



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



SUCCESS

## Approaches and Methodologies for Institutional Maturity Index (IMI)



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

## **Approaches and Methodologies for Institutional Maturity Index (IMI)**

[DRAFT]

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## Acknowledgment

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## Project Management and Text

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## Institutional Maturity Index

### Acronyms

CEO	Chief Executive Officer
CAT	Community Awareness Toolkit
CBK	Community Book Keeper
CIs	Community Institutions
CIF	Community Investment Fund
CMST	Community Management and Skills Training
CO	Community Organisation
CPI	Community Physical Infrastructure
CRP	Community Resource Person
CDD	Community-driven Development
DRM	Detailed Results Matrix
DRR	Disaster Risk Reduction
DPO	District Programme Officer
EU	European Union
FIS	Financial Information System
GoS	Government of Sindh
IGG	Income Generating Grants
IMI	Institutional Maturity Index
JDC	Joint Development Committee
KPIs	Key Performance Indicators
LMST	Leadership Management Skills Training
LSO	Local Support Organisation
LSO-N	Local Support Organisation – Network
MIS	Management Information System
MHI	Micro Health Insurance
MIP	Micro Investment Plan
M&ERG	Monitoring & Evaluation Resource Group
MAP	Monitoring Action Plan
M&E	Monitoring and Evaluation
NRSP	National Rural Support Programme
NFR	Note for Record
O&M	Operations and Management
PSLM	Pakistan Scio-economic Living Standard Measurement Survey
PSC	Poverty Scorecard
PIM	Programme Implementation Manual
PIU	Programme Implementation Unit
PM	Programme Manager
PMP	Programme Monitoring Plan
PMM	Project Monitoring Matrix
PMR	Project Monitoring Report
Q&A	Question & Answers
RSPs	Rural Support Programmes
RSPN	Rural Support Programmes Network
SES	Socio-Economic Survey
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
SM	Social Mobilisation
SMT	Social Mobilisation Team
SO	Social Organizer

## Institutional Maturity Index

SRM	Strategic Result Matrix
SDGs	Sustainable Development Goals
TVST	Technical and Vocational Skill Training
TOR	Terms of Reference
TRDP	Thardeep Rural Development Programme
UC	Union Council
UCBPRP	Union Council Based Poverty Reduction Programme
UCDP	Union Council Development Plan
UID	Unique Identification Number
VDP	Village Development Plan
VO	Village Organisation
VTP	Vocational Training Programme
WASH	Water Sanitation & Hygiene

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# 1. PRELIMINARY

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## 1.1. Introduction to the SUCCESS Programme

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

## 1.2. Objectives of the SUCCESS Programme

Following are the key objectives of the SUCCESS programme:

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

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

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

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- (d) Facilitate income generation of the communities' members.
  - (e) 25% of the poorest community members will benefit from a micro-health insurance
- (3) ER3: Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement.
- (a) 2,800 Community identified basic infrastructures will be built and maintained by communities.
- (4) ER4: A dedicated Sindh Province policy and budget framework for community-driven local development implemented from 2018 onwards.
- (a) A high-level Strategy and Policy Dialogue Committee will be established by the Provincial Government of Sindh to oversee the implementation of SUCCESS, the government sponsored UCBPRP and other relevant interventions.
  - (b) Technical assistance attached to the high-level Strategy and Policy Dialogue Committee by EU

### **1.3. Institutional Maturity Index (IMI) Development Process**

A consultative approach was adopted with the aim of developing an IMI tool for assessing the maturity of Community Institutions that is based on shared expectations and joint ownership. The process started with a desk review of the existing literature on the subject and SUCCESS programme documents including RSPs proposals, grant agreements between EU and RSPs, and the decision document of SUCCESS signed between EU and Government of Pakistan. This was followed by various consultative meetings with the senior staff members of SUCCESS partners RSPs, specifically senior M&E and social mobilisation officials to better understand the local context the tool is meant to be used in and tailored accordingly. This final document is a product of these consultations held between the months of October 2015 to March 2016.



