



EUROPEAN UNION



Sindh Union Council and Community Economic Strengthening Support Programme

SUCCESS

SUCCESS is funded by the European Union

A year of SUCCESS

Annual Key Performance Indicators (KPI) Report 2016-17



www.rspn.org
www.success.org.pk
www.facebook.com/successprogramme

Lead Author:

Marvi Ahmed, Monitoring and Evaluation Officer, SUCCESS, RSPN

Contributors:

Filza Nasir, Documentation and Reporting Officer, SUCCESS, RSPN

Noor Muhammad, Communication Officer, SUCCESS, RSPN

Abdullah Bin Javaid, MIS Officer, SUCCESS RSPN

Reviewed by:

Fazal Ali Khan, Programme Manager SUCCESS, RSPN

Khurram Shahzad, M&E Specialist RSPN

Designing and Printing

Dot Advertising

© 2017 Rural Support Programmes Network (RSPN). All Rights Reserved



EUROPEAN UNION

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

More information about European Union is available on:

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

Twitter: @EUPakistan

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



SUCCESS

Sindh Union Council and Community Economic
Strengthening Support Programme

SUCCESS is funded by the European Union

A year of **SUCCESS**

Annual Key Performance Indicators (KPI) Report 2016-17



TABLE OF CONTENTS

ACRONYMS	1
EXECUTIVE SUMMARY	2
WHERE WE ARE	4
WHO WE ARE	5
WHAT WE DO	7
BACKGROUND OF THE SUCCESS PROGRAMME	9
SUCCESS IN 2016-2017	11
Social Mobilisation – Fostering the Social Pillar	13
Counting the Uncounted: Poverty Scorecard (PSC) Survey	17
Institutions of the people – Fostering Three Tiered Social Mobilisation	18
Social Mobilisation and Development Planning	25
HUMAN RESOURCE DEVELOPMENT AND CAPACITY BUILDING	28
SUCCESS Team Trainings	28
Community Trainings and Workshops	31
ADDING VALUE: MONITORING, EVALUATION AND RESEARCH	
M&E activities in SUCCESS Programme Implementation	36
Socio-Economic Baseline Survey	37
Promoting Quality through Technology: Management Information System (MIS)	38
Action Research on Household Poverty Dynamics	38
COMMUNICATION AND ADVOCACY	41
Media, Electronic, Print Communication Initiatives	41
Events, Workshops and Learning Visits	43
SINDH POLICY AND BUDGET FRAMEWORK FOR CDLD: TECHNICAL ASSISTANCE COMPONENT	48
LESSONS LEARNT FROM THE FIRST YEAR OF SUCCESS	51
Successes to highlight	52
Challenges; and steps to overcome them	52
WAY FORWARD	54
KEY PERFORMANCE INDICATORS (KPIs)	56

ACRONYMS

BISP	Benazir Income Support Programme
CAT	Community Awareness Toolkit
CAPI	Computer Assisted Personal Interviews
CDD	Community Driven Development
CDLD	Community Driven Local Development
CI	Community Institutions
CIF	Community Investment Fund
CO	Community Organisation
CRP	Community Resource Person
CMST	Community Management Skills Training
CPI	Community Physical Infrastructure
DRR	Disaster Risk Reduction
EU	European Union
EY	Ernst & Young
GoS	Government of Sindh
JDC	Joint Development Committee
KPI	Key Performance Indicators
IGG	Income Generating Grant
IMI	Institutional Maturity Index
LMST	Leadership and Management Skills Training
LSO	Local Support Organisation
LSON	Local Support Organisation Network
M&E	Monitoring & Evaluation
MHI	Micro Health Insurance
MIP	Micro Investment Plan
MIS	Management Information System
NRSP	National Rural Support Programme
OTW	Orientation Training Workshop
PFM	Public Financial Management
PIM	Programme Implementation Manual
PIU	Programme Implementation Unit
PSC	Poverty Score Card
PMT	Proxy Means Test
PRS	Poverty Reduction Strategy
PSLM	Pakistan Standard Living Management Survey
QACP	Quality Assurance and Control Plan
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SES	Socio Economic Survey
SMT	Social Mobilisation Team
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Economic Strengthening Support
TA	Technical Assistance
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UCBPRP	Union Council Based Poverty Reduction Plan
UC	Union Council
UCDP	Union Council Development Programme
VDP	Village Development Plan
VO	Village Organisation
WASH	Water, Sanitation and Hygiene

EXECUTIVE SUMMARY

The European Union funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme (2015-2021) employs a multi-dimensional, integrated and holistic approach based on the principles of Community Driven Development (CDD) to tackle poverty. The programme posits itself in a unique position by aspiring to work exclusively with the women of Sindh; the corner stone lying in social mobilisation and creating community institutions of women down from the settlement level up to the Union Council. The institutions are made for, run and led by the women in eight programme districts across Sindh: Tando Allahyar, Tando Muhammad Khan, Matiari, Sujawal, Dadu, Jamshoro, Larkana and Kambar Shahdadkot by RSPN, NRSP, SRSO and TRDP.

Employing the established and proven three tiered social mobilisation approach of the RSPs, the SUCCESS programme aims to support poor, rural women to form 32,400 Community Organisations, 3,240 Village Organisations and 316 Local Support Organisations. An estimated 770,000 households represented by their women members will be organised into these community institutions in the eight districts. The programme includes specific interventions which target the poorest of the poor with an aim to reduce poverty not only at the household level, where it exists most profoundly, but also lead to a policy level impact in the province. The interventions include fund sub-granting to boost an increase in income, targeted vocational and technical training, shielding the poorest from severe health shocks and building small scale community infrastructure.

An important feature of the programme is the deliberate effort to increase the reach of the women's institutions to the ears of the local government, line departments and related entities to promote collaborative, demand-driven development. At the field level, this is promoted through Activists' Workshops where local government representatives are invited to participate on the same platform as the communities. The first year has shown that in a short while schools have been reopened, some repaired and health related initiatives taken after community advocacy at this platform, and the continued interest and support shown by the government. To show its continuing commitment to poverty reduction, the Government of Sindh has called for an expansion of this approach to a further six districts in the province. Moreover, the SUCCESS programme has a unique Technical Assistance (TA) component, implemented by EY, which will work closely with the Government of Sindh to formulate a budgeted Community Driven Local Development (CDLD) policy framework for the province, working in close collaboration with the RSPs. A CDLD policy framework refers to a budgeted local policy adopted by

THE PROGRAMME
POSITS ITSELF IN A
UNIQUE POSITION
BY ASPIRING
TO **WORK**
EXCLUSIVELY
WITH THE
WOMEN OF SINDH

THE **OBJECTIVE** OF SUCCESS IS TO **REDUCE POVERTY** THROUGH AN INTENSIVE, INTEGRATED, TESTED AND PROVEN APPROACH OF THE RSPs.

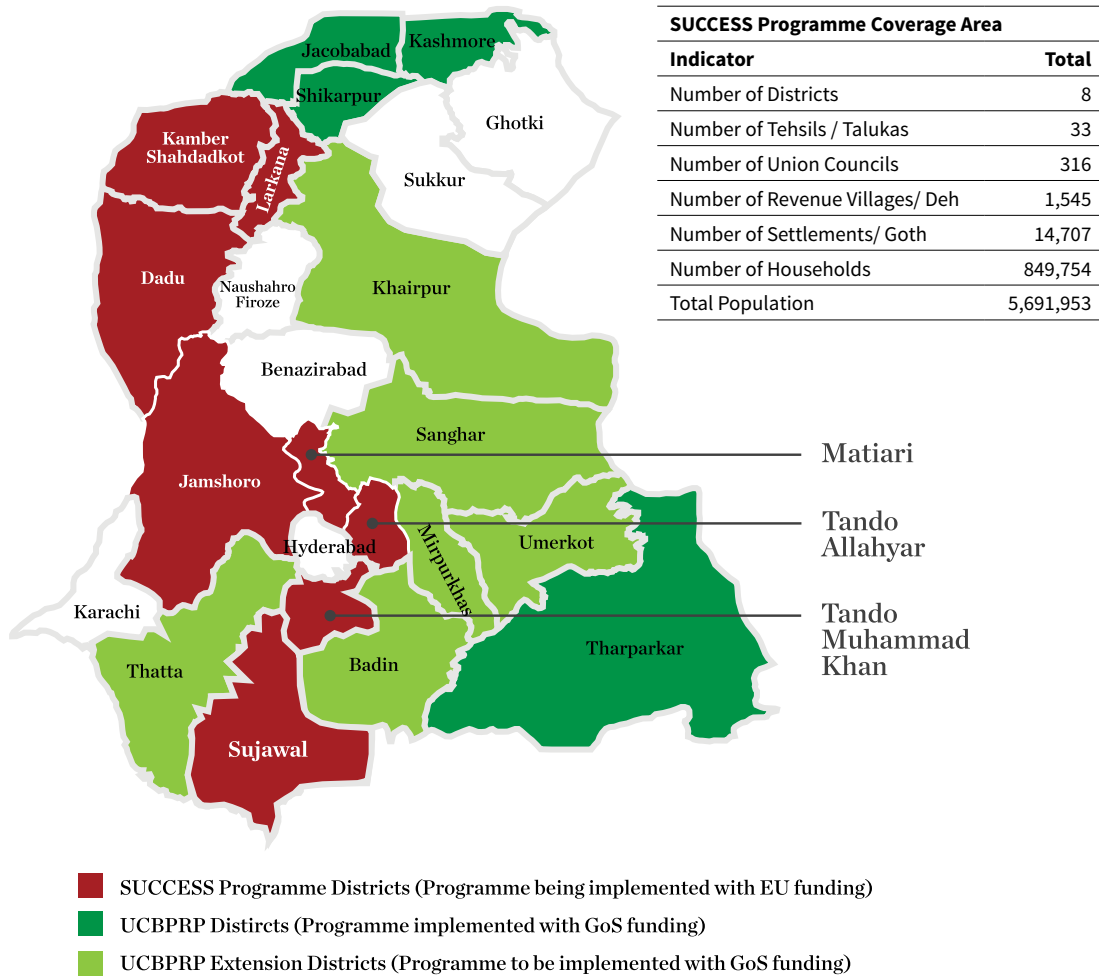
the Government of Sindh for this programme, which employs the global, participatory CDD approach to development. It is expected that with this policy in place the government departments will be able to link their services with the community institutions and enable genuine demand of the people to meet supply and effectively promote the development of the rural poor.

The first year of the SUCCESS programme concluded on January 31, 2017. This year saw the completion of several important programme activities which set the base for the subsequent years, including the completion of the Poverty Scorecard Survey of 849,754 households across the eight districts to ensure structured poverty targeting, the development of the Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT), the M&E Framework and tools to promote uniformity and standardisation, and the Socio Economic Baseline Survey (SES). The three tiered structure of social mobilisation has also been put in place, with the formation of 13,154 COs, 1,006 VOs and 65 LSOs in line with the targets set for the first year. With the three tiered structure beginning to come into place, the newly organised women have begun pioneering efforts in their communities to undertake self-help initiatives by using savings to begin micro-businesses, improving the status of health and hygiene, particularly women's reproductive health, improving the state of education and taking initiatives to improve cleanliness in their surroundings to touch upon a few.

In terms of human resource development and capacity building, there have been a number of trainings for the implementation teams as well as community trainings to ensure quality and standardisation in the programme. In the area of communication and advocacy, a number of media and stakeholder events were organised at national, provincial and local level with communities to showcase the SUCCESS programme objectives and the CDD approach to reduce poverty. These events have garnered sufficient coverage in the media which includes electronic, print and social media. The implementing partners have also supported and produced a number of publications including newsletters, policy briefs and blog success stories to highlight and promote the SUCCESS programme. In order to promote cross-learning and experience sharing, visits have been arranged within Sindh and other parts of the country for the partner RSPs as well as government officials.

It is anticipated that in the second year the SUCCESS programme will continue with the same fervour, zeal and effectiveness as exhibited in Year 1 of the programme.

WHERE WE ARE



WHO WE ARE



EUROPEAN UNION

The donor of the SUCCESS programme, the European Union (EU) is a unique economic and political union between 28 European countries that together cover much of the continent. What began as a purely economic union has evolved into an organisation spanning policy areas, from climate, environment and health to external relations and security, justice and migration. The EU is one of the main trading partners of Pakistan and a major provider of development assistance to the country. EU-Pakistan relations also cover cooperation on a broad range of issues, including political dialogue, security and counterterrorism, migration, human rights and disarmament and non-proliferation.



The Government of Sindh (GoS) is a major enabler and stakeholder for the SUCCESS programme. It is anticipated that GoS will implement a budgeted Local Development Policy with an emphasis on community driven development across Sindh.



Ernst & Young (EY) is a multinational professional services firm operating in Pakistan. In the SUCCESS programme, EY is implementing the Technical Assistance (TA) component to aid the GoS in development of a Poverty Reduction Strategy (PRS) and CDLD policy for the province of Sindh.



NRSP

National Rural Support Programme

Established in 1991, the National Rural Support Programme (NRSP) is the largest Rural Support Programme in the country in terms of outreach, staff and development activities. It is a not-for-profit organisation registered under Section 42 of Companies Ordinance 1984.

NRSP is implementing the SUCCESS programme in the districts of Tando Muhammad Khan, Sujawal, Matiari and Tando Allahyar.

RSPN is the largest development network of Pakistan, with an outreach to over 40 million rural Pakistanis. It consists of 11 member Rural Support Programmes (RSPs), which have been operating since 1982.

In the SUCCESS programme, RSPN is promoting standardisation and implementing cross-cutting elements such as: quality control, harmonisation of procedures, coordination, generating evidence through research, communication and advocacy of the programme.

RSPN

THARDEEP RURAL DEVELOPMENT PROGRAMME
TRDP

Established in 1998, the Thardeep Rural Development Programme (TRDP) is a not-for-profit organisation, registered under Societies Registration Act XXI, of 1860. TRDP is working in arid regions of Sindh.

TRDP is implementing SUCCESS programme in Dadu and Jamshoro districts. TRDP also implemented UCBPRP in the district of Tharparkar.



