaccinations in the community, verify and evaluate services planned by government and partners are available and utilized at health facilities and identify next steps for ISD interventions to support polio eradication initiative.  **RIZ Role:** RIZ conducted this assessment through its field teams on ISD indicators across all SHRUCs in Pakistan. A total of 120 locations and 600 respondents (5 from each facility) were targeted to conduct the assessment focusing on:   * Service utilization – assess availability, quality and utilization of services in SHRUCs * Staff availability – assess presence of qualified medical and community engagement staff * Infrastructure functionality – assess availability and functionality of critical infrastructure at health facilities * Beneficiary response – assess utilization by community and its response towards service delivery and ISD interventions. |
| Transformation initative for polio program  2019 | McKinsey | **Project Description:** recommendations made by the McKinsey Team to the polio program after their management review; in particular the transformation office and for people to understand their roles, also implement change at the district level. The purpose of the transformation office is to lead the initiatives while collaborating between partner organizations to drive change across the Pakistan Polio Program.  **RIZ Role:** Conducted interviews & focus group discussions across a range of Union Council/District level staff in KP & Quetta for the Polio Program to collect data regarding “on the ground” information including challenges faced by the program, gender gaps, transformation initiatives and reporting mechanisms. The data was then analysed and a comprehensive report was submitted to McKinsey along with recommendations. |
| Establishment and Management of Emergency Operations Centres in Pakistan and Afghanistan  2014 – ongoing | Bill & Melinda Gates Foundation | **Project Description:** RIZ Consulting with the support from BMGF established the Polio Emergency Operations Centres (EOCs) in Pakistan to assist the Federal and Provincial governments including the Tribal Districts of KP (KPTD) in order to strengthen efforts for their work on polio eradication. This initiative created further efficiency and effectiveness. In total, six EOCs were established within the existing Government institutions, which comprised of several units. The EOCs were intended to achieve the following objectives i.e. to:   * have an operations centre that can plan, coordinate and ensure that set targets of the revised National Polio emergency plan are monitored closely and achieved * install a sense of emergency in the implementation of polio eradication activities and thereby ensure polio eradication * ensure that the capacity of the provincial health system is simultaneously build for efficient immunization service delivery   **RIZ Role:** RIZ has been supporting the functioning of these facilities since their establishment, including:   * Procurement of equipment and assets * Payment of monthly running costs * Inventory management * Recruitment and placement of management teams at all facilities * Security management * Logistics support for the polio program |
| Establishment and Management of Experimental Dispensaries in Pakistan  2019 - Ongoing | Bill & Melinda Gates Foundation | **Project Description:** Based on the success of the EOCs, the model of one-team was further implemented at the district and UC levels whereby Emergency Response Units (ERUs), Model EPI Centres and experimental dispensaries were established in all four provinces.  **RIZ Role:** RIZ has been supporting the functioning of these facilities since their establishment, including:   * Procurement of equipment and assets * Payment of monthly running costs * Inventory management * Recruitment and placement of management teams at all facilities * Security management |
| Provision of technical support to Polio and EPI programs  2011 - Ongoing | Bill & Melinda Gates Foundation | **Project Description:** BMGF has been supporting the Pakistan polio program with the required technical expertise. In this regard, it was agreed between Government and BMGF that the following technical positions will be placed at each EOC who will provide support the EOC Coordinators in their areas of expertise.  **RIZ Role:** RIZ has recruited and placed the following technical focal points at each EOC:   * Polio and EPI TFPs * Security Advisors * Priority Community Engagement * Transformation * Integrated Service Delivery   RIZ’s role includes the recruitment of these positions, provide day to day administrative support, manage the logistics for field travel and reporting to BMGF. |
| Advocacy support for family planning in Pakistan  2015 – ongoing | Bill & Melinda Gates Foundation | **Project Description:** BMGF has been supporting the Government of Pakistan in Family Planning landscaping.  **RIZ Role:** RIZ has recruited and appointed the senior advocacy advisors to support with the landscaping and advocacy of family planning. |
| Development and implementation of DMPA-SC introduction and scale-up plans for Sindh and Punjab | Bill & Melinda Gates Foundation | **Project Description:** The goal of this project is to develop the introduction of DMPA-SC and it’s scale up plans, within the context of a total market approach, for Sindh and Punjab provinces, working closely with the provincial as well as federal Governments and related stakeholders.  **RIZ Role:** Development and implementation of DMPA-SC introduction and scale-up plans for Sindh and Punjab in consultation with all the relevant stakeholders including private sector and pharmaceuticals. |
| **OTHER PROJECTS** | | |
| NPI Expand Global  USAID & the Palladium group | | Consultant/facilitator working closely on a five-year $58.9 million project to facilitate participatory sessions with Government/key stakeholders to improve access to, quality of and civic engagement in services across USAID priority health areas; with a focus on disadvantaged women, girls, children and new-borns living in the KP province along the border with Afghanistan. |
| Facilitation Support to Democratic Institutions in Pakistan SUBAI- Palladium Pakistan (Pvt) Limited | | * Supported to Democratic Institutions in Pakistan SUBAI to provide technical and facilitation support to designed and develop strategic plans for Provincial Assemblies and capacity building of Women Parliamentary Caucuses to promote and enhance the WPCs understanding about the value and importance of advocating for greater gender mainstreaming for the women parliamentarians themselves and improving the Institutions sensitivity to gender. * Facilitated Strategic orientation and planning workshop of KP Assembly * Facilitated WPCs Legacy workshop to explore key gender issues and propose solutions to advance gender equality and to build a shared vision and identify broader objectives to ensure continuity and an effective transition to the newly elected members. Agreed on short term, strategic actions to ensure institutionalization of the WPC post elections |
| Organizational Effectiveness Initiative ‘Two Year Cohort Project’ (David and Lucile Packard Foundation) | | Provided technical and management support to design, develop and implementation of the Organizational Effectiveness Initiative: ‘A One-Year Cohort Project with the aimed to:   * Strengthen internal communication mechanisms and develop requisite skills for effective implementation of actions arising from the project * Build cohort capacity to effectively advocate for Population and Reproductive Health with existing networks |
| Strategic & Operational Plan for (Rutgers World Population Foundation (RWFP) Pakistan) | | Designed and developed strategic plan and communication strategy for advocating reproductive health rights and life skills based curriculum reform |