## 2. INSTITUTIONAL MATURITY INDEX (IMI)

### 2.1 Purpose

The Institutional Maturity Index (IMI) has been developed by the Rural Support Programmes Network (RSPN) for EU's SUCCEED RSPs and Government of Sindh (GoS) UCBPRP partners, to assess and monitor the level of organisational maturity of Community Institutions (CI) (COs/VOs/LSOs) to be formed in SUCCEED and UCBPRP programme areas. The IMI is developed to be used by RSPs programme M&E staff and partner communities to measure the level of organisational maturity in the CIs.

In the SUCCEED Programme, monitoring of CIs would be key task for the partner RSPs and for the COs themselves, as well as for the higher tier of organisations like VO, LSO and LSON along-with relevant development stakeholders that would need to know the level of maturity reached by the CIs. The institutional assessment surveys shall be undertaken annually in SUCCEED programme areas by the RSPs M&E section officials respectively from a representative sample of CIs.

### 2.2 Approach and Methodology

#### 2.2.1 Objective and Scope of the Institutional Assessment Survey of CIs

One of the fundamental objectives of RSPs social mobilisation effort is to foster Community Institutions (CIs) as capable grassroots organisations of the people, that are functional, transparent, accountable, and broadly representative; in other words, to invest in social capital of the local communities through collective action for a transformational change. Similar social mobilisation approaches will be followed by both the SUCCEED and UCBPRP partners. In the stated context, the main aim of the IMI surveys is to assess how far community institutions have achieved this objective; the specific objectives of the surveys include:

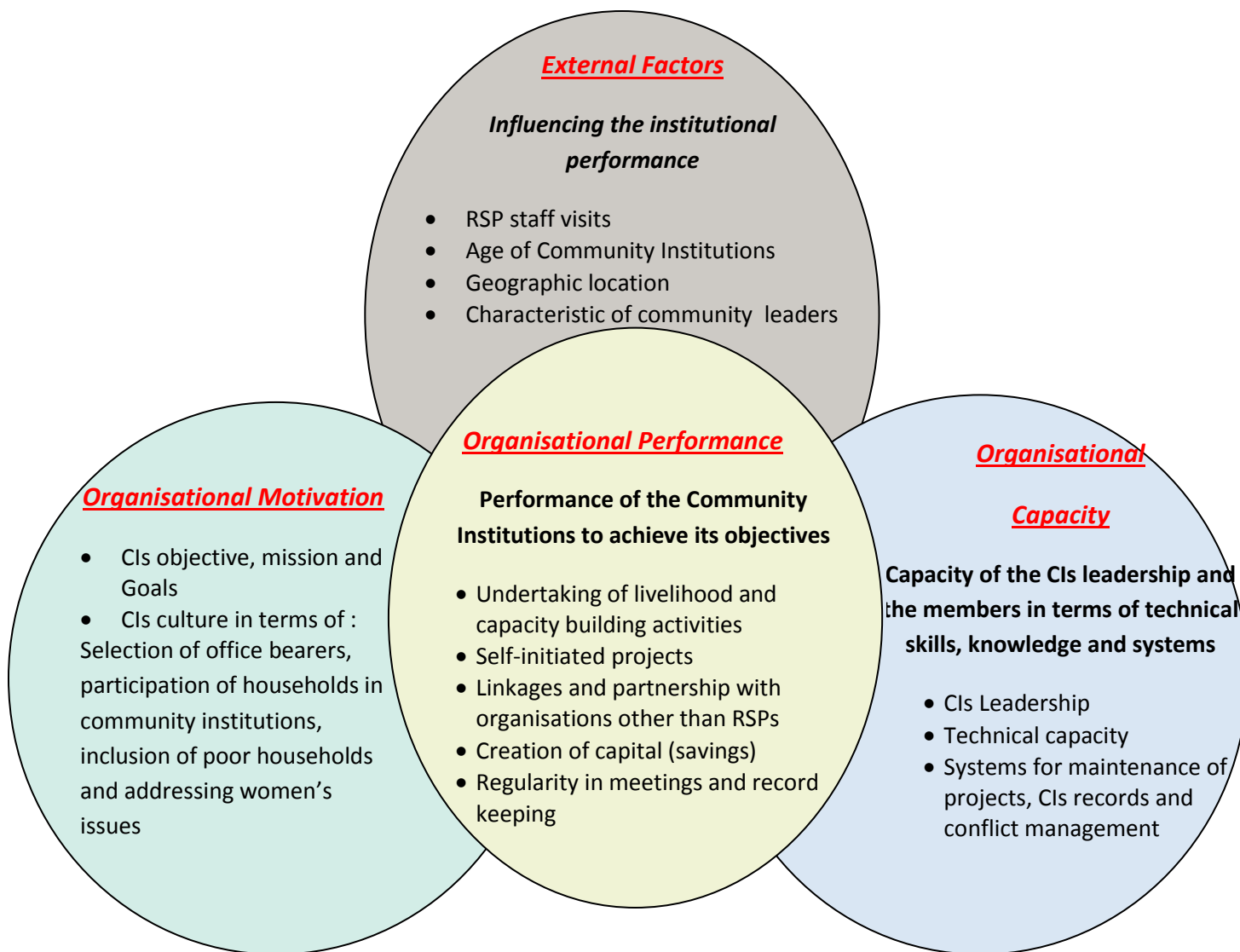
- To assess the maturity level of Community Institutions (COs, VO, LSO) using institutional development indicators identified in the following section.
- To diagnose the community institutional strengths and weakness and determine the potential areas to be strengthened.
- To systematically generate baseline benchmarks for continuous assessment and monitoring of community institutions across SUCCEED programme timelines.
- Annually collate the information on the institutional assessment questionnaires to track changes in the institutional development of community institutions.