Established in 2003, the Sindh Rural Support Organisation (SRSO) is the major Rural Support Programme in Northern Sindh. SRSO is headquartered in Sukkur and is a not-for-profit organisation registered under Section 42 of Companies Ordinance 1984.

SRSO is implementing the SUCCESS programme in the districts of Larkana and Kambar Shahdadkot. SRSO also implemented UCBPRP in the districts of Shikarpur, Kashmore and Jacobabad.



WHAT WE DO

SOCIAL MOBILISATION

770,000 household mobilised via women members into **32,400 COs**, **3,240 VOs**, and **316 LSOs**

COMMUNITY INVESTMENT FUND

285,402 households will benefit from **CIF**

INCOME GENERATING GRANTS

60,959 households will benefit from IGGs

MICRO HEALTH INSURANCE

25% of the poorest households will benefit from insurance



TECHNICAL &
VOCATIONAL
**SKILLS
TRAINING**

108,000 people
will be trained

COMMUNITY
PHYSICAL
INFRASTRUCTURE

2,800 infrastructure
schemes will be built
and maintained by
communities

RESEARCH &
ADVOCACY

ONE research on household
poverty dynamics, **THREE**
sector research studies and
one synthesis report

**CDLD POLICY
FOR SINDH**

**GOVERNMENT OF
SINDH** will develop and
implement a budgeted
**COMMUNITY DRIVEN LOCAL
DEVELOPMENT POLICY**
across Sindh.

BACKGROUND OF THE **SUCCESS PROGRAMME**



SUCCESS IS
AIMING TO
SUPPORT
THE GoS IN
DEVELOPING ITS
**COMMUNITY-
DRIVEN LOCAL
DEVELOPMENT
(CDLD) POLICY.**

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 programme based on RSPs' proven social mobilisation approach.

The RSPs social mobilisation approach centres around the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources and can access public services if they organise and are provided technical and financial support.

Living conditions are expected to improve by the end of the programme through building local social capital for better access to basic social and economic services and providing access to income generating and income diversification activities.

The SUCCESS Programme is funded by the European Union (EU) and is 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 covers eight out of the 24 districts of the Sindh province for a period of six years starting in October 2015.

The eight SUCCESS Programme districts include: Tando Muhammad Khan, Sujawal, Matiari, and Tando Allahyar with NRSP, Larkana and Kambar Shahdaskot 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 the rest from the EU.

Additionally, the SUCCESS programme has a unique Technical Assistance (TA) component which will work closely with the Government of Sindh to formulate a budgeted CDD policy framework for the province, working in close collaboration with the RSPs. The TA is provided by a private consulting firm, Ernst & Young (EY) engaged by the European Union.

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 % 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), 316 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 and 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%.
 - a. 108,000 Community members, especially women, will be provided technical and vocational skills training.
 - b. Farmers and livestock owners will be trained to adopt new technologies and/or be provided inputs to improve their food security and nutrition.
 - c. The RSPs will identify and support innovative economic activities and access to efficient markets.
 - d. Facilitate income generation of the communities' members.
 - e. 25% of the poorest community members will benefit from a micro-health insurance
3. ER3: Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement.
 - a. 2,800 Community identified basic infrastructures will be built and maintained by communities.
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

849,754

Households Surveyed

13,157

Community
Organisations (COs)
formed

243,083

Households Organised

1,006

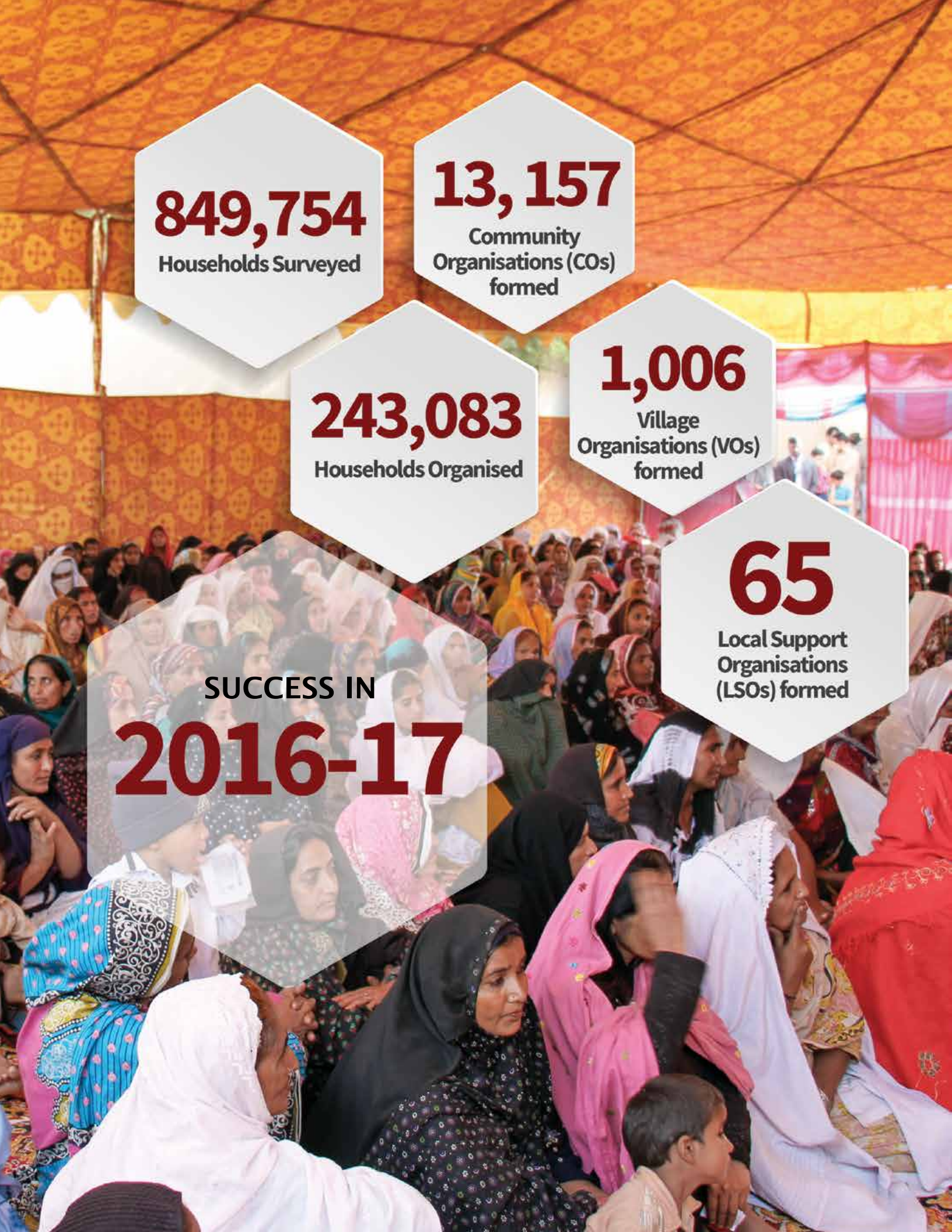
Village
Organisations (VOs)
formed

65

Local Support
Organisations
(LSOs) formed

SUCCESS IN

2016-17





21,516

Women trained in Community Management Skills

1,659

Women trained in Leadership and Management Skills

579

Community Resource Persons Trained in Social Mobilisation

72

Activists Workshops held for Local Level Advocacy

23,754

WOMEN LEADERS TRAINED

SOCIAL MOBILISATION FOSTERING THE SOCIAL PILLAR



The centre-piece of the RSP approach to Community Driven Development (CDD) is its unique social mobilisation strategy. This social mobilisation strategy is based on the strong belief and experience of the RSPs that without involving communities in their own development, poverty cannot be reduced. To involve the communities we need to create the Social Pillar (institution of the people) because the existing Administrative and Political Pillars of the state neither have the ability nor the mandate to organise the poor rural communities to actively engage them in their own development. The core function of the RSPs is thus to foster this Social Pillar in a way that these institutions of the people are financially viable and the rural poor are able to organise and harness their potential in a sustainable manner.

One of the biggest hurdles for the realisation of people's potentials as well as the viability of these institutions is availability and access to financial resources. The distinctive feature of the RSPs social mobilisation approach thus includes a three tiered approach that creates community institutions at three levels. Community Organisations (COs) form the foundation of this three tiered structure at the neighbourhood level and include individual household representation. Each CO typically consists of 15-20 members/households. COs are federated into Village Organisations (VOs) at the village level and VOs federate at the union council to form Local Support Organisations (LSOs). VOs and LSOs consist of representatives from the lower tiers.

To form the base of this structure, a poverty survey is carried out before CO formation, to ensure the inclusion of the poorest households in the COs. The Poverty Scorecard (PSC) is used to conduct this house-to-house survey in each neighbourhood, on the basis of which the COs are formed. Serving as the foundation of the structure, a CO tackles poverty on the household level and supports each member household to prepare a Micro Investment Plan (MIP). On the basis of the MIPs, the RSPs provide support to households and community plans i.e. through skills training, access to finance, through technological assistance in areas to improve livelihoods and through links with the state (Administrative and Political Pillars) and other stakeholders.

As rural women are one of the marginalised segments of the society, the SUCCESS programme adopts this social mobilisation strategy with a distinction of forming community institutions with only women community members representing each household to bring them to the front line.

By the end of the first year, the partner RSPs organised a total of 243,083 households in all eight programme districts of the SUCCESS programme.

WITHOUT
INVOLVING
COMMUNITIES
IN THEIR **OWN**
DEVELOPMENT,
POVERTY
CANNOT BE
REDUCED.

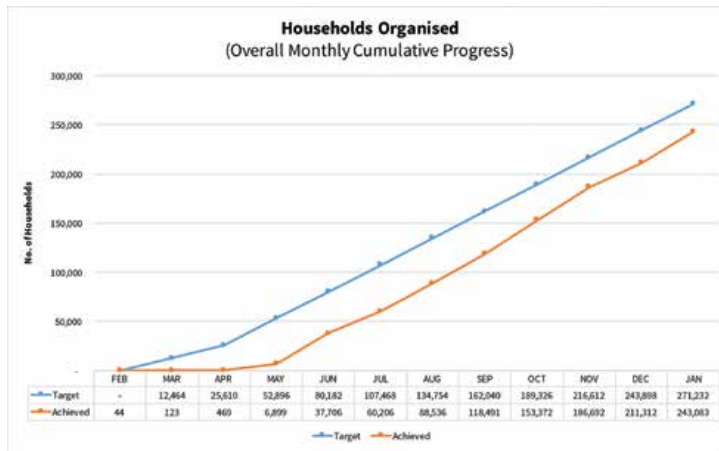


FIGURE 1: NUMBER OF HOUSEHOLDS ORGANISED IN YEAR 1 (FEB 2016- JAN 2017)

Counting the Uncounted: Poverty Scorecard (PSC) Survey

As part of the social mobilisation process, the RSPs conducted a door-to-door carpet survey in 316 rural Union Councils of the eight districts of the SUCCESS Programme, with the aim to reach every rural household at the beginning of the programme. The Poverty Scorecard (PSC) tool was used for identifying the poor and to discern the poverty score of each beneficiary household. Moving forward, the programme household level interventions will then be targeted on the households falling in the lowest band of poverty, which is with the PSC score of 0-23.

PSC as a tool for poverty targeting was mainly developed to give practitioners a simple, effective and low cost method for identifying the poor to conduct targeted programme interventions. It is also useful for improving transparency and accountability in terms of poverty targeting and tracking the graduation process of households. PSC uses the proxy means test (PMT) formula, derived on the

basis of Pakistan Standard Living Measurement Survey (PSLM) 2007 with a set of easily verifiable indicators that correlate well with poverty along with a simple scoring system (World Bank 2013). It was developed by the World Bank, and used by the Benazir Income Support Programme (BISP) for its cash transfer programme, and adopted by the RSPs as part of their social mobilisation processes for poverty targeted interventions.

The households' poverty scorecard data has also been used to establish baseline benchmarks by identifying the poor households in order to effectively engage them in the social mobilisation process and provide targeted interventions exclusively designed for household income and productivity enhancements. At the programme evaluation stage (Year 2020-21), the SUCCESS partner RSPs will undertake sample based PSC surveys of households targeted for the programme interventions in order to measure the change in their poverty scores as the programme concludes.

At the conclusion of the first year,

ENSURING QUALITY THROUGH TECHNOLOGY

One of the distinguishing features of the PSC undertaken in the SUCCESS Programme is that the survey employed the use of the Computer Assisted Personal Interviews (CAPI) method, whereby enumerators used portable tablet computers to enter data which was directly collected on the server. The use of CAPI helped enhance the quality of survey data in a number of ways; including saving ample time of data entering if the survey had been done on paper, providing built-in checks within the software to avoid empty or incorrect fields as well as mathematical calculations within the application. Correct 'customisation' of questions, providing checks against skipping questions and replacing bulky paper based survey forms with a single tablet for each enumerator to carry household to household were also key features. As data was collected in real-time, monitoring processes were greatly enhanced, making room for quick course corrections as and when the need arose to ensure inclusion of all households.

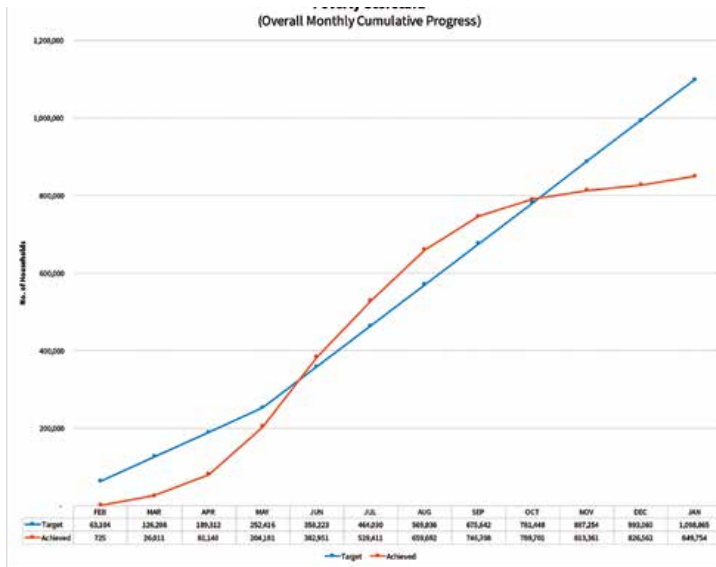


FIGURE 2: NUMBER OF HOUSEHOLDS SURVEYED WITH PSC IN YEAR 1 (FEB 2016-JAN 2017)

the partner RSPs have completed the PSC survey in all the eight programme districts. The survey included a total of 849,754 households with a population of 5,691,953¹. In addition to this 29,888 households could not be surveyed for reasons including their unavailability, or because they refused to be surveyed, or could not be surveyed due to security reasons in certain areas. Efforts will be made to include these households during programme implementation.