| “Delivering as One” A Team Building Retreat –Co Water International | | Facilitated a team building retreat for CESSD, an AusAID funded programme with the objectives to:   * Articulate and agree upon a CESSD vision and values statement; * Learn essentials of effective team work and apply techniques towards improving team dynamics; * Identify gaps and strengthen programmatic and departmental communication flows;   Formulate action plans. |
| Communication Support to Livestock & Dairy Development Department (L&DDD), Government of Punjab (Crown Agent) | | Provided expert advice on strategic and operational communications to the Livestock & Dairy Development Department (L&DDD) for improving the impact of their communications activities. More specifically:   * Supported the L&DDD in developing a five year Communications Strategy (2012-2016). This involved extensive research, stakeholder mapping and analysis, media scanning, policy analyses, communication audits and communication flow analyses to inform this strategy; * Assessed skills and competencies of existing Communications and Extension Directorate staff in order to recommend appropriate capacity building measures. Additionally, provided training on a need basis as well as on-the-job coaching and mentoring support; * Supported design and development of communications materials to demonstrate potential applicable tools and approaches; * Develop job descriptions (using standard JD templates) and key business processes for the Communications and Extension Directorate to identify relevant roles and responsibilities. |
| Capacity Development Needs Assessment Workshop (Information / Communication Management - PCNA)  (GIZ)-Peshawar Office | | Designed the one-and-a-half-day workshop, including detailed session plan, agenda and group work templates. More specifically:   * Facilitated the one-and-a-half-day workshop; * Produced an outcome report describing the key discussion points during plenary and group work proceedings. |
| Strategic Communication Workshop, (WHO, Pakistan) | | To provide support to WHO, develop and enhance capacity in applying strategic communication approaches to foster public confidence in the Polio Eradication Initiative and Expanded Programme of Immunization. The communication strategy be developed through sharing latest evidence, identifying communication gaps, operational bottlenecks, sharpening communication skills, including media strategy, and agreeing on key elements for a strategic communication plan 2010.  Outcomes:   * Drafted elements for a strategic communication plan for the province with special emphasis on districts/towns; * Developed evidence-based short and long term goals; * Identified all stakeholders and profiles of each stakeholder’s communication needs; * Integrated polio, EPI and surveillance, child health days, and MCH week; * Developed a media strategy for Provincial EPI supported by WHO. |
| One-Day Federal and Provincial Consultation on the HBWs Policy Implementation, Advocacy and Action Plan (UNIFEM) | | The National Policy on Home-based Workers (NPHBWs) has been developed by the Government of Pakistan with the consultations of different stakeholders all over the country.  Lead consultant conceptualized, designed and facilitated the four provincial (Sindh, Quetta, Punjab and NWFP) consultation workshops with the following outcomes:   * Shared the draft Policy with Parliamentarians and other major stakeholders; * Developed a common action plan in pursuance of the implementation of the policy at the provincial level; * Consolidated the provincial action plans and produced a final report. |
| Development and production of Advocacy Kit on Literacy for Empowerment of women in Pakistan (UNESCO) | | Conceptualized, designed and developed advocacy kit including (Brochure, guidelines for mainstreaming gender in literacy materials and data booklet situation of gender and literacy in Pakistan) to achieve the following objectives:   * Sensitize policy makers, education planners, and literacy practitioners about the status and issues of gender in basic education and literacy; * Extend guidance to the writers of literacy material about the steps and techniques for mainstreaming of gender and highlighting gender related themes in the content; * Extend guidance to the managers and trainers of literacy programmes for promoting gender equality in planning and implementation of literacy programmes. |
| “Communicating for Results” A Team Building Retreat (Telenor) | | Conceptualized, designed workshop materials. Facilitated the three day workshop with the following outcomes:   * Developed understanding of team dynamics; * Facilitated trust building through communication and coordination. |
| ENGRO Fertilizers, ENGRO Corporation | | Facilitated gender sensitization trainings at the Supervisory level in the Engro Colony in Dhararki to kickstart their “Culture of Change” initiative; promoting a culture of inclusion and gender awareness across all teams. |
| Coca Cola Icecek | | Lead consultant to design and develop a capacity building training workshop nationwide across all Leadership Teams in CCI to gain a deeper understanding of what it means to be a gender sensitive, diverse leader, part of a larger organizational wide initiative. |
| Session on Effective Communication Skills for Parliamentarians USAID DAI | | Conceptualized, designed and facilitated training sessions on communication skills. |
| UN Reforms Thematic Working Groups (TWGs) and UN Reform Champions Communication Strategies | | UN Reform in Pakistan is to combine the strengths of the UN Agencies to “Deliver as One” to ensure higher quality, efficient and effective service delivery in support of the Government’s endeavours towards human development in Pakistan.  Conceptualized, designed and conducted trainings for UN reform Champions and TWGs in behaviour change communication to disseminate information and change behaviour amongst staff at various levels and various locations. Increased awareness and knowledge of the concept, process and progress of “One UN – Delivering as One”. Assisted in increasing “buy in” for the reform and change attitudes and beliefs towards the positive. Provided communication tools to conduct effective. |
| **Life Skills Training Manual for the Ministry of Women Development, Social Welfare and Special Education, and WHO Pakistan** | | Provided support to AMAL in development and delivering the manual. The manual addressed the broad spectrum of interpersonal skills: rights awareness, communication skills, confidence building, decision-making skills, knowledge of health and reproductive health |
| Advocacy Capacity Building Initiatives (Christian Children Fund CCF Sri Lanka) | | Built the commitment and capacity of CCF staff over the advocacy vision and strategy development by introducing CCF team to Advocacy principles and methodologies including facilitation skills.  Outcomes: conceptualized designed and facilitated series of workshops. This improved facilitation skills of CCF staff, Increased understanding of advocacy principles, tools and applications. Enhanced capacity to advocate using appropriate communications tools and processes at vertical and horizontal audiences. Identified key advocacy needs and outlined possible advocacy interventions. Selected one advocacy tool (i.e. video) as a part of the participatory learning process. Build strong understanding of existing advocacy stakeholders. CCF staffs have strong vision for CCF advocacy interventions including appropriate audiences, messages and methodologies, produced stakeholder analysis report. Developed advocacy strategy for CCF |