#### 2.2.2 Assessing Institutional Development

*Institutional Assessment Indicators (IAs)*: the process of community level Institutional Development (ID) take longer time and greater effort to foster sustainable and viable local grassroots level CIs of the poor. Keeping in view the complexity of the ID process, the IAs are proposed around the institutional assessment model (Figure 1). This model is based on four key institutional development aspects with a particular focus on community institutions to be fostered or supported by RSPs in SUCCEED programme districts. These four organisational aspects possibly influencing the institutional development and its performance are:

- (i) Organisational motivation;
- (ii) Organisational capacity;
- (iii) Organisational performance and
- (iv) External factors.

Figure 1. Institutional Assessment Model



The CI assessment surveys provides basis to diagnose the CI’s strengths and weakness under each organisational development aspect and determine the potential areas to be strengthened. The main dimensions of the CI assessment models are further elaborated in Table 1.

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Organisational Dimension	Focus	Variable Indicators		
		Community Organisation (CO)	Village Organisation (VO)	Local Support Organisation (LSO)
<b>Organisational Motivation</b>	Goal, mission and objectives of the CI as understood by the members. The CI has ownership of the community and systems in place for need identification, prioritisations. CI has a culture of democratic process in selection of office bearers and ensuring participation of all households in community organisation planning and implementation of CI activities that the members of the CI own their organisation and play their role with commitment and dedication in the long run.	<ol style="list-style-type: none"> <li>Objectives/mission/goal of the CO</li> <li>Procedures for need identification and planning</li> <li>Participation in the collective analysis of needs/problems and planning</li> <li>Selection of the CO president and manager</li> <li>Efforts for CO networking and clustering at village level community institution (VO)</li> <li>Inclusion of poorest households and addressing women's issues</li> <li>Accountability of CO president and manager to the CO members (add sub indicators)</li> </ol>	<ol style="list-style-type: none"> <li>Objectives/mission/goal of the VO</li> <li>Procedures for consolidation of needs identified by associated COs</li> <li>Participation in the collective analysis of needs/problems identified by associated COs and planning</li> <li>Selection of the VO office bearers</li> <li>Efforts for VO networking and clustering at UC level community institution (LSO)</li> <li>Accountability of VO office bearers to the CO members</li> </ol>	<ol style="list-style-type: none"> <li>Objectives/mission/goal of the LSO</li> <li>Procedures for consolidation of needs identified by associated COs and VOs at union council level</li> <li>Participation in the collective analysis of needs/problems identified by associated COs and VOs and planning</li> <li>Selection/election of the LSO office bearers/executive body</li> <li>Efforts for LSO networking at taluka and district level</li> <li>Accountability of LSO office bearers to the CO and VO members</li> </ol>
<b>Organisational Capacity</b>	The organisation has the capacity in terms of leadership, management, technical expertise, and ability to plan and manage	<ol style="list-style-type: none"> <li>CO leaders trained in community managerial skills</li> <li>CO record keeping</li> <li>CO's project management (whether CO is in position to implement</li> </ol>	<ol style="list-style-type: none"> <li>VO leaders trained in community managerial and leadership skills</li> <li>VO record keeping</li> <li>VO's technical capacity (whether the VO has any</li> </ol>	<ol style="list-style-type: none"> <li>LSO office bearers trained in managerial and leadership skills</li> <li>LSO record keeping</li> <li>LSO's technical capacity (whether the LSO has any</li> </ol>