The data gathered through PSC contains a wealth of information ranging from poverty score, demographic information, school enrolment and literacy rate, work status of household members, facilities in the homes, breakdown of household assets, as well as

water sources and land ownership of each household. This provides a rich data bank not only to the SUCCESS programme for targeted interventions, but also to help design subsequent programmes in the future by RSPs, the government and other development partners.

Taking a closer look at the district wise breakdown, Sujawal is the poorest SUCCESS district where the population with PSC 0-23 is roughly 67%, almost two-thirds of the total rural population. The district with the least number of rural poor is Matiari where approximately 47% of the population fall within PSC 0-23. Falling in the middle of the spectrum, after Sujawal the most poor are found in Kambar Shahdadkot (61%), followed by Dadu (60%), Tando M. Khan (59%), Tando Allahyar (50%), Jamshoro

(50%) and Larkana (46%).

Overall, roughly 55% of households fall within the PSC 0-23 range, a breakdown of households into different poverty score band is presented in Figure 3.

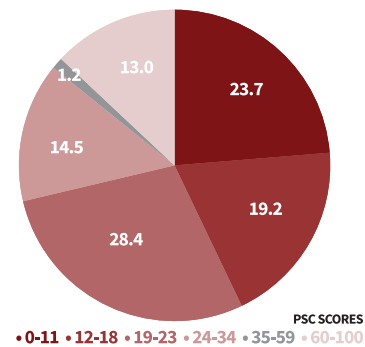
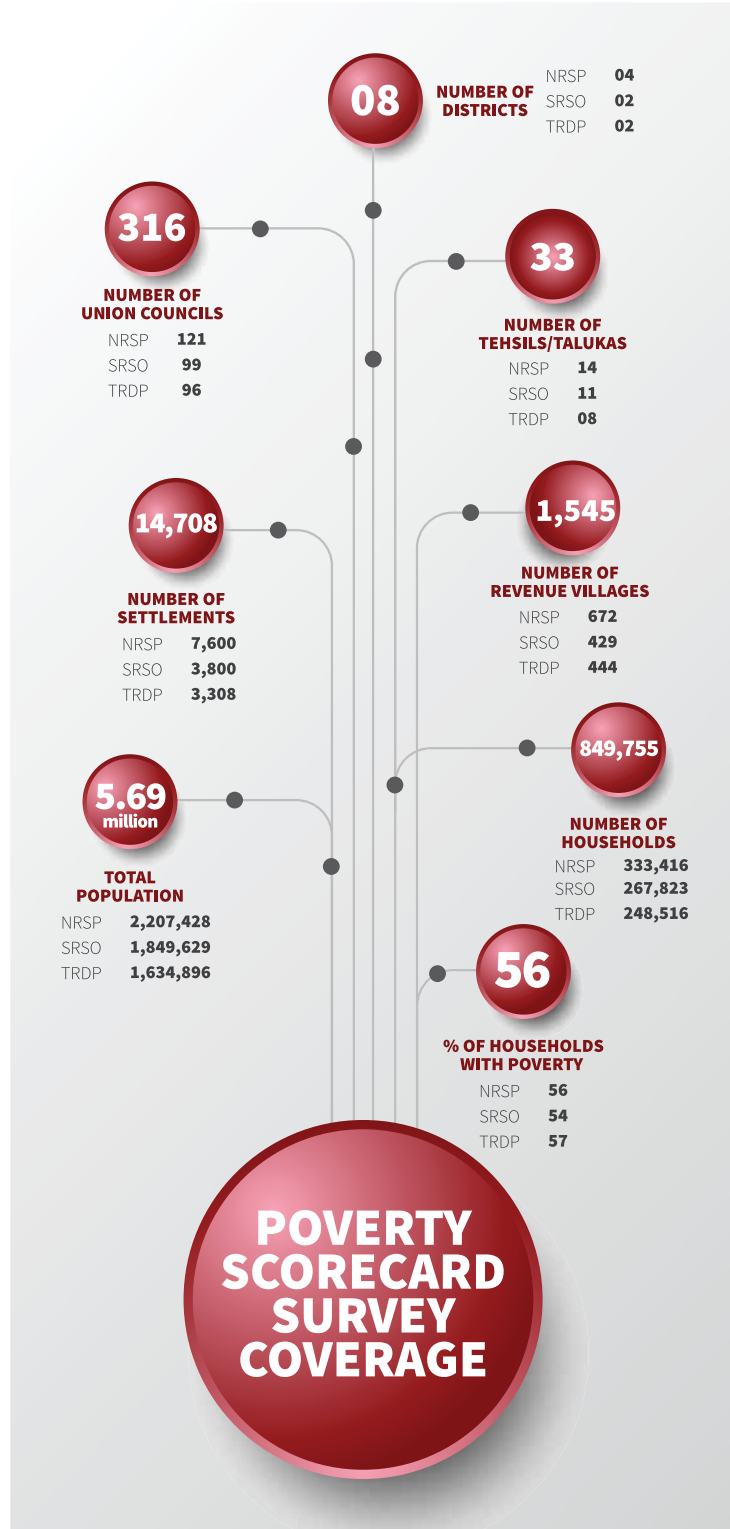


FIGURE 3: DISTRIBUTION OF HOUSEHOLDS IN POVERTY SCORE BANDS (%)



1. Before the PSC survey, the data of the total rural households was based on the 2010 Benazir Income Support Programme (BISP) data from where the projections were estimated at 1,098,866. However, during the actual survey which concluded with 20% less households than estimated it was found that some of the households had migrated to other districts over time, while a large number of households were now also categorised as urban town rather than rural union councils after reclassification of towns and union councils by the government in 2015. It is also noted that there was an issue of household splitting in the BISP data which may have inflated the total number of rural households.

Door-to-door poverty census is imperative to ensure inclusion of the poor households and to provide targeted interventions exclusively designed for household income and productivity enhancements.



COUNTING THE UNCOUNTED

It was a hot, dusty day in Larkana as our car traversed through the fields, river banks lined with wild foxtail grass dancing in the dry air, the pale white providing a sense of relief from the blinding green of rice paddies for miles on end.

We were on our way to a settlement, identified through an extensive monitoring exercise for the on-going Poverty Scorecard (PSC) survey for the SUCCESS programme. While referred to as a survey, it is more of a census, where the implementing partners have promised carpet coverage of all rural households in a given district. That means, each enumerator goes house to house, knocking on their doors to learn just a little more about their lives. The PSC forms the entire basis for the programme and on what all the activities will be based on for the next five years. The importance of reiterating this here is the need to stress that indeed, every household will be surveyed. It is only fair.

Now that the PSC survey is nearing completion, the Union Council's marked as completed require post-verification. Pertinent questions to ask at this point include: have the numbers that we have estimated from the data available at hand been accurate? Does it match ground reality? Have we, for any reason, left any household uncovered?

As the PSC survey is being carried out through android technology coupled with GPS tracking of each household, it is fairly simple to map the surveyed households with their GPS coordinates on Google Earth. By doing so, one can get a bird's eye view of the settlements, their coverage, and identify gaps where they exist. By carrying out this exercise, a couple of uncovered settlements were identified. Upon further investigation, some were ruled out as being covered in another Union Council, and others as urban settlements where the survey was not to take place.

After this narrowing down process, we were set on our way to those settlements for where doubt remained, equipped with our maps in hand. Upon arriving, the village notables gathered to greet us and inquire why we are here and where we are from. We duly informed them of the organisation we are affiliated with, why we are gathering information

and inquire whether our team of enumerators came here to survey them. After satisfying their suspicions, they answered our questions and said no team had visited. We cross verified the information with their CNICs and the field teams duly noted the location of the settlement to follow up on and survey.

The settlement was small, roughly 20 households, and tucked away in a nook amidst the vast fields surrounding them. Looking slightly beyond the horizon, we spotted another small cluster of houses; cross checked with our maps and decided to pay a visit. The roads (or lack thereof) were rough, bumpy and narrow with hardly any place to walk let alone a car slugging its way through. With pushes and shoves we made it as close as we could and decided to walk over instead. The topography was varied, green wild fields, white with large salt patches and barren dusty bush land, all encompassed in one frame.

One could not help but think: I could barely even get here, there seem to be no facilities for miles on end, and yet some choose to call it home. We almost felt like we'd stumbled upon a group of forgotten people and failed to recall for a moment that we were development professionals just doing our jobs and not full time investigators out of some movie. What was more alarming was that these people may not have been forgotten at all, as they all had valid government issued identification. How else could politicians get them to vote? When it comes to gaining power, once a year or once every five years, they will come find you. They will make sure that they pile you into buses, slug through to your locality and take you to vote. But once that's over, so are you. You go back to being as good as forgotten, and the one's voted for owe nothing to their constituents. They were counted, but only to the extent of their usefulness to those doing the 'counting'. Instances like these help you detach yourself for a moment from the technicalities of your work and help you realise that what you do must be different from what's been done. We were counting them too, but the point this time is to really make it count, for them.

For at the end of the day, it's all about them. We're just the number crunchers.

Written by Marvi Ahmed, Monitoring & Evaluation Officer SUCCESS RSPN

INSTITUTIONS OF THE PEOPLE - **FOSTERING THREE TIERED SOCIAL MOBILISATION**

At the heart of the RSPs' approach to Community Driven Development (CDD) is the mobilisation of the poor in order to enable them to participate directly in decisions that affect their lives and prospects. The concept behind the social mobilisation approach is that once people are organised into properly functioning institutions of their own, they find the platform to harness their innate potentials, address their problems and fulfil their needs.

When such institutions of the people are fostered at the neighbourhood, village and union council levels, they become a vehicle through which all kinds of community development initiatives can be effectively implemented, particularly as they link up with the local government and other development stakeholders. These institutions serve as the primary partners in fulfilling the nation's development agenda by extending outreach to the household level across the country, for it is at the household level that poverty is experienced on a daily basis.

As part of the SUCCESS Programme, Community Organisations (COs) are being formed at the settlement or mohalla level, the COs are then being federated into Village Organisations (VOs) at the village

level, and the VOs are then federated into Local Support Organisations (LSOs) at the Union Council level. These organisations are functioning as local level governance bodies owned and operated by the people, and are expected to play an important role in identifying problems and offering solutions, with the help of the government and other development stakeholders.

This section provides a report against the targets of social mobilisation for the first year. It is noted that compared to the other two RSPs, SRSO has fallen short of meeting the targets set

out. A part of the reason can be attributed to the fact that the SUCCESS social mobilisation and capacity building component is very human resource intensive, issues in which can affect targets. The field teams employed by SRSO in SUCCESS largely consist of new hires as compared to the other two RSPs, with more time spent on capacity building of the teams to gain an understanding of the programme and the RSP approach. Staff turnover has also been as high as 30% during the first year, affecting programme roll-out. It is anticipated that these targets will be covered during the second year.

The RSP's Three-Tiered Social Mobilisation Approach



Local Support Organisation - LSO

- Federation of all Village Organisations in the Union Council
- All villages represented in LSO
- Decisions taken by Executive Committee (EC) and General Body (GB)
- EC (Leaders of all VOs), GB (Members of All VOs)
- Implementation of Union Council level development activities
- Linkages with govt./donors/CSOs and market
- Guidance and support to VOs and COs



Village Organisation - VO

- Federation of all Community Organisations in the Village
- All mohallas/settlements represented in VO
- Decision taken jointly by VO Office Holders and General Body
- Office Holders (VO Leaders) and General Body (all CO Presidents and Managers)
- 100% inclusion of poorest households through COs
- Implementation of village level development activities



Community Organisations - CO

- Each CO to have 15-25 members
- Participatory body (decisions taken jointly by all members)
- Separate COs for Men and Women
- Implementation of household/mohallah level activities

PEOPLE'S POTENTIAL



This programme is based on the belief that when God created mankind, men and women, He blessed them with certain abilities so that they can realise their potentials and live fulfilled lives. Hence, SRSO believes that if a poor household can identify its abilities and is willing to realise its potential, it can also improve its living condition.

Therefore, to reduce poverty, when we go to the household level, we ask people to identify their abilities, and we also ask them how they can utilise their abilities to improve their standard of living.

People need to answer these questions themselves because they are the ones living their lives, be it in harsh or luxurious conditions. If they did not have any potential or abilities, they would not have been

able to survive. We ask people to identify their abilities because until we get an idea about their potentials, we cannot initiate the process of reducing poverty.

If people say that they do not have any abilities, and they cannot help themselves to improve their lives, then SRSO can also not do anything for them. Whenever we have asked poor people about their potential and abilities, nobody has ever said that they don't possess any abilities; rather they have shared with us many ideas to utilise their full potential. However, not everyone has the same and equal abilities. Therefore, every household has to identify their own ability that can be utilised to improve their living conditions.

Adopted from the SUCCESS Programme First Dialogue held in Larkana by Shoaib Sultan Khan, Chairman RSPN

Community Organisations (CO)

Forming the base of the pyramid and federated on the settlement level, a Community Organisation (CO) is a participatory institution with a membership of roughly 10-25 households, represented by a female member, who live together in a particular settlement/goth or muhalla sharing common interests.

The members are like-minded women who are ready to tap their common resources collectively with cooperation and unity amongst themselves to overcome their common and individual household's social and economic constraints. Each CO has elected

one President and one Manager through consensus to run the day to affairs of the CO on a voluntary basis to lead their members.

In the first year of the SUCCESS Programme, a total of 243,083 households have been organised to form 13,157 CO's.