| Training of Trainers (TOT) Workshop on Advocacy and Public Private Partnership (PPP)  Pakistan National AIDS Consortium (PNAC) | | Conducted workshop on designing and development of HIV/AIDS prevention strategy through expertise in Advocacy and public private partnership for TAMEER small grants program (SGP) with providing need assessment of the training participants (partner NGOs). Prepared and designed a training module on the basis of need assessment. Prepared training plan for the entire workshop including detailed session plans for each day. Developed suitable learning materials such as readings and presentations to be used during the workshop. Facilitation of the workshop and complete pre-test and post-test and evaluation report. |
| Technical Consultation on Communication for Development in the Near East, Experiences, Issues and Perspectives (UNFAO) | | Provided technical assistance to planning a technical consultation on Communication for Development in the Near East, with the main objective of advancing communication for development in areas of agricultural development, natural resource management and sustainable livelihoods in the Region.  Outcomes: assisted FAO Rome in finalizing the workshop agenda and design of the workshop methodology. Facilitated workshop and modernized of discussions in implementation of the agenda. Guided the reporter assigned by the University of Agriculture during workshop sessions and debates. Assisted FAO in finalizing the workshop proceedings and production of the final report. |
| Advocacy Workshop Series (CaBARP Livelihoods Project ) Afghanistan | | Prepared curriculum and methodology for management and partners training on facilitation and advocacy skills. Conducted capacity building training sessions and advisory services in production of communications plan for Afghanistan National Development Strategy (ANDS)  Outcomes: increased understanding of advocacy principles, tools and applications in CHA Staff and enhanced capacity to advocate using appropriate communications tools and processes at vertical and horizontal audiences. CHA staff identified key advocacy needs and outlined possible advocacy interventions and utilized one advocacy tool (i.e. video) as a part of the participatory learning process. |
| PRSP Communication Strategy, Ministry of Finance (sponsored by DFID) | | Assessment of the communication needs of the key stakeholders and creating programs on poverty, development of communication strategy that generates widespread understanding of the PRSP with recommendations for the way forward for the GoP; Development of communication Materials (e.g. Urdu translation of the PRSP document; production of media information packs, overview, video film and a dissemination plan to accompany these materials). Implementation of the communication strategy which will include the dissemination plan will cover the media, politicians, elected representatives, universities, civil society think-tanks, donors, NGOs etc., and implement the communication strategy.  Outcomes: designed and facilitated a qualitative stakeholder survey in order to assess the understanding of the government’s plans to address poverty. Facilitated program mix/channel events to raise stakeholder awareness about the PRSP by interacting with key media outlets. Conceptualized, designed and developed PRSP communication strategy and materials Press pack, Information pack and overview. Conceptualized, directed and produced a fifteen mints orientation video on poverty reduction strategy paper (PRSP) followed by posters designed and development for Ministry of Finance. Liaised with the poverty/stakeholder adviser and track and document all the media activity related to PRSP. |
| Consultation & Communications Strategy (ADB PPTA) Balochistan Resource Management Program (BRMP) | | Developed and implemented a coherent Communications Strategy for BRMP, with the aims of building awareness and ownership of the BRMP among key stakeholders. Fostering dialogue and providing consistent, internally coherent information on BMP and dissemination of the rationale for and content of the approach to be taken under the reform program (as contained in the upcoming policy matrix for the TA Loan) in accessible, meaningful form to non-specialists. Facilitating informed debate among key stakeholders on the reform process and its outcomes. Active efforts will be made to engage stakeholders who may not initially be involved, and in fostering their acceptance for the program. Allowing for stakeholder engagement with the content of the policies to be developed in support of each Component.  Outcomes: conceptualized, designed and developed a coherent communications strategy for the TA for BRMP, with the primary stakeholder analysis report, including analysis of strengths, weaknesses, opportunities and threats. Implemented program of communications activities (e.g. component-specific workshops, media events (community radio, TV, communications materials production and dissemination, development of a website, etc.), targeted to specific sets of stakeholders (including the political leadership, civil servants, district government, civil society) in appropriate languages for the different target groups (Urdu, and local languages such as Pashto, Balochi, Barhui, as appropriate). Monitored and evaluated indicators, benchmarks and periodic brief reports on the implementation process. |
| Communication and Capacity Building National Reconstruction Bureau Pakistan | | Provided technical assistance and capacity building in planning and implementing a communication strategy and communication planning tools (mapping, flow analysis etc.). Provided support to the development of a communication strategy around the formation of citizen’s groups (CCB’s). Assignment included meeting with communication advisor and NRB to prepare a joint work plan for the 5 week period. The work plan reflected the outputs and was approved by both the Post and the CESSD team managers. Worked closely with the media unit to develop a capacity development needs assessment in development communication.  Outcomes: designed and developed a communication strategy for National Reconstruction Bureau in collaboration with COWATER International Inc. Scoped out possibility of collaboration with DTCE; Assisted the Media Unit in the communication planning process for the development of individual communication strategies. Improved understanding on part of NRB Media Unit around communication for development. Enhanced ability in the communication planning process (development of communication methodologies and strategies around citizen participation). |
| Communication Strategy for Northern Area Education Project (NAEP), Pakistan (DFID) | | Designed and developed Communication Strategy for Northern Area Education Project (NAEP), which was sponsored by DFID/Government of AJK and Northern Area. Tasks involved focus groups and documentation with key stakeholders, Government and donors. |
| *“Mass Communication”* workshop for Pakistan Environmental Protection partners and SDPI | | Designed and conducted *“Mass Communication”* workshop for Pakistan Environmental Protection partners and SDPI. |
| Production of Communicational Materials and commercial and educational | | Produced a range of commercial and educational TV shows including the award winning 1993 "Best program of the year" magazine show entitled 'Focus' along with the first ever documentary to be aired on television on AIDS in Pakistan titled "AIDS - A Plea for Action" in 1995. Recently commissioned to produce documentary on "Jinnah" for worldwide television to mark Pakistan 50th Anniversary. |
| Gender and media consultancy and training for UNDP’s *“Portrayal of Women in Media”* Project | | Key areas of interventions included IEC/training materials development, delivery of training to NGOs/CBOs, media professionals including producers, directors, film and drama makers and policy makers and recommendations. |