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Organisational Dimension	Focus	Variable Indicators		
		Community Organisation (CO)	Village Organisation (VO)	Local Support Organisation (LSO)
	<p>the available resources for solving local level needs/problems.</p> <p>Furthermore, community institutions have the mechanisms/systems and procedures and ability as well to utilize their capacity and their available resources.</p>	<p>and maintain any project?)</p> <p>4. CO's conflict management (whether CO has any system to resolve internal conflicts?)</p>	<p>technical experts in any field e.g. CIF, IGG?)</p> <p>4. VO's project management (whether VO is in position to implement and maintain any project?)</p> <p>5. VO's conflict management (whether VO has any system to resolve internal conflicts?)</p>	<p>technical experts in any field e.g. CIF, IGG?)</p> <p>4. LSO's project management (whether LSO is in position to implement and maintain any project with COs and VOs?)</p> <p>5. LSO's conflict management (whether LSO has any system to resolve COs and VOs conflicts?)</p>
<b>Organisational Performance</b>	Organisational performance demonstrates in terms of undertaking and maintaining development activities, with the support of support organisations and self-help basis.	<ol style="list-style-type: none"> <li>1. Frequency of the CO meetings (how often the CO meeting is held?)</li> <li>2. Attendance in the CO meetings (percentage of total membership that attend the meetings)</li> <li>3. Undertaking development activities</li> <li>4. Self-initiated activities (if the CO took any self-initiatives)</li> <li>5. CO savings and utilisation of savings</li> <li>6. Implementation of project/programme activities</li> <li>7. Linkages with Service Providers</li> </ol>	<ol style="list-style-type: none"> <li>1. Frequency of the VO meetings (how often the VO meeting is held?)</li> <li>2. Attendance in the VO meetings (percentage of total membership that attend the meetings)</li> <li>3. Undertaking development activities</li> <li>4. Self-initiated activities (if the VO took any self-initiatives)</li> <li>5. Implementation of project/programme activities</li> <li>6. Linkages with Service Providers</li> </ol>	<ol style="list-style-type: none"> <li>1. Frequency of the LSO meetings (how often the VO meeting is held?)</li> <li>2. Attendance in the LSO meetings (percentage of total membership that attend the meetings)</li> <li>3. Undertaking and leading development activities</li> <li>4. Self-initiated activities (if the LSO took any self-initiatives)</li> <li>5. Implementation of project/programme activities</li> <li>6. Linkages with Service Providers</li> </ol>

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### 2.2.3 CO Institutional Assessment Tool (COIAT)

Based on the institutional assessment model presented in Figure 1, an institutional assessment tool - matrix of indicators has been developed such that under each category and sub-category the researcher had to select one indicator out of a list of four mutually exclusive responses. Efforts will be made to objectively verifiable the selected indicators on the basis of means of verification. The institutional assessment tool will be filled in a group meeting with at least 50% of community institution members present. Efforts will be made to collect objectively verifiable quantitative and qualitative data. However, the response will be recorded in quantitative way.

The community institutions will be scored against each sub-indicator and main indicator, and then an aggregate score generated. Once the total scores have been calculated, these will be converted in to percentages against total possible score. Then community institutions will be classified according to the distribution of percentage of scores achieved.