FIGURE 4: NUMBER OF COMMUNITY ORGANISATIONS FORMED IN YEAR 1 (FEB 2016-JAN 2017)

WOMEN OF HARI CAMP FIND HOPE IN 'ROSHNI'

Hari Camp is a small settlement located in the middle of a vast barren land in Sonwalhar Revenue Village of Union Council Dabhau, District Jamshoro. Hari Camp is home to 70 households who have been freed from bonded labor and brought here from various parts of Sindh including Mirpur, Badin, Thar and Umarkot. Some of the people were brought to the camp 14 years ago, while others came later in subsequent years.

The government has provided three-room, small houses to the now free haris (farmer). However, even though they might have a place to live their conditions have not improved significantly. Though the people believe they are now free to live as they please, earn how they want, and eat what they want, even today their earnings are meagre, and they barely make the ends meet. Most of them work as daily wagers, whenever they can find semi-skilled or non-skilled labour.

Selena, a middle age woman, is one of the residents of Hari Camp. Donning a cream-coloured Dupatta, Selena looks weary and fragile. A two year old boy, with beautiful eyes that tell fables of their own, sits in her lap, as Selena shares her life story, sitting on a colourful 'Rilly', a traditional hand-made Sindhi quilt.

Facing the hardships of bonded labour, Selena continues to suffer more. She says that her four-month old son passed away just a month ago, after getting being diagnosed with 'double pneumonia', a lethal viral infection in both lungs. She does not know how the child got the



disease in the months of summer. They tried hard to save the boy, but their efforts did not bear fruit. There is not a single hospital in their vicinity, and they did not have the money to take the child to a good hospital in Hyderabad or Karachi.

Selena's ordeal is not very different from that of several other impoverished women the field teams from SUCCESS-TRDP recently met in other villages of Jamshoro and Dadu districts of Sindh. Low or no income, diseases, caste-based social hierarchies, disparities based on gender, landlessness, and absence of basic amenities of life are some of the many factors keeping millions of households disempowered and disenfranchised.

The state's incapacity to provide basic necessities of life to the citizens, coupled with the inability of the masses to come together for resolution of their longstanding issues, affects the impoverished people, especially the women, the most.

Selena and other women of her village have, however, recently felt a glimmer of hope after forming a community organisation (CO) they call "Roshni", the Sindhi word for light. The women of Hari Camp formed the CO under the EU funded SUCCESS Programme, after Thardeep Rural Development Programme (TRDP) came to their village, urging them to organise and informing them about the

importance of self-reliance, saving money, and creating synergies at the local level to resolve individual and collective issues.

The awareness messages given by the activists touched the right chords, and set in motion a process that led to the formation of Roshni. Selena was elected as the Manager of the CO by the women in the organisation, while another elderly woman, Noor Jahan was elected as Roshni's President.

The women of Hari Camp are now getting trained in keeping their village clean, and living a healthy life. However, the most significant change in the women as been that of awareness and attitude. The women believe that they can achieve anything and can get out of the cycle of poverty if they combine their resources and use them efficiently. In this regard, they have started saving 10 rupees per day in a joint pool managed by the CO. This contribution of 300 rupees a month has allowed them to save 16,200 rupees within three months of the CO formation.

Members of Roshni are now trying to open bank account for their organisation, where they will keep their savings. Meanwhile, in an inspirational display of entrepreneurial spirit, and financial intelligence, the women of Hari Goth have purchased prize bonds issued by the State of Bank of Pakistan. The women bought 25 bonds of 200 rupees each. They believe that this investment of 5,000 rupees from their savings is in fact the smart way to save as well as earn money.

“By purchasing the Prize Bond we are able to keep the money safe”, said Noor Jahan, President of Roshni CO, who is responsible for handling the cash collected. “My husband checks in the newspaper for the numbers of our prize bonds. When there will be a prize, we will distribute the money equally among the members of the CO”, she adds.

Other women say that they will keep saving money, and create internal loaning system within CO to help the members of Roshni in their hours of need. “Nowadays we have got work. We pick cotton from the fields and this is a busy season”, says another woman, who is wearing several dozen white bangles on her both arms. “We are saving 10 rupees each day because in this season we can afford it. In other times we will save whatever we can”, she explains.

Taking another step forward towards financial independence, the Roshni members have invested 7,000 rupees in a small shop where residents of the 70 households of Hari Camp can purchase basic items. Earlier they used to travel to Kotri town, paying 40 rupees for each side of travel in a public vehicle. The members of Roshni CO have appointed Mirgah, a cheerful

lady, as the shop attendant. She sells goods worth 700 rupees a day, on average, out of which 100 rupees per day is given to Roshni, and added to the joint saving pool.

The women of Hari Camp have found a new confidence by forming their own organisation, and starting saving money collectively. They feel empowered and independent.

The women said that when they were working for the landlords, they were not free. Later they became liberated from the clutches of the landlord, but their economic situation did not improve. They said that they now feel unbound, as they have started saving money and discussing their issues.

“We are hopeful that our efforts will work, and with the passage of time we will be able to do more work for ourselves and our village”, says Noor Jahan, Roshni's President.

“If you are stuck inside a well and others are telling you how to get out, then you have to be happy and hopeful”, Noor Jahan added, when asked why she felt hopeful.

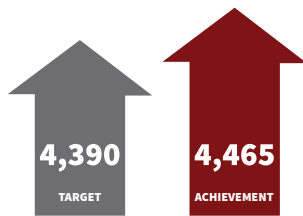
The Roshni Community Organisation is formed under SUCCESS programme funded by European Union.



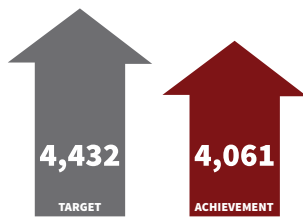
Written by Filza Nasir, Documentation & Reporting Officer SUCCESS RSPN & Noor Muhammad, Communications Officer SUCCESS RSPN

NUMBER OF COMMUNITY ORGANISATIONS FORMED

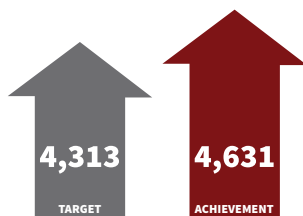
IN YEAR 1 (FEB 2016-JAN 2017)



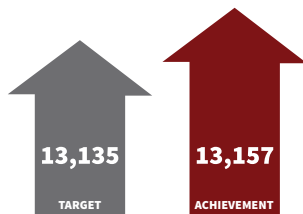
TRDP



SRSO



NRSP



TOTAL

A VILLAGE ORGANISATION (VO) IS A FEDERATION OF THE COMMUNITY ORGANISATIONS (COs) FOR PLANNING AND COORDINATION AT THE VILLAGE LEVEL.

Village Organisations (VO)

A Village Organisation (VO) forms the second tier of social mobilisation. It is a federation of the Community Organisations (COs) for planning and coordination at the village level. Ideally, a VO should be formed at the Revenue Village level. However, in the SUCCESS programme districts of Sindh, most Revenue Villages are comprised of scattered smaller sub-villages (Goths). As all COs have women-only membership, geographical proximity and access between different sub-villages has been an important consideration for the formation of a VO.

The VO membership comprises of at least two members, the President and Manager, from each CO. Each VO is comprised of 3-10 COs on average. Like the CO, each VO also has one President and one Manager to run the day-to-day affairs of the VO. Following a democratic process, the VO leadership is selected with consensus among the VO members who work voluntarily and honestly lead their members.

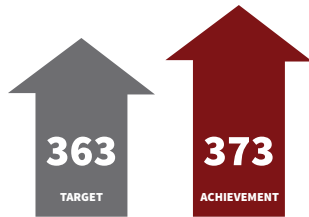
In the first year of the SUCCESS Programme, a total of 1,006 VOs have been formed by the partner RSPs in the eight programme districts.



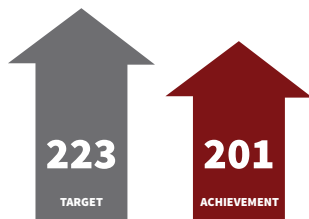
FIGURE 5: NUMBER OF VILLAGE ORGANISATIONS FORMED IN YEAR 1 (FEB 2016- JAN 2017)

NUMBER OF VILLAGE ORGANISATIONS FORMED

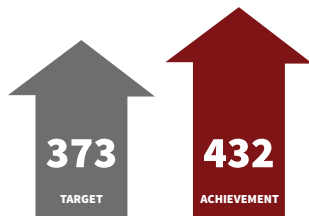
IN YEAR 1 (FEB 2016-JAN 2017)



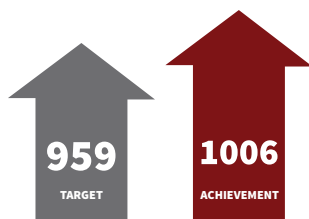
TRDP



SRSO



NRSP



TOTAL

BETTER TOGETHER: INTERFAITH DEVELOPMENT IN THE HEART OF SINDH

Nazeeran stood tall in her village as she radiated warmth and welcomed us into her home. ‘Another day, another NGO’, she must have thought as she began to diligently answer our questions about how social mobilisation has impacted her life and of those around her.

As she continued to tell us of the different initiatives they have undertaken since being part of the EU funded SUCCESS programme from birth spacing initiatives for women, to cleanliness around their villages to promote nutrition and health in their community.

Nazeeran belonged to the Hindu faith, her beautiful bangles stretching from her wrists to her shoulders, a sign of a married woman in the Hindu community. She spoke to us first about her CO, where she was President and then about her VO, where she held the position of a Manager. We inquired further about the VO and the work they had done. She informed us that it was newly formed and the President was a lady from the neighbouring Muslim settlement, named Khairunnisa. She explained to us that in this village, there are several settlements half of which are those who follow the Hindu faith, and half Muslim. They have formed their own COs at the settlement level, but they all come to work together in a VO. Hence, it was only fitting for the leadership of their VO to also reflect the diversity and acceptance that they emanate.



Fascinated with their model of effortlessly working together in a country plagued with religious extremism, we asked Nazeeran and Khairunnisa to shed some more light on how they make it work. However, the more we tried to dig deeper, the more confused they were. ‘We see no difference. Allah (God) does not belong to one religion alone, but to all of us – Hindu or Muslim,’ said Nazeeran.

Khairunnisa went on to explain that they happily eat together, go to one another’s homes, break bread, share resources where needed and respect each other’s differences. When Khairunnisa goes to Nazeeran’s home, she takes off her slippers as is the custom in their home, and when Nazeeran comes to a Muslim settlement she drapes a dupatta over her hair as a sign of respect. To them, it is second nature. It is who they have always been.

And then it finally dawned on us. Where we were trying so hard to identify differences and how they overcame them to work together, we realised that in reality – there really were none. It is only those from the outside who try to create differences and hate. On the inside, at the heart of it, what we saw was only love.

Written by Marvi Ahmed, Monitoring & Evaluation Officer SUCCESS RSPN

LSO INITIATIVES: DEVELOPMENT OF THE PEOPLE, BY THE PEOPLE

LSO Bhit Shah, Matiari

Vaccination of Domestic Animals in Collaboration with Livestock Department

Domestic animals, goats in particular, play a key role in the economy of rural families. They are a source of milk for domestic consumption, and in times of need people sell their animals to make ends meet making them a valuable household asset. Therefore, a large number of LSO members invest in goats as productive assets. However, viral diseases are common in the area and they not only reduce the productivity of goats, but often take their lives, leaving poor families with significant losses.

Before organising the people of the area into COs, VOs and LSOs, women in UC Bhit Shah had little idea about accessing services of the government departments to resolve their common issues. However, once the women got organised and received trainings under the EU funded SUCCESS Programme, they realised that they can take advantage of government facilities to their interest. The LSO leaders first discussed the issue with member VOs, and the VOs then discussed it in their COs and they jointly decided to contact Government Livestock Department for vaccinating their domestic animals against common diseases. The Livestock Department offered their full support and constituted two vaccination teams headed by Livestock Doctors. A date was fixed for vaccination, and the LSO, through its relevant VOs informed all community

members about the date three days early, so that they keep their animals at home. A total of 700 animals were vaccinated in two villages free of cost with the stock of vaccines available with the Livestock Department. The officials of the Livestock Department were very happy with the initiative of the LSO, and have submitted demands for more vaccines to their higher management with the promise to vaccinate the remaining animals whenever they receive fresh stocks of vaccines.

Monitoring of EPI Project

The Government Health Department is running an Expanded Programme on Immunisation (EPI) in the LSO area, under which pregnant women and children of 0 to 23 months are vaccinated. Taking lead, the LSO began to make a list of women and children who had been left out with the help of its VOs and found that 19 pregnant women were missed out. The LSO then shared the list with the EPI authorities who sent vaccinators and vaccinated the remaining women. In this way, the LSO ensured 100% coverage of vaccination programme of mobilised communities in its Union Council. In addition, through this initiative, the LSO indirectly sent a message to EPI authorities that now the LSO is monitoring their project activities in a positive manner. This will hopefully contribute towards increasing the efficiency and effectiveness of the EPI project.

Compiled by Muhammad Ali Azizi, Specialist Social Mobilisation RSPN

Local Support Organisations (LSO)

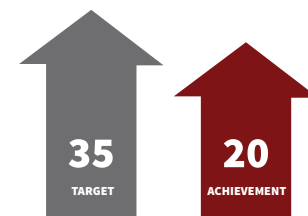
The third tier and apex of the three-tiered social mobilisation structure, is the Local Support Organisation (LSO) which operates at the Union Council (UC) level. All the VOs formed in a particular UC are members of the LSO. The LSO membership comprises of at least

two members from each VO which form the General body of the LSO, and average each LSO is comprised of 10 VOs.

For the governance of the LSO, each LSO will have an Executive Body comprising of at least 5 members. The Executive Body generally includes one Chairperson/

NUMBER OF LOCAL SUPPORT ORGANISATIONS FORMED

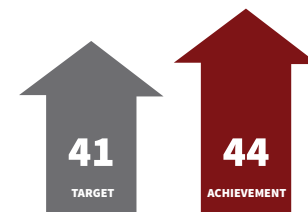
IN YEAR 1 (FEB 2016-JAN 2017)



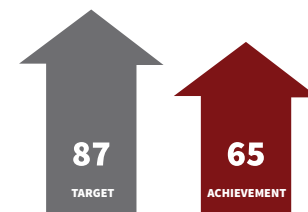
TRDP



SRSO



NRSP



TOTAL

President, one General Secretary and one Treasurer as office-bearers. The LSO Executive Body and office-bearers are selected with the consensus or election among the General Body members.