## Human Resource

RIZ Consulting has well-established Human Resource Management policies, which we have successfully implemented over the years for various projects, specifically the ones which involved data collection and monitoring and evaluation activities. For this project, these policies will ensure that right persons for the right job are engaged through a transparent and open process providing equal opportunity irrespective of their gender, class, ethnicity etc. RIZ Consulting’s HR policies are attached in annexure 1.

## Terms of Reference (TORs)

Following are the ToRs of RIZ provincial management and field teams:

### Provincial Coordinators

#### Recruitment Criteria

* Master’s degree in Social Sciences/related studies
* Work experience: (i) Seven years relevant field coordination/supervision experience (ii) Minimum five years in Polio monitoring;
* Language: (i) Excellent written/spoken English (ii) Native and fluent in local language;
* Good IT skills;
* Analytical skills;
* Excellent verbal and written communication skills;
* Excellent management and administrative skills;
* Good organizational ability;
* Ability to work as part of a team and alone;
* Able to work under pressure and strict deadlines;
* Must be familiar with Microsoft Office (especially MS Word, Excel, PowerPoint);

#### Terms of Reference

Purpose: Main purpose of this tier is to have an oversight in the field monitors and monitoring and reporting officer. To re-verify and re-validate the data and reports that will be displayed on EOC Dashboards and that will be shared with all partner staff.

Major tasks Assigned:

1. Provincial Coordinator will lead the team
2. Ensure technical capacity of team and align with stakeholders
3. Ensure the quality of data being collected and reported. Ensure compliance with the desired reporting standards
4. Ensure logistics including vehicle for the monitors and conduct refresher training: regular debriefing and provide feedback to ensure the quality of monitoring
5. Ensure regular assessment of Pre- Campaign and Intra – Campaign; Communication activities as per guidance and identified indicators
6. Identify and document the gaps and challenges in polio activities during pre and intra campaign period
7. Develop and share monthly, weekly travel plan of the monitors and coordinators with WHO provincial M&E for initial sign off and then to federal M&E unit for approval to travel, and submit their monitoring reports to WHO team within three days after each monitoring visits
8. Maintain code of conduct and ethics, field monitors to act in accordance with highest standards of ethics and code of conduct
9. Guide field monitors NOT to take any corrective measure or to interfere in the actions of any monitoring findings or take any action other than those outlined in this agreement without written notification from WHO
10. Ensure that the staff is not allowed to present/ introduce themselves as WHO staff members to any stakeholders.
11. Facilitate any other assignment related to third party monitoring or assessing the quality of services provided through Polio Eradication Initiative as required by program or assigned by the UNICEEF.
12. Ensure staff list
13. Track trainings
14. Close coordination with regional finance and logistic staff
15. Timely reporting to the field manager
16. Any other task assigned by national manager
17. Keep liaison with supervisors and regional coordinators
18. Regular field visits for quality checks, identify weaknesses and address
19. Close coordination with internal monitoring teams
20. Take field report on daily basis and provide to regional coordinator
21. Follow up with supervisor
22. Submit qualitative information to regional coordinator
23. Facilitate client’s official visits;
24. Conduct orientation to facilitate all team;
25. Facilitate all team regarding security, logistic as well as field problems.

### Monitoring and Reporting Officer

#### Recruitment Criteria

* Bachelor’s degree in social sciences/related studies
* Five years relevant field deputy coordination/supervision experience with minimum two years in Polio monitoring;
* Excellent written/spoken English. Native and fluent in local language;
* Good communication skills;
* Good IT skills and Analytical skills;
* Good organizational ability
* Ability to work as part of a team
* Able to work under pressure and strict deadlines
* Must be familiar with Microsoft Office

#### Terms of Reference

Purpose: Monitoring and Reporting Officer will provide technical support to the field monitors and report to the respective Provincial Coordinator. Main purpose of this post is to verify and ensure the quality of data submitted by field staff.

1. To participate in ToFT and conduct field monitoring visits as per given target
2. To monitor; watch, observe, document and report field activities
3. To participate in coordination meeting as per requirement;
4. To record best practices from field;
5. To record pictorial evidence of monitored activities as MOVs
6. To report progress of activities to his/her coordinator on daily basis
7. To travel anywhere in his/her assigned field area (if required)
8. To maintain excellent working relationship
9. To provide feedback after each assignment
10. Understands the importance of polio vaccination and training for quality data
11. Should have his/her laptop for use during assign period
12. Any other assignment delegated in reference to PCM, assigned by the Program Management Unit (PMU)