Category	Description	Classification	Interpretation
<b>A</b>	Top quartile	Excellent category of community Institution	Institutional independence
<b>B</b>	Second quartile	Very good category of community Institution	Institutional development
<b>C</b>	Third quartile	Good category of community Institution	Institutional infancy
<b>D</b>	Bottom quartile	Poor category of community Institution	Inactive

### 2.2.4 Sampling Design and Sample Size

Given the time and budgetary limitations, the survey will use a stratified cluster sampling approach to select the sample community institutions. The stratification will be done on the bases of COs, VOs and LSOs, while clustering will be done on the basis of geographic locations with in SUCCESS partner RSPs. All rural union councils within the eight SUCCESS districts of (Matiari, Sujawal, Tando Allahyar, Tando Muhammad Khan, Jamshoro, Dadu, Larkana and Kumber-Shadad Kot) of Sindh province are considered as the universe of this survey excluding the urban union councils.

The sample size is established according to what is considered significant. Given the use of in-depth probing and qualitative techniques, smaller samples considered to be statistically significant will suffice, yet samples must allow for meaningful cross-tabulation and be of sufficient size to be useful for decision-making. However, it has calculated a rough estimate of sample for the annual IMI surveys. For calculating the exact sample size we used the following formula. The sample size  $n$  and margin of error  $E$  are given by:

$$x = Z_{(100-r)}^2 r(100-r)$$

$$n = \frac{N x}{((N-1)E^2 + x)} \quad ^1$$

<sup>1</sup> Battese, George. 2007. "Note on Sample Selection". Survey on Domestic Commerce - Ministry of Commerce, Government of Pakistan (Dr. George Battese is Adjunct Associate Professor School of Business, Economics & Public Policy. University of New England, Australia)

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$$E = \text{Sqrt}[(N-n) \times r / n(N-1)]$$

Where N is the population size, r is the fraction of responses that we are interested in, and Z(c/100) is the critical value for the confidence level c. The margin of error E is the amount of error that can be tolerated. In this case we have selected the margin of error to be 5%. The lower the margin of error the higher the sample size will be. The confidence level c is the amount of uncertainty that can be tolerated. With a confidence level of 95%, you would expect that for that 95% of the questions, the percentage of people who answer yes would be more than the margin of error away from the true answer. The true answer is the percentage we would get if everyone is exhaustively interviewed. Therefore, higher confidence level requires a larger sample size. In our scenario we have taken the confidence level to be 95%.

As a very rough estimate, under SUCCESS, the programme will intervene in around 1,672 revenue villages of 307 Union Councils (8 programme districts). Our response distribution is 50%. This variable tells us if the population for instance is skewed towards one side or the other in response to the particular issue being taken into consideration. Using 50% will give us the largest sample size possible.

The annual IMI surveys designed to be representative of the area covered and be representative as contribute to the overall conclusions on social capital at the programme level. This led us to a sample of approximately 780 community institutions every year, from 2016-17 to 2020-21 where 30 LSOs, 150 VOs and 600 COs shall be selected for the annual IMI surveys.

### Stage 1: Selection of LSOs

In districts where the total numbers of union councils are up-to 40 - three LSOs will be selected at random. Where the total numbers of union councils are b/w 40 to 45, four LSOs will be selected. Further to this, where union councils are b/w 45 to 50, five LSOs will be selected at random, and finally where total union councils' number is more than 50 then five LSOs will be selected at random. This guarantees that districts are represented roughly proportional to their number of union councils and respective LSOs.

### Stage 2: Selection of VOs

Within each selected union council, five VOs will be selected at random.

### Stage 3: Selection of COs

A fixed number of four COs will be selected from each sampled VO. Within the sampled VOs all the COs will be listed and an equal proportion of sample will be selected on random.

Table 2, presents the total number of UCs, Villages, households and corresponding number of samples <http://www.raosoft.com/samplesize.html>. The same sampling plan will be repeated in the follow up survey at the end of the programme.