In the first year of the SUCCESS Programme, the partner RSPs formed a total of 65 LSOs.

SOCIAL MOBILISATION AND DEVELOPMENT PLANNING

One of the purposes of creating community institutions is to promote and encourage development planning at the grassroots level, enabling the people themselves to take their development and progress in their own hands.

At the household level, this is promoted through the development of Micro Investment Plans (MIP) for the household for each member of the CO. The MIP focuses on helping each household to collectively come up with a plan to increase their incomes by pooling together the resources and skills they already possess coupled together with specific support of the RSP which can help bring their plans to actualisation. For instance, some households may indicate the need to invest in an animal in their MIP that they can raise and subsequently sell its by-products or offspring to collectively increase their households' income.

In another instance, a household member may possess skills to stitch clothes and hope to start a business to increase their income, but do not have the capital to buy a sewing machine. In the SUCCESS programme, these MIPs can indicate the need for either the Community Investment Fund (CIF) or Income Generating Grant (IGG) which can give them the push to take the next step in achieving this goal. Additionally, the need for a particular type of skill training may be indicated as the missing link in which case they may qualify for



the Technical and Vocational Skills Training (TVST) of the SUCCESS programme.

Moving forward, on the village level, the communities are encouraged to come together to form a Village Development Plan (VDP), through the VO. A VDP is a plan which includes development initiatives at the village level, as decided by the VO and its member

COs in their MIPs. It consists of activities (large and small, cash and cash-less) which the VO aims to achieve collectively for their village.

On the Union Council, the same is encouraged through the development of a Union Council Development Plan (UCDP) through the LSO.

At the very least, the process of developing an MIP helps bring a household together to think about using their innate potentials and resources to better their situations and tackle their poverty head on which in itself is a valuable and necessary step for the development of any household and community. In the first year of the SUCCESS programme, the focus has largely been on development of MIPs soon after each CO is formed.

A WOMAN'S HOPE

“Me? You’re asking me what I can do to reduce my households’ poverty?”

She sat there with a wide smile on her face, slightly amused and slightly confused. Strange things have been happening around her recently.

First, a random group of people showed up asking her questions about her family’s household, their assets and their general social and economic status. They said they wanted to determine the ‘poverty status’ of the household. They didn’t offer her anything though, just came for information, and since they seemed eager and well-meaning enough, she complied.

“What was there to lose anyway”, she thought.

Some time passed, she forgot about them and thought that maybe they had too, when another little group of people showed up to their settlement and asked that the households assemble at a common meeting place so that they may speak with them, especially the women. Curious as to what they wanted, or what they would offer now, she went.

They spoke to them about the benefits of mobilising, of coming together to solve their problems, of tackling their poverty head on and coming together to fight it. Poverty. She thought about this word – was it that simple to define our reality, she wondered. But giving them the benefit of doubt, she attentively listened to what they came here to say. After all, they seem to keep returning; maybe they really did want to help.

The rhetoric got more enthusiastic, and soon all the women were raising their hands in unison, some of them still not entirely sure what they were agreeing to do. They were asked to consider if they wanted to form one of their own little community institutions in the settlement as a means to bettering their lives. The interesting thing was that they insisted that this institution will be run by women only; now that’s something she hadn’t heard of before.

Soon after this meeting, the women gathered at the house that was big enough to accommodate everyone, and the same group of people came back and began busily setting up banners and arranging their things. “They seem to have a lot of information about us”, she thought. They repeated some of the things spoken about before, and this time also emphasised the importance of saving and how a little can go a long way. They asked them to pick a President and Manager

Written by Marvi Ahmed, Monitoring & Evaluation Officer SUCCESS RSPN

of their little institution and even whatever name they liked. Finally realising what they were building up to, the women began to nod and interact with more determination.

These meetings began to happen on a monthly basis and little by little, their collective savings began to increase as well. She noticed that they marked attendance, noted the proceedings in a register, at least the more literate of them did, and they felt like maybe, they really were doing something to better their lives.

In the last meeting, they were told to start thinking about their own household poverty, and what new activity they can do to increase their household incomes. She waived it off, until they showed up at her house. Here they were, asking her to bring everyone together so that they can decide what to do, and how they can help them.

She was a little nervous as she thought about her limitations; “What would I know, I am a middle-aged, simple woman who has only heard stories of what cities may look like, how can I make these decisions, why were these people so insistent?” she wondered. “My day begins and ends with my children, taking care of the animals and cooking whatever I can to feed my family”, she told them. They asked her what skills she had, she could not think of anything more amusing, so she smiled.

But somehow, they were not backing down. They asked her to consult with her family and see what they could come up with their available resources and what was the extra push they required to make it happen. There was some back and forth, and soon their household’s Micro Investment Plan was penned down.

She could not help but wonder, someone asked ‘me’ about an important household matter. They were here at our home because I was the member of an institution, and maybe because of me, this poverty that we are in, the poverty these people continue to speak of – may reduce.

Her confusion grew into appreciation, and her smile shifted from amusement to the slightest bit of empowerment – and hope.

This story is inspired from a field visit to a community institution formed in NRSP SUCCESS district Tando M. Khan.



UNLEASHING
LEADERSHIP
POTENTIAL

HUMAN RESOURCE DEVELOPMENT AND **CAPACITY BUILDING**

At the onset of the SUCCESS programme, RSPN developed a comprehensive Programme Implementation Manual (PIM) which provides detailed sections on how to implement each SUCCESS programme activity. These begin with the Poverty Scorecard (PSC) survey and each facet of the social mobilisation process while also including procedures on how to implement the programme components including, Community Investment Fund (CIF), Income Generating Grants (IGGs), Micro Health Insurance (MHI), Technical and Vocational Skills Training (TVST) and Community Physical Infrastructure (CPI). The objective of developing such a manual was to promote uniformity across the programme, and to assist the implementing RSPs teams to follow a standardised programme implementation approach and processes in order to guarantee quality, coherence and improvements. The PIM also provides guidelines and formats to be used in the field for various activities for the implementing partner RSPs teams as well as the leaders of the community institutions (COs/VOs/LSOs). A consultative approach was employed to develop this manual based on shared expectations and experiences of the RSPs and to ensure joint ownership.

Similarly, a Community Awareness Toolkit (CAT) was also developed by RSPN to be used and implemented

in the SUCCESS programme. The aim of this toolkit is to create awareness on critical cross-cutting social issues such as health (family planning, nutrition, EPI, and HIV&AIDS), education, WASH, DRR, environmental sustainability and civic acts and responsibilities. Sessions will be conducted in the field for members of the COs by the Community Resource Persons (CRPs) who will be trained and selected by the RSPs.

To promote standardisation in M&E, RSPN developed a comprehensive M&E Framework based on the SUCCESS programme logframe for the partner RSPs. Along with the framework, tools such as the Quality Assurance and Control Plan (QACP), Institutional Maturity Index (IMI), Socio Economic Baseline and End-line Survey (SES) methodologies, and the Poverty Scorecard (PSC) manual for enumerators and supervisors has also been developed and shared with the implementing partner RSPs and their teams. Like the PIM and CAT, a consultative approach was also employed to develop this framework and corresponding tools by RSPN. These are now in use by the RSPs, and RSPN is continuing to provide backstopping support through regular interaction with field teams in addition to one-time trainings which have been delivered on the use of each of these frameworks and tools.

SUCCESS TEAM TRAININGS

RSPs teams trained on PIM and CAT

In order to establish a common and uniform level of understanding, key team members from the partner RSPs were provided training on the PIM and CAT. For this purpose, RSPN organised a nine-day Orientation Training, in

Karachi from March 15-23, 2016, on use of the PIM and CAT. In this orientation training RSPs' key team members dedicated for the SUCCESS Programme, including the Thematic Heads (Social Mobilisation, CPIs, Monitoring and Evaluation, Social Sector, and Human Resource Development),

District Managers and Training Officers of the RSPs for the SUCCESS Programme.

A total of 35 participants from the RSPs participated in the event. The purpose of this training was to enhance participants' understanding on the importance of the standardised social



mobilisation approach, and effective use of PIM through various mock exercises for standardisation in programme implementation and reporting.

This orientation also focused on enhancing the technical knowledge of the participants about CIF and IGGs management as well as the use of CAT. The RSPs, in turn, trained their SUCCESS Programme staff and will train community leaders using PIM and CAT materials.

RSP’s team trained on Monitoring & Evaluation (M&E) Framework and Tools

The M&E teams of the SUCCESS Programme which included the SUCCESS District and Programme Implementation Unit (PIU) teams from the partner RSPs, as well as M&E Managers were provided training on the M&E Framework and Tools on April 25-28, 2016 at Movenpick Hotel, Karachi. The training covered the M&E functions, the Quality Assurance & Control Plan (QACP), Institutional Maturity Index (IMI),

Socio-Economic Baseline and End-line Survey methodologies and manual on the Poverty Scorecard (PSC) survey for enumerators and supervisors. The training sessions were designed to be participatory and interactive while also ensuring equal and active participation of all. A total of 20 M&E professionals attended the training.

The M&E professionals from the partner RSPs were provided a platform to openly discuss issues faced in the field with regard to M&E, based on past experiences and those that they anticipate going forward. Several issues were discussed, and at the conclusion of the training the participants indicated that it provided a good opportunity to learn and share experiences with colleagues and discuss M&E framework methodologies. It was added that in the future apart from trainings, review workshops should be conducted as well to promote cross learning. Following these, bi-annual meetings of the M&E Resource Group of all RSPs are organised where progress on the implementation of the M&E

Number of team members participated in Orientation Training Workshops (OTW)

Year 1 (Feb 2016-Jan 2017)



framework and issues of common interest are raised and possible solutions are discussed.

Orientation Training Workshops (OTW)

Following the training provided by RSPN to key team members in the modalities and activities of the SUCCESS Programme provided in the PIM and CAT, the RSPs held Orientation Training Workshops for their team in the field, including the newly recruited Social Mobilisation Teams (SMT). These trainings included interactive lectures, group work and discussion, group based activities and presentations and individual tasks to encourage participants to grasp the programme structure and material.

Number of team members participated in training on Community Awareness Toolkit (CAT)



The aim of CAT is to create awareness on issues such as health (family planning, nutrition, EPI, and HIV&AIDS), education, WASH, DRR, environmental sustainability and civic acts and responsibilities



In the first year of the SUCCESS Programme, a total of 254 team members participated in OTW, arranged by the partner RSPs.

Training on Cross Cutting Critical Issues

One of the most important aspects of the social mobilisation process is sensitisation and capacity building of community members on cross-cutting social issues. In order to achieve this, the field team which particularly includes the social

organisers (SOs), capacity building officers and district programme officers were provided training on the Community Awareness Toolkit (CAT).

As the programme progresses, the field teams will further train the Community Resource Persons (CRPs) to disseminate these critical messages to the communities.

In the first year of the SUCCESS Programme, a total of 189 team members participated in these trainings, arranged by the partner RSPs.

COMMUNITY TRAININGS AND WORKSHOPS

Under the SUCCESS programme, once communities are organised into community institutions it is imperative to equip them to be able to run and sustain their organisations. For this purpose, a Community Management Skills Training (CMST) is conducted for the leaders of the COs, and a Leadership Management Skills Training (LMST) is conducted for leaders of VOs and LSOs which provides them with some basic guidelines on how to manage the day to day activities of their community institutions (COs/VOs/LSOs).

Similarly, once the Community Resource Persons (CRPs) are brought on board, they are provided comprehensive trainings in order to carry out their tasks in the field, ranging from social mobilisation, to monthly meetings and disseminating the Community Awareness Toolkit (CAT). Another vital platform for the community to share experiences and learn is the Activists Workshops, where community leaders and members are able to further the causes of their institutions and work on their initiatives moving forward.

Community Management Skills Training (CMST)

Once elected, all the Presidents and Managers of the COs are given basic training in the management of the CO and carrying out activities through a participatory development approach. The CMST consists of interactive lectures, group work, individual tasks and activities.

The training contents include topics on social mobilisation, managerial skills, planning, communication, CAT, record keeping, linkages and the methodology of the SUCCESS programme. In the first year of the SUCCESS Programme, a total of 21,516 women community leaders have been provided trainings through CMST events held by the partner RSPs in all eight districts.

Leadership Management Skills Training (LMST)

Once selected, all the Presidents and Managers of the VOs and LSOs are given Leadership and Management Skills Training (LMST). Like the CMST, the training is designed to contain interactive lectures, group work, individual tasks and other activities.

The training contents build upon some of topics of the CMST such as social mobilisation, managerial

Number of Women CO Leaders Trained on Community Management Skills Training (CMST)
Year 1 (Feb 2016-Jan 2017)

TRDP
6146 target > 7179 achievement

SRSO
7444 target > 6527 achievement

NRSP
6034 target > 7810 achievement

TOTAL
19624 target > 21516 achievement



FIGURE 7: NUMBER OF WOMEN CO LEADERS TRAINED ON CMST

THE POWER OF COLLECTIVE ACTION: A VILLAGE ORGANISATION SHINES THROUGH

“I told my husband that if you do not come with me to talk to the contractors to fix the school, I will take my entire VO and go to him” said Munawar, the Manager of VO Ramsha.

In the village of Juma Khan, Union Council Ranwali, District Kamber Shahdaskot, lives a couple who is a perfect example of a dynamic duo. The husband, Dilawar, was a school supervisor in another village, and has been a teacher most of his adult life. His wife, Munawar, used to be his student at one point in the same school that they recently renovated.

This power couple of their village is ardent believers in the importance of education. For them the most important thing somebody can give their child is good quality education. However, access to schools is an equally important aspect of getting education, and the only school in their village was in a dilapidated condition, with no roof.

After the formation of COs and VO in their village, Munawar says the first thing her VO decided to do was renovate the school. The social organisers from SRSO imparted a three-day long leadership management skills training (LMST) to the leaders of VOs, and trained them on various topics including management and planning for the development of the village.