### Role of Area Field Officer

#### Pre Field Tasks

**Morning Meeting**

**Morning Meeting Checklist**

1. Area Field Officer will conduct morning meeting with all his/her enumerators at 08:30 am
2. Ensure in time participation of field staff in morning meeting;
3. Mark attendance of field staff on daily basis;
4. Ensure availability of field plan (villages list);
5. Finalize mobility/route plan;
6. Ensure availability of hard questionnaire (required quantity);
7. Ensure availability of hand held devices with each enumerator (including car charger);
8. Ensure functionality of hand held devices;
9. Ensure availability of enumeration kit;
10. Ensure availability of contact sheet with each staff;
11. Ensure availability of roles or responsibilities of Area Field Officer/enumerator in hard;
12. Ensure availability of Letter from EOC;
13. Ensure in time availability of field vehicle (ready in all respects);
14. Assign cluster wise number or HH interviews to each enumerator;
15. Assign Field Enumerator’s codes;
16. Assign serial number (to be mentioned on hard questionnaires) to each enumerator;
17. Ensure availability of code list with each enumerator
18. Ensure availability of log sheets with each staff
19. Availability of required amount (cash) with Area Field Officer;
20. Availability of field manual with each field staff;

#### During Field Tasks

**Sample Selection Technique**

1. Area Field Officer will randomly distribute cluster in 4 parts;
2. AFO will select one part of cluster randomly and divide as per number of enumerators in his/her team;
3. Will apply pen drop technique for selection of first sample HH for each enumerator;

**Data Collection and Supervision**

1. Will check first filled questionnaire of all enumerators in his/her team;
2. Observe interview process (at interviews of each enumerator in one cluster) and will provide guidance for improvement (if needed);
3. Ensure sample interval as per SOPs
4. Ensure filling of questionnaire (all fields)
5. Ensure accuracy of codes;
6. Ensure that each field staff has completed his/her interviews target;
7. Coordinate with divisional field manager for progress and problems sharing;
8. In case of replacement of cluster, he will coordinate with divisional field manager for guidance and replaced cluster;
9. Will ensure real time filling of log sheets by enumerator;
10. Ensure data punching in hand held devices;
11. Ensure data uploading at completion of each cluster;
12. Mobilize respondent to participate in the survey, in case respondent refuse to give information to Enumerator

#### Post Field Field

**Evening Meeting**

Area Field Officer will perform following duties after field:

1. Will collect hard forms from all enumerators
2. Review/Check all forms (any missing field or wrong entry etc.)
3. Provide feedback to enumerators
4. Ensure that all forms uploaded from smart phones
5. Collect log sheets and review
6. Update Area Field Officer log sheet Discuss all field day issues with team and decide actions for the next day
7. Ensure participation of all enumerators in evening meeting
8. Share aggregate progress with Divisional Field Manager
9. Send daily Area Field Officer report SMS – ODK
10. Update daily expense sheets
11. Plan for next field day

**List of Enumerators’ key Expectations from Area Field Officer**

*(Note: Every enumerator will have copy of list during field)*

|  |  |
| --- | --- |
| **Sr. No.** | **Description** |
|  | Field plan of the targeted clusters |
|  | Hard questionnaire |
|  | Call of morning meeting during field |
|  | On spot capacity building |
|  | Final mobility/route plan |
|  | Arrangement of vehicle |
|  | Any issue related to handheld devices or connection |
|  | Support in filling different types of codes on questionnaires |
|  | In case where enumerator require guidance regarding sampling strategy |
|  | Contact numbers of each team member |
|  | Division of household among enumerator in each cluster |
|  | In case where guidance required in filling log sheets, financial sheets, |
|  | Maintaining financial records |

**Checklist and Roles & Responsibilities of Area Field Officer**

**Daily Supervisors’ Morning Meeting with Enumerators**

**Post Campaign Monitoring**

|  |  |  |
| --- | --- | --- |
| **Sr. No.** | **Description** | **Response (1. Yes; 2. No)** |
| 1 | All enumerators present in morning meeting |  |
| 2 | Daily Attendance marked |  |
| 3 | Field plan available with all enumerators (in Hard) |  |
| 4 | Final mobility/route plan available |  |
| 5 | Hard questionnaire available(required quantity); |  |
| 6 | Ready to use hand held devices available with each enumerator |  |
| 7 | All hand held devices found functional |  |
| 8 | Enumeration kit available with each field staff |  |
| 9 | Contact sheet available with each field staff |  |
| 10 | Role/responsibilities of supervisor/enumerator are available with each staff in hard |  |
| 11 | Role & responsibilities of Divisional, regional and provincial coordinator are available with each enumerator in hard |  |
| 12 | Copy Letter from EOC is available with each field staff (in hard form) |  |
| 13 | Field vehicle (ready in all respects) available in time |  |
| 14 | Cluster wise number of HH interviews assigned to each enumerator |  |
| 15 | Cluster wise serial numbers for each interview were assigned to each enumerator |  |
| 16 | Code list (in hard form) available with each enumerator |  |
| 17 | Required copies of log sheets available with each staff |  |
| 18 | Required amount (cash) is available for field activity |  |
| 19 | Field Manual was available with each staff in Hard form |  |

### Enumerator

#### Recruitment Criteria

* Bachelor’s degree in social sciences/related studies
* Work experience: Minimum one year relevant field monitoring experience
* Good written/spoken English (ii) Native and fluent in local language
* Good communication skills along with good IT skills (word, excel, data entry) and use of SMART phone applications
* Good organizational ability
* Ability to work as part of a team
* Must be familiar with Microsoft Word (especially MS Word)
* Previous experience in similar field would be an advantage
* Fresh candidates are encouraged to apply

#### Terms of Reference

Purpose: Field Monitors will be collecting data both quantitative and qualitative in the field directly and submit it on a real time basis through Open Data Kit (ODK) or through NEOC Application.

Take responsibility for and be held accountable for administering a pre-defined number of HH questionnaires over a given time period. The HH questionnaires should be delivered in line with the general guidelines provided by APEX and the principles/contents of the training on data collection.