RSP Names	District	No. of Talukas/ Tehsils	No. of COs to be formed	No. of VOs to be formed	No. of LSOs to be formed	No. of Sample LSOs	No. of Sample VOs	No. of Sample COs	Total Sample CIs	Total CIs Sample for SUCCESS timeframe
NRSP	Matiari	3	2,034	212	30	3	15	60	78	312
	Sujawal	5	7,376	770	37	3	15	60	78	312
	Tando	3	1,502	157	25	3	15	60	78	312

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RSP Names	District	No. of Talukas/ Tehsils	No. of COs to be formed	No. of VOs to be formed	No. of LSOs to be formed	No. of Sample LSOs	No. of Sample VOs	No. of Sample COs	Total Sample CIs	Total CIs Sample for SUCCESS timeframe
	Allahyar									
	Tando M. Khan	3	3,004	313	29	3	15	60	78	312
	<b>Sub Total</b>	<b>14</b>	<b>13,915</b>	<b>1,452</b>	<b>121</b>	<b>12</b>	<b>60</b>	<b>240</b>	<b>312</b>	<b>1,248</b>
SRSO	Larkana	4	5,325	532	47	5	25	100	130	520
	Kumber-Shadad Kot	7	7,337	734	43	4	20	80	104	416
	<b>Sub Total</b>	<b>13</b>	<b>12,662</b>	<b>1,266</b>	<b>90</b>	<b>9</b>	<b>45</b>	<b>180</b>	<b>234</b>	<b>936</b>
TRDP	Dadu	4	8,289	686	66	6	30	120	156	624
	Jamshoro	4	3,666	304	30	3	15	60	78	312
	<b>Sub Total</b>	<b>8</b>	<b>11,955</b>	<b>990</b>	<b>96</b>	<b>9</b>	<b>45</b>	<b>180</b>	<b>234</b>	<b>936</b>
	<b>Grand Total</b>	<b>35</b>	<b>38,532</b>	<b>3,708</b>	<b>307</b>	<b>30</b>	<b>150</b>	<b>600</b>	<b>780</b>	<b>3,120</b>

**Management of the Community Institutions Maturity Index Surveys**

The survey is being managed by M&E teams of RSPs on annual basis till the programme evaluation phase. RSPs Monitoring, Evaluation & Research (MER) heads will be leading the overall assessment. The overall design, management, coordination, monitoring of data collection and entry, and dissemination of results will be carried out by the RSPs MER team based at PIUs and districts. Similarly, the RSPs MER heads will provide their input on the draft report and will then be finalised in the light of their feedback.

**Timeframe and Proposed Process**

The IMI surveys will start in the last quarter of each calendar year from 2016 to 2021 years and will be completed by the end of the December, each year. The key milestones are given as under:

Activities	Timelines	2017-18	2018-19	2019-20	2020-21
Selection of community institutions sample from the sample universe	10 days	1-10 Aug-17	1-10 Aug-18	1-10 Aug-19	1-10 Aug-20
Data collection and entry exercise	30 days	11 Aug – 10 Sep 17	11 Aug – 10 Sep 18	11 Aug – 10 Sep 19	11 Aug – 10 Sep 20
Data Analysis and Report Writing	10 days	11-20 Sep-17	11-20 Sep-18	11-20 Sep-19	11-20 Sep-20
Sharing the draft report for comments with respective RSPs MER heads by RSP PIU MER teams	5 days	21-25 Sep-17	21-25 Sep-18	21-25 Sep-19	21-25 Sep-20
Finalisation and dissemination of the IMI survey reports	5 days	26-30 Sep-17	26-30 Sep-18	26-30 Sep-19	26-30 Sep-20
Total number of days/months	60 days (2 months)	1-Aug to 30-Sep 2017	1-Aug to 30-Sep 2018	1-Aug to 30-Sep 2019	1-Aug to 30-Sep 2020

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centers around the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources if they organise and are provided technical and financial support. The RSPs under the SUCCESS Programme provide social guidance, as well as technical and financial assistance to the rural poor in Sindh.

SUCCESS is a six-year long (2015-2021) programme funded by the European Union (EU) and implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan.



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