“After receiving the LMST I realised that we can make plans for our village, and for me the most important thing to work for the village was renovation of the school. In our VO meeting, I brought this up with the other female

members, and everyone agreed that it was the first thing we should work on.”

Munawar says that as her husband was a school supervisor, he told her that every public school has a school management committee fund allotted to use for maintenance purposes such as furniture, stationary and uniforms. However, that fund had never been released for the school. Munawar said that her husband sent an application with a request to release funds, but received no response.

She coerced her husband to go with her to the Deputy Commissioner (DC) and talk to him to release the funds. Munawar says the DC not only listened to them, but immediately asked the relevant authority to release the school management committee fund. He also spoke to the Works and Services Department and got a fund of Rs. 1.5 million approved specifically for the renovation of the school.

With the approved fund, the VO engaged a contractor and got the school renovated. Using the school management committee fund, the VO bought a solar panel for the school, as there was no electricity available. They use the solar panel to generate electricity for the school.

Dilawar, said, “I love and appreciate what the women of the village are doing. The awareness they have gotten through these trainings is really good. For me and my wife education is the most important. After we got the school renovated, I got my posting done as a teacher in this school, as it is my village.”

Number of VOs/LSOs women leaders trained in Leadership Management Skills Training (LMST)

Year 1 (Feb 2016-Jan 2017)



skills, planning, communication, community awareness of critical social issues, record keeping, linkages, and building upon more technical activities of the SUCCESS Programme such as development of the Village Development Plan (VDP), management and implementation of Micro Health Insurance (MHI), Technical and Vocational Skills Training (TVST), Community Physical Infrastructure (CPI) grants, Community Investment Fund (CIF) and Income Generating Grants (IGG). The LMST also covers the importance of monitoring and record keeping of these programme activities.

In the first year, a total of 1,659 women community leaders have been trained by the partners RSPs.

Training of Community Resource Persons (CRP)

Community Resource Persons (CRPs) are women identified from the communities who are both active and committed to the development of their community. Specifically, they believe in bringing about betterment through taking their own initiatives and are willing to mobilise other community members in their village towards the common goal of breaking the cycle of poverty and promoting their development.

They are activists, who are trustworthy and literate, engaged by the RSPs and community institutions to organise communities into COs, do routine monitoring of CO meetings, assist in record keeping and savings, and deliver awareness sessions to the communities on cross-cutting critical social issues. In the

Number of CRPs trained
Year 1 (Feb 2016-Jan 2017)

TRDP	
243	172
target	achievement
SRSO	
183	91
target	achievement
NRSP	
301	316
target	achievement
TOTAL	
727	579
target	achievement



FIGURE 8: NUMBER OF WOMEN VO/SLSOs LEADERS TRAINED IN LMST (FEB 2016-JAN2017)



FIGURE 9: NUMBER OF CRPS TRAINED - YEAR 1 (FEB 2016-JAN 2017)

SUCCESS programme, as all the community institutions consist of women-only membership, the RSPs have engaged female CRPs so that they may be able to move around with ease and face no cultural constraints in engaging with the female household members.

In the first year of the SUCCESS programme, 579 CRPs have been identified and trained by the partner RSPs.

Activists Workshops

As part of the SUCCESS Programme activities, the RSP SMTs organised quarterly Activists Workshops to share their experiences and learning with each other, discuss key issues and highlight the work of the local communities. These events are attended by men and women of the communities, the leaders of the Community Institutions, Community Resource



FIGURE 10: NUMBER OF ACTIVIST WORKSHOPS HELD IN YEAR 1 (FEB 2016-JAN 2017)

Persons (CRP), local activists as well as local government authorities and elected representatives such as UC and Taluka Chairman, and representatives from government line departments.

Hence, these workshops also serve as effective advocacy tools and relationship building with the local authorities who are informed

about community level initiatives, their needs and plans moving forward and any pressing issue that requires their attention and action.

In the first year of the SUCCESS Programme, a total of 72 Activists Workshops have been held by the RSPs at the district level and field level.

Number of Activists Workshops held
Year 1 (Feb 2016-Jan 2017)

TRDP
22 target > 20 achievement

SRSO
28 target > 25 achievement

NRSP
26 target > 27 achievement

TOTAL
76 target > 72 achievement

Advocacy in Action: Activists Workshops

A closed government girls' school at village Drib Chandio has started working after appointment of two female teachers as a result of special efforts taken by Assistant Commissioner, Taluka Miro Khan after attending an activist workshop at Drib Chandio in December 2016. During the workshop, a VO Manager raised the matter with participants.

On the very next day, the Assistant Commissioner visited the school and appointed teachers immediately to a

school that had been closed since many years.

Similarly, after attending an Activists Workshop, CO Mehnat conducted a meeting with the Deputy Commissioner of Kambar Shahdaskot and instigated the authorities to complete the construction of an incomplete school at village Juma. The construction was completed in a matter of days for a building that was incomplete since two years.



ADDING VALUE:
**MONITORING,
EVALUATION AND
RESEARCH**

M&E ACTIVITIES IN SUCCESS PROGRAMME IMPLEMENTATION

The role of M&E and technical backstopping has been a vital component of the SUCCESS programme in the first year. This will continue to play a pivotal role in programme implementation moving forward as RSPN and the partner RSPs aim to implement all facets of the programme with standardisation and uniformity in approach and quality.

After developing the Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT) and providing comprehensive trainings on both, RSPN provided technical support to the RSPs in the field as programme implementation began.

Starting with the Poverty Scorecard (PSC) survey, a manual for enumerators and supervisors was developed on the PSC and as the survey was rolled out in the field, the RSP teams and RSPN M&E continued to provide support for implementation with spot-check field visits, process monitoring and desk monitoring through daily reports gathered from the PSC android application and uploaded on the server. This included detailed daily reports on the progress of enumerators, and flagging for course correction. Additionally, as the PSC survey was nearing completion, the implementing partners used GPS mapping on Google Earth to

provide a birds' eye view for areas where PSC had been completed in order to identify settlements that may have been uncovered due to any reason. Furthermore, with regard to the Socio-Economic Baseline Survey, RSPN provided technical support to the RSPs in the joint procurement and finalisation of the firm, the development and finalisation of the questionnaire to be used in the survey, support in sampling for where the survey will be conducted with assistance from the University of Mannheim, and the finalisation of the Android application used in the survey by the firm. The RSP teams assisted in the training of enumerators by the consulting firm for the survey, as well as conducted spot check field visits to the field for verification and process monitoring as the survey was underway. Furthermore, the RSPN team and RSPs have continued to support the third party firm in finalisation of the survey report.

The RSPs field monitoring teams, including the Monitoring Officers, M&E Managers and District Managers play an active role in the on-going monitoring of programme activities, implementation and course correction. The RSPN SUCCESS team as well the RSPN sector specialists provide supportive supervision to the RSPs in the form of field visits for spot checks, post verification of activities,

facilitation in process monitoring as and when required and technical support in implementation of Social mobilisation activities. This includes support and monitoring in programme introductions, Community Organisation (CO) and Village Organisation (VO) formations, development of Micro Investment Plans (MIP) Community Management Skills Training (CMST), Leadership and Management Skills Training (LMST), Community Awareness Toolkit (CAT) trainings, training of enumerators for the PSC survey and progress meetings in the field with RSP field implementation teams.

In order to ensure and promote quality and coherence in programme implementation, RSPN developed a Quality Assurance and Control Plan (QACP) which includes separate checklists for each programme activity ranging from trainings to formation of community institutions, and subsequent programme interventions in the field. The checklists have been operationalised by the RSPs and are used diligently by the field teams to ensure that all relevant steps are being followed as prescribed in the Programme Implementation Manual (PIM) for the SUCCESS Programme.

In addition to the M&E activities carried out by RSPN and the

partner RSPs, besides their role as a donor, the EU also provides technical backstopping and support in programme implementation and monitoring of activities. The EU Project Manager for the SUCCESS Programme and representatives from the EU delegation to Pakistan make regular visits to the programme districts to oversee and provide feedback for the implementation of activities at the field level. The EU also commissioned a monitor to undertake Result Oriented Monitoring (ROM) of the SUCCESS programme during the first year. The ROM monitor spent time visiting and reviewing progress of the programme with the partner RSPs and RSPN, which included visits to the field in selected districts, review meetings with the RSP teams and a review of existing programme documents and frameworks. Similarly, RSPN also commissioned an external evaluation of its component in the SUCCESS programme at the conclusion of the first year to review progress and undertake any course correction if necessary.

Socio-Economic Baseline Survey

In order to assess the socio-economic status of households in the SUCCESS programme districts at the onset of the programme, a sample based baseline survey was conducted, which at the conclusion of the programme will be compared to an end-line survey. The baseline and end-line Socio-Economic Surveys (SES) are part of the overall accountability and learning purpose of the M&E component of the SUCCESS Programme.

The main objectives of the survey are:

1. Estimate the change in the income, sources of income, asset ownership, incidence, depth and severity of poverty and associated social characteristics of the poor (households) in the targeted programme districts,
2. Estimate the change in targeted poor households' access to and use of public services, such as access to water and sanitation, education, health, civil acts registration, etc.
3. Estimate the change in the stunting rate of children less than 5 years of age in the targeted districts.

A consultative approach was adopted to develop the methodology to take into account shared expectations and joint ownership of the survey. The process started with a desk review of the existing baseline surveys of RSPN, SUCCESS Programme documents including the programme logframe, 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 M&E team members of SUCCESS partner RSPs and their focal persons for the SUCCESS Programme and the Technical Advisor for SUCCESS research and M&E from University of Mannheim, Germany, Dr. Andreas Landmann. His input on the baseline methodologies and approaches and sampling methodology were incorporated. The baseline approach was presented to the RSPs in a review workshop held on February 1-4, 2016 in Karachi. The final document includes a common approach, detailed methodology, data collection instruments and Terms of Reference for the third party service provider to conduct

the baseline survey.

The implementing SUCCESS partner RSPs outsourced the baseline and end-line surveys to a third party service provider, APEX Consulting Pakistan, through a joint procurement process with competitive bidding. RSPN organised various coordination meetings with EU and RSPs to facilitate this process and finalise the agreement. The procurement of third party service provider was completed in August 2016, and the SES data collection was completed in December 2016.

The socio-economic survey of the sample villages and households covers 20 randomly selected Union Councils with 4,000 randomly selected households. Overall, this will serve two purposes simultaneously. First, the data will be used to estimate the income, incidence, depth and severity of poverty, with associated social characteristics of the poor people (households), in communities. Second, the same data will be used as the baseline to estimate the impact of the SUCCESS Programme on the standard of living of households especially income and poverty. This covers the overall SUCCESS logframe

key indicators of income, sources of income, savings, assets, consumption patterns, and access to social services such as water and sanitation, education, health, nutrition, civil act registrations, and the like. Apart from these main purposes, the surveys will provide a rich collection of data from rural Sindh and the status of the current development indicators in the field.

Promoting Quality through Technology: Management Information System (MIS)

Current technological advancements have made their way into the development sector which has helped to not only simplify processes, save time, but also ensure quality and increase overall programme effectiveness. In the SUCCESS programme, the help of technology has been employed in various parts of programme implementation.

Based on the web based Management Information System (MIS) developed by NRSP, RSPN has adopted the system to track and report on Key Performance Indicators (KPIs) of the overall SUCCESS Programme. This provides RSPN and the partner RSPs, EU and GoS and other stakeholders an online dashboard which highlights and tracks the progress on the KPIs of the overall SUCCESS Programme in real time. The KPIs have been mapped on different geographic layers e.g. provincial, districts, taluka and union councils to show the overall geographical picture of the programme interventions.

Additionally, during the PSC, SES and baseline survey for the research



component using Computer Assisted Personal Interviews (CAPI) massively reduced the burden of conducting cumbersome data based surveys at the time of roll-out, and minimised data cleaning, error in data entry and categorical mistakes at the analysis stage. This also provided quick access to data on the server, and added an extra layer of desk monitoring to ensure quality by the survey enumerators. KPIs for social mobilisation have been developed and are functional for all SUCCESS partners to use and track progress in real time.

Action Research on Household Poverty Dynamics

To bring added value not only to the SUCCESS programme, but the field of development and research on poverty dynamics based on primary data, is the research component of the SUCCESS programme led by RSPN. A comprehensive research framework focusing on household poverty dynamics was prepared in-house, with expert consultation with the University of Mannheim, Germany. Two union councils were

While the scorecard provides the basis for targeted interventions in the SUCCESS programme, the socio-economic baseline survey in the research component asked for detailed information about income, expenditure, assets, access to basic services such as health and education, role of women in decision making, role of the local government, level of trust among communities, stunting and wasting among children among other things.

The data gathered from the research sites provides a context for the interpretation of results of future empirical studies that would be undertaken in subsequent years of the programme. The policy brief is targeted at policy makers in government, donors and other development stakeholders. Another objective is to undertake regular research publications for broader knowledge sharing but also to increase the visibility of the SUCCESS programme.

selected for undertaking this research in district Tando Allahyar. After the PSC was conducted by NRSP in the selected households.

The data collection for the research baseline was initiated in June 2016 and completed in September 2016. Additionally, based on the PSC and research

fieldwork, the union council profiles of the two research sites and a policy brief highlighting critical factors responsible for poor educational governance in Sindh have been produced during the first year under the RSPN research component.



COMMUNICATION
AND **ADVOCACY**

COMMUNICATION AND ADVOCACY

One of the primary components of the SUCCESS programme is effective and wide-ranging communication, which while highlighting the work done by the EU and RSPs, provides an inside lens to the progress made by rural women in the SUCCESS programme as they take steps to tackle their poverty head on and improve the lives of their families and communities. Effective communication leads to advocacy and support for the programme, especially by the government, the most important vehicle that not only helps improve effectiveness in implementation, but replicate such programmes in the future.

To facilitate this, RSPN developed a communication and advocacy strategy to guide RSPN and RSPs for communication and advocacy related activities and compliance to branding guidelines of EU.

Additionally, under the banner of communication, RSPN has arranged several workshops, learning visits, collaboration for conferences, producing and printing of publications and documentaries and undertaken several media initiatives.