1. Attend the training course attentively
2. Become fully familiar with the digital questionnaire
3. Clear understanding on sampling
4. Work plan should be shared with all enumerators
5. Complete enumeration kits (keep mobile charged), Keep hard presentation of ODK software
6. Division of work should be proper
7. Find the appropriate member of household for interview
8. Follow field protocols
9. Close coordination with Supervisor
10. Get qualitative information
11. Introduce yourself properly
12. First fill hard form then soft form.
13. Record the information of refusals on log sheet and submit to supervisor, Proper fill hard forms sheets/questionnaires, Proper coding on questionnaires, Properly review/fill checklist, Record reasoning of replaced villages and Error must be avoided
14. There should be plan B with the Team (name of villages, UCs and tehsils etc.
15. Time management
16. Coordination among enumerators and assist other team members in problems
17. Rapport building in community and households and Local norms to be followed
18. Be punctual in field
19. Confidentiality should be maintain
20. Complete daily target
21. Keep your personal phone/cell On
22. Ensure 15 forms to be filled in one day
23. Immediate contact with supervisor in case of any trouble
24. Meeting with supervisors in morning and evening
25. Confirm data uploaded at the end of each day
26. If monitoring is planned then “save forms in edit”
27. Must follow instruction of supervisor
28. Accuracy of GPS must be less then equal to 30 meter
29. Review each completed questionnaire for accuracy
30. Ensure the maintenance of minimum quality standards of information collected
31. Data uploading as per contents of the training
32. Return devices and hard data at the last day of field to the supervisor

### Trainer

#### Recruitment Criteria

* Master’s degree or equivalent qualification
* 02-to-04 Years of relevant work experience
* Good written/spoken English (ii) Native and fluent in local language
* Good communication skills along with good IT skills (word, excel, data entry) and use of SMART phone applications
* Good organizational ability
* Ability to work as part of a team
* Must be familiar with Microsoft Word (especially MS Word)
* Previous experience in similar field would be an advantage

#### Terms of Reference

1. To participate in ToFT and conduct field monitoring visits as per given target
2. To monitor; watch, observe, document and report field activities
3. To participate in coordination meeting as per requirement;
4. To record best practices from field;
5. To record pictorial evidence of monitored activities as MOVs
6. To report progress of activities to his/her coordinator on daily basis
7. To travel anywhere in his/her assigned field area (if required)
8. To maintain excellent working relationship
9. To provide feedback after each assignment
10. Understands the importance of polio vaccination and training for quality data
11. Should have his/her laptop for use during assign period
12. Any other assignment delegated in reference to PCM, assigned by the Program Management Unit (PMU)

**1: Pre Training**

1. Arranging Participants List
2. Calls to each and every Participant regarding training venue & dates of training
3. Printing of Training Material (Like Agenda, Pre-Mid-Post Test, Attendance Sheet, Registration Sheet etc.
4. Training Venue (Visit Venue to ensure the arrangements at least one day before training)
5. Ensure Availability of Enumerators Kits to be provided by Logistics Section.

**2: During Training**

1. Trainer should be in training hall at least 15 minutes before training
2. Trainer is responsible for

* Registration of participants
* Attendance of participants
* Pre-Mid-Post Test Entries & Timely submission to Head Office. (To: Anis Ur Rahman; CC: Dr. Munazza Haris

1. Mock Exercises on
   * Methodology
   * Field Plan
   * Locating Cluster
   * Sampling
   * Data Collection & Data Uploading
2. Formation of Field Teams
3. Ensure Availability of Village Code Book (CVB) to be provided by Data Section
4. Ensure Availability of Field Manual in Urdu for Field Staff, Questionnaire, Log Sheets & Other relevant material to be provided by Training Section

3: After Training:

1. Submission of:
   1. Pre-Mid-Post Test (Hard & Soft Copy)
   2. Attendance Sheets (Hard & Soft Copy)
   3. Registration sheets (Hard & Soft Copy)
   4. Evaluation Forms (Hard Copy)

Instructions regarding Pre-Mid-Post Test sheet of ToFTs

* + **Do not change/delete any formula in pre-mid-post test result sheets**

1. Standard Spellings of Districts & Provinces Like Rawalpindi & Punjab
2. Rename the file of pre, mid, post-test Like Pre-Mid-Post Test ToFTs PCM XIV (District) (Name)
3. Standard Spellings to be used for entries on pre, mid, post-test sheets
   1. Enumerator
   2. Enumerator Reserve
   3. Area Field Officer or AFO
   4. Zonal Filed Manager or ZFM
   5. Internal Field Monitor or IFM
4. Standard Date Format Like 20-Sep-2016
5. No cell should be left empty. Ensure all cells are properly filled with participant’s details in pre-mid-post test sheet
6. Sequence of Participants should be same in all, pre-mid-post-test sheets
7. Do not write 2 districts of one participant for example, (Peshawar, Bannu)
8. Write exact district of the participants Like M. Ahmed (Orangi)

### Recruitment

It is the prime focus of RIZ to keep checks on recruitment requirements and to maintain a healthy pool of resumes and field staff. RIZ follows a set pattern for the entire recruitment process and ensures all staff is recruited within the boundaries of the defined policies.

#### Recruitment Cycle

#### Recruitment Cycle

##### Recruitment Needs Assessment

Recruitment needs assessment is a constant process and is based on the requirements that may vary from time to time. Recruitment needs assessment is mainly done on the following criteria;

1. Staff Turnover
2. Gender requirements
3. Staff performance
4. Scope of work

##### Collection of CVs

Collection of CVs is done through two processes – open advertisements and through references, especially in hard-to-reach areas.

##### Shortlisting of CVs

Shortlisting of CVs is done on basis of merit by filtering out all the resumes that meet the recruitment criteria for the position. Candidates with prior field monitoring experience are preferred.

##### Interviews

Interviews are conducted in two tiers i.e., at the first tier the interview is conducted via telephone by the Provincial Coordinators followed by the HR department along with project leads in the second tier. In the third tier the newly recruited staff is finalized after the trainings considering their performance i.e. learnability, attitude, program knowledge and Pre & Post assessment results.