Media, Electronic, Print Communication Initiatives

Publications Promoting the CDD approach

As the SUCCESS programme widely promotes the Community Driven



Development approach, several publications and initiatives have been published to highlight the efforts taken to promote CDD, SUCCESS, and programmes led by people, for the people.

The bi-annual SUCCESS newsletter, two of which have been published in the first year, feature key achievements, progress, event reports, success stories and other relevant information under the SUCCESS programme. Digital and print versions of these newsletters are widely disseminated to all stakeholders, including government officials, particularly to advocate and showcase the programme and its CDD initiatives.

Our LSO Initiatives publication series that highlight the important work done by communities in the form of case studies about the activities and achievements of the LSOs and their support member VOs/COs serve as important advocacy tools. The LSOs work includes advocating with the government for funds,

creating social accountability for local governments, streamlining the management of local natural resources and strengthening local school and health systems. Last year, 15 such LSOs case studies from across all RSPs were documented and disseminated widely among key stakeholders.

Publication of Quarterly RSP's Social Mobilisation Outreach and the RSPN annual report Publication highlights the work of RSPN and RSPs in promoting Community Driven Development in Pakistan, while also shedding light on the SUCCESS programme. These publications are widely distributed to various stakeholders including policy makers, donors, NGOs and other stakeholders in both electronic and print form for effective community and advocacy.

To add more value to the work done by the RSPs and RSPN, publications of research reports, papers, policy briefs and studies are imperative. Most recently, a



policy brief on education, titled “Is it mere lack of resources that holds Pakistan back from achieving education for all? Evidence from the grassroots”, by the SUCCESS research section has been published in print and uploaded on the SUCCESS website. The purpose of such briefs is to highlight critical development issues in Pakistan, as the audience includes policy makers in government, donors and other development stakeholders.

The windows of SUCCESS: Development of SUCCESS website, Social Media platforms

In order to provide an electronic platform that dedicatedly showcases the SUCCESS programme, a website (www.success.org.pk) has been developed, and it is being updated from time to time to disseminate details about key programme activities. The website contains news reports, blogs, photo and video galleries, a calendar of events, PDF copies of all publications, details about programme components, as well as graphical representation of the progress being made in terms of social mobilisation under the SUCCESS Programme. The

website serves as an effective communication platform and mouth-piece of the SUCCESS programme to the development world and stakeholders, nationally as well as internationally. Since its creation, there have been over 10,000 unique visits and over 500,000 website hits.

Social media has proven to be a highly effective communication tool. To this end, RSPN and the partner RSPs have been actively engaging with audiences and stakeholders through Facebook pages for the SUCCESS Programme. Daily updates, news stories, blogs, events and programme activities are updated daily to highlight and showcase the progress made in the SUCCESS programme. A Twitter handle has also been set up for SUCCESS Programme and it has been linked with the Facebook page.

Power of Film: Video Documentaries based on the SUCCESS Programme

The strength of communicating through film, particularly success stories from the field have a direct impact on the viewer and serve as effective advocacy tools to champion the programme, and

the CDD approach. Hence, an introductory video showcasing the SUCCESS programme and success stories from UCBPRP along with insights and views shared by Chairman RSPN, EU Ambassador, Commissioner Larkana Division and other stakeholders has been developed and shared. The documentary is being shown to audience in all SUCCESS related events, which include representatives from the government and other stakeholders. To serve as a learning tool, the First Dialogue to mobilise communities and begin the SUCCESS programme delivered by Chairman RSPN, Shoaib Sultan Khan has also been documented and shared in video form.

Media Campaigns: Print and Radio

RSPN and the partner RSPs have been active in showcasing the events and workshops arranged for the SUCCESS programme in the first year through print media. Launch events and inception workshops have been covered by news reporters, and press releases of the events have been published in leading English and Sindhi dailies. Other events, including the National Convention of LSOs 2016 were also widely covered in the national media. Regular reports about the SUCCESS Programme’s activities are often published in the regional Sindhi and English newspapers.

In terms of radio, the services of a competent, experienced and equipped firm were acquired in the first year to develop and broadcast the radio campaign messages in all eight SUCCESS Programme

While providing strategic platforms to showcase the SUCCESS programme, collaborating at these conferences has also served the purpose to learn from other organisations and incorporate new insights into the programme interventions, especially in the research and community awareness component for improvement in social sector related indicators.

districts as part of the advocacy plan and to spread the message of SUCCESS to gain momentum and support for the social mobilisation efforts in the field. As part of the radio campaign, Public Service Announcements (PSAs) and a catchy jingle in Sindhi have been developed; the jingle conveys the central theme of the community-driven development (CDD) approach, and the essence of the SUCCESS programme. The PSAs are produced to raise awareness about the SUCCESS Programme themes and programme interventions. This radio campaign will go on air in the second year.

Events, Workshops and Learning Visits

Collaboration for conferences on cross-cutting issues

For this purpose, RSPN has begun collaborating with different organisations, for celebration of various events and organising the conferences. These events and conferences provided opportunities to highlight the work being undertaken by the rural communities under SUCCESS

programme on critical issues. So far, RSPN has been part of three such collaborative events. First, RSPN collaborated with Potohar Organisation for Development Advocacy (PODA) on a conference to mark the International Day of Rural Women. The conference titled 'Rural Women: Democracy, Development and Peace' was held on 14th-15th October, 2015 in Islamabad. Second, RSPN collaborated with Population Association of Pakistan for their 16th Annual Population Research Conference on "Political and Social Demography of Balochistan" in November 25-26, 2015, held in Quetta. The conference provided a forum to policy makers, researchers, politicians, religious leaders, media, civil society and development partners working on issues related to population, health and development that helped in disseminating stock of research work on the topic. Third, on 8th September, RSPN in collaboration with Akhtar Hameed Khan Resource Centre, organised the 1st Dialogue of "Rural-Urban Linkages and Dialogue Series" in Islamabad. The 1st Dialogue highlighted issues of growing rural-urban migration and emerging social and economic challenges in the urban areas.

Advocacy through Experience Sharing and Learning Visits

An in-country exposure and learning visit was planned for the SUCCESS partners to see the work of other RSPs. The visit team included team members from the SUCCESS partner RSPs: National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), Thardeep Rural Support Programme (TRDP), and RSPN,

representatives of District Administration Sujawal and Larkana and one local community representative from district Dadu.

In the first year the exposure visit took place in Swat, KP, where the Sarhad RSP is undertaking work in social mobilisation under the EU funded PEACE programme.

This exposure visit allowed the participants to directly observe the work and learn from the experiences of SRSP in social mobilisation, and learn from active leaders of community institutions. The visiting government officials were able to understand the



Mir Hazar Khan Bijarani, Minister for Planning & Development, Govt. of Sindh, speaking at the National Convention of LSOs 2016



Representatives of the EU sharing the stage with Provincial Government Officials and Chairman RSPN at the National Convention of LSOs 2016

benefits of sustained government support to social mobilisation. The participants, especially those from the Government of Sindh were extremely impressed by the RSP approach and the work and efforts SRSP and EU are undertaking for the economic and social empowerment of the poor under the PEACE programme. The government officials who were part of this visit are now actively supporting the SUCCESS activities in the field and also play the role of champions within the government system in advancing the programme.

Flagship events: National Convention of LSOs, Annual RSPs Strategic Retreats

The National Convention of LSOs is the annual flagship event for RSPN and the RSPs attended by representatives of Local Support Organisations from across the country. The event provides the LSO activists, development practitioners, donors, governments

and RSPs' teams a platform to interact, share experiences, and discuss successes to promote and encourage the engagement of citizens in their own development – the key of the CDD approach.

Most importantly, the event serves as an ideal platform for advocating the CDD approach and the RSP movement. At the last convention held in August 2016, the SUCCESS programme was also highlighted at the national platform with significant representatives of government and donor agencies and other stakeholders present. The Sindh Provincial Minister for Development and Planning, Mir Hazar Khan Bijrani also attended the convention, where he mentioned that the inclusion of rural communities' opinions in decisions related to their own areas was pivotal for sustainable development. The event garnered significant media attention.

Similarly, RSPN organises an Annual RSPs Strategy Retreat to provide a platform for RSPs to share their experiences of CDD

PRESS CLIPPING

For effective results, locals must have a say in rural development plans

Inclusion of rural communities' opinions in decisions related to their own areas was pivotal for sustainable development in the city, observed Sindh Minister for Planning and Development Mir Hazar Khan Bijrani, on Tuesday.

He was presiding over the national convention of Local Support Organisations (LSOs) organised by the Rural Support Programmes Network (RSPN) and European Union.

Other prominent development policy makers and practitioners who attended the convention stressed on fostering people's organisations and strengthen them to complement government's political and administrative pillars.

The speakers were unanimous in observing that national and provincial level local development policies and budgets should be made effective enough to reduce the rate of poverty in households.

Bijrani said rural communities' commitment to their villages and towns was very strong, and if made a part of the decision making process, they could deliver miraculous results.

He appreciated efforts of rural support programmes (RSPs) in poverty reduction and

transformation of lives of rural communities, especially women.

RSPN serves as a platform for 11 member RSPs that work for Community-Driven Development (CDD) to economically and socially empower rural communities.

The convention provided organised communities a forum for strategic coordination, sharing experiences, networking, and showcasing new initiatives by the LSOs; achievements of LSOs in their respective areas were also discussed.

RSPN Chairman, Sultan Khan, in his welcome address said RSP's main approach was social mobilisation of the poor in order to get them directly involved in decisions which affect their lives and prospects.

"Since poverty is strongly felt at household levels, these poor households have to be organised into community or village organisations or sometimes at union council level local support organisations (LSOs) since they are the third social pillar of the state."

They should work with administrative and political institutes for rural poverty and development issues to be properly addressed, Khan added.

Economic Affairs Division (EAD) deputy secretary Kalsoom Hai said organised communities should work with government and politicians to bring their real development potential to light. She appreciated the work done by the organised communities with the support of RSPs.

Punjab Additional Chief Secretary Shumail Ahmad Khawaja while

<https://www.thenews.com.pk/print/144807-For-effective-results-locals-musthave-a-say-in-rural-development-plans>

addressing the convention informed the audience that the Punjab government was seriously considering launching the first phase of the poverty reduction programme through social mobilisation in selected districts. He also desired for similar LSO convention to be organised in Lahore in the near future.

Earlier, RSPN chief operating officer Khaleel Tetlay shed light on approach and work of the RSPs and how they were enabling and nurturing the environment of the rural poor.

He informed the convention that RSPN through its member RSPs had so far fostered 6.6 million rural households into 386,000 community organisations, while over 1,200 local support organisations have become a part of the sustainable development process.

EU Pakistan's Rural Development and Economic Cooperation head Dr Amaury Hoste said poverty was a crucial issue in Pakistan which needed to be resolved at the earliest.

He said the EU had observed results proven by RSPs' approach on poverty reduction and sustainable rural development. Dr Hoste further stressed on organised communities interaction and dialogue with policy makers to speed up the development process through CDD.

Federal and provincial government officials, representatives of EU, donor organisations, non-governmental organisations (NGOs), senior officials of RSPs, and representatives of LSOs participated in the convention.

with donors, government and other development organisations in the country. The 2016 retreat, held in May, was attended by the senior management of RSPN Board Members, Chief Executive Officers and senior management of RSPs, government representatives, donors, representatives of LSOs, the Country Director of UNDP, senior representatives from the EU, academics and other stakeholders. The retreat also served the purpose of highlighting the valuable investment that the EU is making through RSPN and RSPs in KPK, Sindh and Balochistan for rural development. Serving as an apt advocacy and communication tool, it provided an opportunity to other donors to learn about the CDD approach and develop their interest to support this approach, and develop synergies between EU supported programmes for RSPs and their own on-going programmes for the betterment of rural communities in Pakistan.

Advocacy in the Field: Government Officials and Donors visit

The multitude of SUCCESS programme activities, communication and advocacy efforts of the partner RSPs and SUCCESS field teams have attracted the attention of several district government officials across the programme areas who are visiting the field to witness the programme activities. In the first year, the Deputy Commissioner for Dadu made a field visit to validate the findings of the Poverty Scorecard (PSC) survey, and Deputy Commissioner for Jamshoro has visited the field activities on several occasions to observe the proceedings, officiate over events and endorse the



The EU Ambassador to Pakistan, Mr. Jean-François Cautain in discussion with the Leader of Opposition in the National Assembly, Syed Khursheed Shah during his field visit to SUCCESS districts

work being carried out by TRDP SUCCESS team in the field.

Similarly, events such as Programme Introduction meetings where the first dialogue is conducted with the communities is a foundational exercise conducted to inform community members about the SUCCESS Programme, when arranged at a significant scale have been attended by notable government officials and local women and men at each SUCCESS programme village. The programme introduction meeting – first dialogue in Larkana, the kick-off of the SUCCESS programme

by SRSO was conducted by the Chariman RSPN Shoaib Sultan Khan was attended by a large number of women from neighbouring villages, government officials, local politicians. The official programme launch of TRDP in the first year held in Sehwan was attended by Commissioner Hyderabad, the SUCCESS launching event in Larkana was attended by member provincial assembly and commissioner Larkana, SUCCESS launch in Karachi was attended by Additional Chief Secretary Sindh, EU Ambassador and representative of Economic Affairs Division, government of Pakistan to show their support and ownership for the programme. Activists' workshops are also regularly attended by officials of line departments and local body representatives where the members of the community institutions themselves are able to advocate their cause to government officials in all eight programme districts.

European Union's Ambassador to Pakistan, Mr. Jean-François Cautain, along with his wife, Sonia Cautain visited Larkana, Shikarpur



Mrs. Sonia Cautain and Dr. Shereen Narejo, Secretary Social Welfare speaking to community members during a field visit to the SUCCESS districts

PRESS CLIPPING

EU envoy praises women for their commitment to local development

SUKKUR: The EU Ambassador, Jean-François Cautain, along with his wife, Sonia Cautain, attended a dialogue meeting at the Sindh Rural Support Organization (SRSO) Complex here on Monday, where leaders from various community organizations from Jacobabad, Kashmore-Kandhkot and Shikarpur districts shared their experiences and success stories.