##### Final Shortlisting

Final shortlisting is done after assessing each candidate and resume.

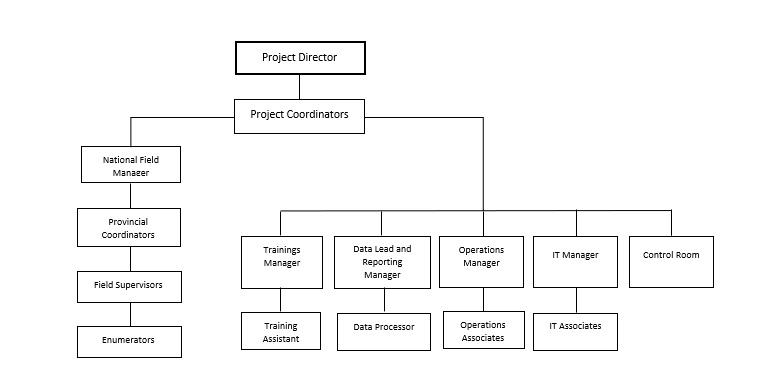
##### Security Clearance and Document Submission

Due to the sensitivity of the project, RIZ will ensure that each staff is security cleared before taking them on board. A standardized format is shared with staff members to be filled out, verified by stamp and signatures of required persons. This clearance includes feedback and clearance from local elders, previous employer and the local Police Station.

##### Contract Development

Once all the formalities are completed, the contracts will be issued to the shortlisted staff after consultation with WHO focal point.

## Project Organogram



### RIZ Team Count

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SR #** | **Designation** | **Total Quantity** | **HO** | **Regional breakdown** | | | | | | | |
|  | | | | **KP** | **GB** | **AJK** | **Islamabad** | **Punjab** | **Sindh** | **Karachi** | **Baluchistan** |
| 1 | Provincial Coordinator | 4 | - | 1 | 1 | | | 1 | 1 | | 1 |
| 2 | Field Supervisors | 7000 | - | - | - | - | - | - | - | - | - |
| 3 | Enumerators | 7000 | - | - | - | - | - | - | - | - | - |
| 5 | Project Coordinators | 2 | 2 | - | - | - | - | - | - | - | - |
| 8 | Control Room | 2 | 2 | - | - | - | - | - | - | - | - |
| 9 | Trainings Manager | 1 | 1 | - | - | - | - | - | - | - | - |
| 10 | Training Assistant | 1 | 1 | - | - | - | - | - | - | - | - |
| 11 | Data lead and Reporting manager | 1 | 1 | - | - | - | - | - | - | - | - |
| 12 | National Field Manager | 1 | 1 | - | - | - | - | - | - | - | - |
| 13 | Data Processor | 1 | 1 | - | - | - | - | - | - | - | - |

### Performance Management and Evaluations

Performance evaluations for field teams will be conducted after each NID whereas after one year for Provincial Coordinators. Evaluations of field staff are conducted via tools specifically developed for the same while for the Provincial Coordinators this is solely done based on their TORs.

#### Head Office Level Performance Evaluations

* Performance evaluation of all RIZ Head Office level programs shall be conducted on a yearly basis by Director Programs and HR Manager. These evaluations will be conducted on the performance indicators provided and along with the performance based on TORs and KPIs.

#### Field Teams

This is a two-way process and conducted for all field staff. Monitoring and Reporting Officer will fill out forms for each of their field monitors while field monitors fill out a separate evaluation form for their assigned Monitoring and Reporting Officer. These evaluations are filled out separately and confidentiality is ensured.

All performance evaluations are sent directly to the Project Coordinator. These are then reviewed, and all gap areas are identified. For knowledge gaps follow-ups are made by Project Coordinator/ Assistant Project Coordinator/ Reporting Officer and in the second tier by provincial coordinators. Follow ups are again made by the head office/ Provincial Coordinator before field activity and Monitoring and Reporting Officers are asked to accompany low- performing staff during field activities.

For low performing/low morale employees, follow ups are made by the Project Coordinator and if the concerns persist then the individual is not deployed for field activities and contracts not renewed.

#### Provincial Coordinators

Performance evaluations of Provincial Coordinators are done RIZ Project Coordinators based on their TORs and the tasks assigned. Furthermore, all PCs are evaluated based on their capacity, quality of deliverables along with the timelines of deliverables.

### Promotions and Demotions

Promotions and demotions are solely based on performance. RIZ ensures transparency of all promotions and demotions. Staff is evaluated and then interviewed. Their skills for the position are checked and any previous experience is looked at and decisions are made.

For non-performing staff RIZ may demote the staff, not deploy them for field activities and/or not renew their contracts at all. As per contract both the employee and the organization shall have the right to terminate the employment, by giving the other party one week notice.

### Gender

#### Gender in Field Teams

For field teams the gender criteria ensure deployment of at least one female in each team.

In hard areas of Khyber Pakhtunkhwa and its tribal districts along with areas of Baluchistan, Sindh, Southern Punjab females will be deployed in regard to availability along with cultural and security circumstances.

#### Gender Rules and regulations

Please refer to RIZ HR Policies & Gender Audit document.

#### Harassment

For Harassment Policy please refer to RIZ HR policy document.

* Any harassment complaints shall be referred to RIZ Project Coordinator & / and/ or harassment committee.
* These complaints shall be shared with RIZ Harassment Committee for further processing.
* It shall be obligatory for RIZ management staff to keep secrecy of complainants and manage all complaints with rigor.

### Conflict of interest

#### Head Office

Conflict of interest policy for Provincial Coordinators states that they shall devote their working time to the duties assigned to them and shall try to promote the interests of the organization. They shall not, directly or indirectly, engage in any other job, business, occupation or profession without prior disclosure to and consent from RIZ.

#### Provincial Coordinators

Conflict of interest policy for Provincial Coordinators states that they shall devote their working time to the duties assigned to them and shall try to promote the interests of the organization. they shall not, directly or indirectly, engage in any other job, business, occupation or profession without prior disclosure to and consent from RIZ.

#### Field Teams

For field teams the conflict-of-interest policy states that the incumbent shall devote their working time to the duties assigned to them and shall try to promote the interests of the organization. They are however allowed to work in other organizations only in case it is not a stakeholder and / or government. In case the employee is working at any govt department then it is mandatory for them to provide NOC from their department. RIZ may onboard employees of other third-party contractors.

### Confidentiality

The confidentiality clause states that the employee shall treat all information, material and data which comes to his knowledge during his appointment with RIZ CONSULTING as confidential and neither disclose it to any person nor use it for any purpose other than for the benefit of RIZ CONSULTING.

### Training

#### Training Need Assessment and training goals

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by the program field staff to achieve the requirements. An effective training needs assessment will help RIZ Consulting to design trainings to increase program efficiency. These will be based on three levels i.e. organizational, program and individual. Training goals will be determined using the SMART format approach.

#### RIZ Training of Trainers

Training of Trainers will be conducted by RIZ Consulting covering all technical and administrative aspects of the project. The participants of TOT will be selected based on their training skills, knowledge of the program along with communication skills. TOT will be conducted before each round. This forum will help RIZ understand issues from previous rounds, develop collective approach towards problem solving and determining the best approach to better plan cascade trainings and field activities using methods such as SWAT analysis. Final list of trainers will be selected at the end of the TOT from the pool based on their performance, attitude and training skills.

#### RIZ Training of Field Teams

Trainings are the most vital area RIZ considers for capacity building of field staff for field activities. RIZ not only works on increase in capacity of staff but also uses this platform to assess their current understanding and capacity for future decision making.

##### *Timelines*

RIZ will conduct training of field teams before each round. These trainings will focus on capacity building and revision of program SOPs along with any changes made to the same.

|  |  |  |
| --- | --- | --- |
| Training Region | Expected No. of Participants | No of Trainings |
| Total | 1750 | 70 |

##### *Material development*

Material development will be the role of RIZ Consulting. All training material shall be reviewed by the client for use in trainings of field teams. RIZ will coordinate with client to prepare training slides, training agenda, session plan, pre and post assessment tests and attendance sheet. Two dry runs will be held before finalizing the material in which all methodologies and material are reviewed, discussed and finalized.

##### *Selection of participants and invitations*

Participant selection for trainings will be conducted up to 1 week before commencement of trainings. This shall be done after reviewing the current pool and finalizing all new recruitments. It is stressed that participants of each region are equally divided among the different training groups.

#### Implementation of training activities

RIZ implements training activities as per the assigned schedule and methodologies. A debrief for each day is held among the training team on a daily basis for improvements, participant engagement etc.

##### *Review Training Design & Material for TOT*

To raise and maintain the standard of trainings, RIZ Consulting shall constantly review the training needs and consult WHO for feedback. For each round RIZ shall share the training material for review and implementation. Training agenda and material shall be reviewed and feedback will be suggested for changes etc. before implementing.

##### *Conduct TOT*

To raise and maintain the standard of RIZ trainings and staff, RIZ Consulting RIZ will conduct Training of trainers for each round. Trainers will be trained for cascade trainings and best of the lot shall be selected for the cascade trainings.

##### *Develop and Review TOFT Material*

Like the review of TOT material, RIZ shall develop and constantly review the TOFT material as well. Training material will be developed by RIZ in the decided timelines. RIZ shall review the training material and provide suggestions (if any) before implementation.

###### Develop RIZ Head Office Deployment Plan

RIZ shall develop and share the deployment plan for all trainers finalized for delivering cascade trainings. RIZ Head Office deployment plan may change after feedback from client (WHO).

###### Develop TOFT Plan

RIZ Consulting shall develop TOFT plan keeping in view the sample size, monitoring needs. Training staff deployed is from the trainers selected and trained during the TOT; however, if there is need for extra attention then RIZ may also deploy Head Office staff as well.

###### Share TOT and TOFT observations on daily basis

RIZ will develop a specific checklist tool for logging observations/ issues from trainings daily. Trainings will be monitored on this checklist tool and findings will be shard daily as well. RIZ TOT, TOFT checklists will be shared at a later stage. This will help keep checks and improve RIZ training quality.

###### Maintain Training issues logs

RIZ shall maintain a trainings issues log for each round. This log will maintain a history of observations for further use and sharing with WHO if needed. The training issues log shall contain all issues observed in TOT and cascade trainings.

###### Develop and share final report for trainings with WHO

After the completion of RIZ training activities a final report will be compiled and shared by RIZ inclusive of all methodologies, obstacles, findings and shared with stakeholders for review. This report will be utilized by WHO and RIZ to improve trainings for each round.

###### Participant Evaluations (Pre and Post assessment tests)

Pre and Post assessment tests will be developed by RIZ considering the program knowledge and field SOPs for monitoring spot checks. Major areas covered in pre and post tests are;

* Data Collection
* Polio vaccination round process cycle
* Interpersonal Communication
* Gender in field
* Data uploading and reporting
* Knowledge on microplanning
* Knowledge regarding district and UC level meeting
* Security in field
* Any other area covering the program domain

It is important for each participant to score 80% and above along with overall participation during the trainings and previous performance indicators to be selected for field teams. Rest of the people are either dropped from the pool or added in reserve pool and utilized after covering their gap areas.

###### Training report

After completion of RIZ training activities a report will be compiled by RIZ and shared with client (WHO). This report will ideally include methodologies, training process, overview, pre-post test result findings.

#### Participants during training

There are standard procedures along with the expectations from participants arriving at trainings.

##### Participants conduct

###### Dress code

Semi formal dress code is compulsory for participants.

###### Adherence to training norms

Adherence to training norms is important. Norms are discussed with the participants at the beginning of the training.

### Training Cycle for each round