Speaking on the occasion, Ambassador Cautain congratulated the rural women for their dedication for and commitment to the cause of local level development. He said that work continuously being done by the women is inspirational and it should be continued. Sonia Cautain expressed her gratitude to the village organizations for according them a very warm welcome.

She said that energy and motivation of the women is phenomenal. Speaking on the occasion, the CEO of SRSO, Muhammad Dital Kalhoro, said that in 2009, former Chief Minister of Sindh, Syed Qaim Ali Shah, had approved the Union Council-based Poverty Reduction Programme (UCBPRP) for two of the most backward districts of northern Sindh, Shikarpur and Kashmore-Kandhkot.

He said that the UCBPRP

worked only with women and empowered them not only economically but also on attaining self-confidence and power of their own potential to improve their status. He also thanked the EU Ambassador Jean François Cautain for supporting various projects as part of EU's efforts to help reduce poverty in the regions.

Provincial Secretary for Social Welfare, Sheerien Narejo, a former federal secretary Nazar Muhammad Mahar, Team Leader Jamal Mustafa Shoro, Dr Ghulam Rasool Samejo and others also spoke.

Later, a meeting of the leaders of Village Organizations (VOs) was held in the Imam Bux Mallah village of Union Council Mohenjo Daro. The meeting was attended, among others, by Jean-François Cautain, Ambassador of the European Union to Pakistan, and

<https://www.thenews.com.pk/print/171802-EU-envoy-praises-women-for-their-commitment-to-local-development>

his wife, Sonia Cautain.

During the meeting, the local women leaders apprised the guests of the performance of their organizations, their achievements, so far, and their aspirations and dreams. The women leaders were representing around a hundred Community Organizations formed by Sindh Rural Support Organization (SRSO) as part of the European Union-funded SUCCESS Programme.

Sharing their experiences, they said that by actively engaging in the development of their Goths, and area, they feel more empowered and confident. The women leaders said that their strength has grown by coming together and working in an organized manner. Many women also shared stories of their resilience in the face of odds.

and Sukkur for three days. During their visit, the EU envoy met with the leader of opposition in the National Assembly, Khursheed Shah, the commissioner of Sukkur and other key government officials. He also met community members in the fields, attended meetings of the CO and VOs formed under SUCCESS Programme, and also participated in a community dialogue held at the Sindh Rural Support Organisation (SRSO) Complex. The ambassador also attended an exhibition organised by the RSPs and other organisations working in Shikarpur, where the Union Council Based Poverty Reduction Programme (UCBPRP) has been implemented. Speaking during the community dialogue at SRSO complex, Ambassador Cautain congratulated the rural women for their dedication for and commitment to the cause of local level development. He said that the work being done by the women is highly inspirational and it should be continued.

SINDH POLICY AND BUDGET FRAMEWORK FOR CDLD: **TECHNICAL ASSISTANCE COMPONENT**

The technical assistance (TA) component of SUCCESS is the 'policy component' of the programme. While the work of the major part of the SUCCESS programme is undertaken through grants provided to the three RSPs and RSPN, by contrast the TA component is being carried out through a service contract awarded to Ernst and Young (EY) Advisory Services (Belgium) with EY Ford Rhodes Pakistan as the local partner. Thus EY is the fifth 'SUCCESS partner' contributing to the wider programme. EY provides technical assistance in the form of international and national experts, who will assist the Government of Sindh (GoS) to develop and implement the policy and associated budget framework.

The policy component is to be led by the Government of Sindh (GoS) through the governance mechanism of a Strategy Policy and Dialogue Committee (SPDC) established for this purpose. The TA component of SUCCESS was originally set up to focus on development and implementation of a policy and budget framework for community-driven local development (CDLD), within the context of the rural development focus of the SUCCESS programme.

However, at the first meeting of the SPDC in April 2015, the Committee requested the EU to assist the GoS to develop and implement an overall provincial poverty reduction strategy (PRS) that would address poverty in both urban and rural Sindh, in addition to the CDLD policy.

During the inception stage of the TA component, ending in January 2017, the following activities were completed:

- Establishment of governance and working relationship with the Beneficiary (P&D), including the UCBPRP.
- A meeting of the SPDC held in December 2016, and identification of GoS line departments that will be particularly important partners for development of the PRS/CDLD policy. These departments will establish mechanisms for interaction with the TA team.
- Completion of the inception phase 'situation analysis', which was carried out via a review of relevant reports and documentation, consultation meetings with GoS officials and other stakeholders.
- Project strategy revision and

OBJECTIVES AND RESULTS

Overall Objective:

Facilitate the task of the Government of Sindh (GoS) in developing and monitoring a poverty reduction strategy.

Purpose:

To assist the Government of Sindh in developing, institutionalising and monitoring a dedicated policy and budget framework for a poverty-reduction strategy (PRS) for urban and rural Sindh, with a specific focus on a community-driven local development (CDLD) policy.

The TA team has responsibility for five key expected results:

Result 1: Develop a dedicated poverty reduction strategy for urban and rural Sindh, through the relevant institutional structures, legal and budgetary frameworks.

Result 2: Develop a dedicated provincial community-driven local development policy, as part of the above-mentioned poverty reduction strategy, through the relevant institutional structures, legal and budgetary frameworks

Result 3: Monitor and assess the impact of GoS' policies and actions on poverty reduction, with a specific focus on the CDLD framework

Result 4: Involve local elected bodies, local authorities and community organisations as proactive stakeholders in the development and implementation of the CDLD policy

Result 5: Cross-cutting/managerial tasks.

The decision of the GoS to widen its poverty reduction approach in policy development, budget implementation framework and M&E through the inclusion of both urban and rural poverty dimensions provides an opportunity for a more cohesive policy approach that ultimately will increase the effectiveness of a CDLD policy and the current SUCCESS/UCBPRP programme.

work planning, including some revisions in planned project approach (arising from conclusions drawn during the inception phase analysis), update of risks and assumptions and development of a detailed project work plan.

- Preparation of the inception report and six-month progress report.

The Draft Inception Report was submitted for consultation with the EUD, GoS, RSPs and other key stakeholders. The Inception Report presents conclusions relating to the operational context for the PRS/CDLD policy development and implementation. This includes the poverty context, PFM context, GoS and local government institutional context. The report provides an outline of planned TA strategy and approach and sets out direction for the policy development and implementation stage.

Looking ahead, the TA activities for the next year include:

- Consultation with stakeholders in districts and urban areas of Sindh, to develop the PRS and CDLD policy.
- Further research, to be

undertaken in addition to the consultation, to support development of the PRS and CDLD policy.

- Presentation of a draft PRS and CDLD policy, for GoS approval and adoption, intended for implementation from 2018 on.
- Work to develop the dedicated budget to fund the PRS and CDLD policy. This will be coordinated through a working group consisting of P&D and Finance Department, with support from the experts of the TA and EU PFM team.
- Work to develop the M&E framework for the PRS and CDLD policy
- Building local government capacity to help communities to identify and contribute to further initiatives in poverty reduction at district level.

As with the wider SUCCESS programme, the work of the RSPs is fundamental in building the policy framework. The CDLD work of the RSPs working on SUCCESS at district level provides the entry point for communities to identify and address their poverty reduction priorities.

A Community Driven Local Development (CDLD) policy framework refers to a budgeted local policy employed by the Government of Sindh (GoS) based on the global, participatory principles of the Community Driven Development (CDD) approach.

A photograph of two young girls in traditional attire peeking from behind a red patterned curtain. The girl on the right is wearing a pink headscarf and a yellow and pink patterned top, looking directly at the camera with a slight smile. The girl on the left is wearing a blue top and looking slightly to the side. A wooden pole is visible between them. The curtain has a repeating diamond pattern with floral motifs in gold and white.

LESSONS LEARNT
FROM THE
**FIRST YEAR OF
SUCCESS**

LESSONS LEARNT FROM THE **FIRST YEAR OF SUCCESS**

The first year of the SUCCESS programme has provided a strong base for the programme to move forward effectively, with several successes that have been acknowledged and strengthened as the subsequent programme interventions are implemented, as well as challenges which have provided the implementing partners with an opportunity to learn and improve the programme in the years to follow.



Successes to highlight

- The local government and line departments are supportive and interested if they are involved and actively updated about the programme activities. This support has been proved to be instrumental in every step of the SUCCESS programme implementation.
- In particular, during Activists Workshops arranged by the RSPs, the presence of the district administration and line department officials has remained very effective not only in raising awareness, but bridging the gap between the communities' needs and how the local authorities can help them. Some early self-help initiatives kicked off at this forum



have been reopening of schools, increases in CNIC registration and health related support at the community level. Overall, these Activists Workshops have proved to be successful in boosting confidence and building strong linkages between the different stakeholders involved, particularly the local communities and the government.

- The RSPN component has been vital in promoting standardisation and uniformity in the programme, from planning to implementation. In particular, the Programme implementation Manual (PIM) and M&E Framework has enabled the programme to be implemented smoothly and stay on track.
- The development of training manuals in the local language with pictorial presentations along with interactive sessions remained very effective in CMST in getting the message across and breaking barriers that the lack of literacy had built.
- Strict real-time monitoring of data with submission to the server, along with daily reports reduced the risk of compromising the data quality. The MIS has led to better poverty targeting and has resulted in more transparent and accurate programme implementation. The data collected in this process has provided a strong base to build upon not only for the SUCCESS programme, but future interventions as well.

Challenges; and steps to overcome them

- The expectations of communities will be difficult to manage. Particularly of those households that do not fall in the poverty band of 0-23 and will not be

The biggest success so far has been the empowerment and increase in self-confidence of women activists within and outside their communities. In a short span of time, women have collectively worked together to organise and start bringing change in their lives.

receiving direct household level interventions such as grants for income generating activities and Micro Health Insurance (MHI) under the SUCCESS programme. The field teams will mobilise these households and possibly connect them to other RSP programmes running in the area such as microcredit which can bring them benefits. Expectation management is key as the programme moves forward.

- There were some cases of refusal from communities which have been identified by field teams and will be revisited as the programme progresses. It is expected that as COs are formed around these communities, many will join the programme as past RSP experience has shown.
- Another challenge is that there are some communities across the eight districts that work as daily wage labourers and migrate from place to place. This may affect the management of the programme activities once the interventions begin.
- Many of the office bearers of the Community Institutions are unable to read and write, which has proven as a challenge in the maintenance of CO, VO and LSO registers. It is promising to note however that as more CRPs come on board who are educated and

will be regularly attending the monthly meetings, the registers will be filled out in a timely manner.

- There have been noted delays in implementing SUCCESS programme interventions due to delay in bank account opening as the CIs were not notified with the government authorities. However, recently with the support of the EU and senior management of the RSPs, the Government of Sindh has started notifying the CIs as the programme moves forward.

- The results of the PSC survey have shown that on-ground the actual number of rural households remained significantly lower than the projections. It was found that some of the households had migrated to other districts over time, while a large number of households were now categorised as urban towns rather than rural UCs after reclassification by GoS. This did not change the fact that these households remain rural in nature. A lesson in the first year has been to ensure that no deserving household is left uncovered, for which it was decided to cover villages now included in towns which were previously UCs. The data available at the time of planning also overestimated the actual situation on ground, a factor that needs to be considered in designing subsequent projects. The social and political context in Sindh is evolving and needs to be taken into account at the different stages of programme implementation.

After a long absence of local bodies in the province, the local body elections were held in 2015. Despite the presence of the local government in the districts, a lack in financial and human resources poses as a challenge to develop the necessary linkages with the people's institutions. However, the GoS is working on a Provincial Finance Commission Award, which may help resolve this challenge.

A PROGRAMME FOR WOMEN KEY CHALLENGES

Working with rural women in Sindh is an exciting and challenging task. The response of women in rural Sindh has been more than encouraging and yet we have to tailor the programme to make it effective, largely due to the common 'gender' issues that put external shackles on women.

In our dialogues with women their enthusiasm and willingness is overwhelming, however for them to attend regular CO meetings depends on the support they get from their families to take out time for meetings. VO meetings, which are held at the village level, require wider distances for women to travel and are a greater challenge. They require more time, may require a cost and, often, a more secure environment for women to travel alone in. However, despite the roadblocks, slowly but surely women are beginning to overcome these hurdles.

Under SUCCESS selected CO and VO members are provided Community Management Skills Training (CMST) and a Leadership Management Skills Training (LMST). Literacy rates in Sindh are low, with women's literacy being even lower. Training components such as record keeping, filling CO meeting record registers and keeping records of loans are often a challenge. Literate women are at times difficult to find, with women nominating men to keep such records, initially. In many RSP areas the programmes have had to keep track of literate women and bring them into the CO fold overtime, for women to manage their own records. In many cases women find it difficult to travel distances and allocate time to training courses. As they see programme benefits emerging and as men and communities begin to realise that these women are increasingly contributing to the household, these issues are overcome. Often women are bound by social perceptions that inhibit

their mobility – where is she going, who is she meeting, what is she doing in these meetings?

Working with rural women is effective if we have qualified women staff that is able to travel and devote long hours to communities. The RSPs have local women staff that also works under the same social constraints. Social Mobilisation Teams (SMTs) commonly consist of women and men. In the case of SUCCESS, the ratio of women staff to men needs to be higher, as RSPs experience a high turnover of women staff due to required travel to far-flung localities and long working hours.

Apart from the challenges faced by the rural women, the communities at large have also identified a range of socio-economic issues which plague and weigh down on their daily lives. These include the dismal state or complete lack thereof of schools in their localities, the difficulty in obtaining clean drinking water which hinders their day-to-day lives and the absence of proper drainage systems in their settlements. These issues do not exist in silos and spill over, affecting the health and nutrition particularly of women and children in these areas, which is actively voiced and raised by the people. Keeping these in mind, a key challenge will be how far the SUCCESS programme and the communities themselves will be able to address these issues based on the planned interventions and overcome them during the course of the programme.

Hence, the challenges in managing a women-led programme for the communities and the RSPs are many. It is due to these challenges that our collective determination to break down barriers remains our biggest motivation, for the 'success of the SUCCESS' programme.

WAY FORWARD



As the SUCCESS programme moves forward into the second year, the priority remains to implement the programme as effectively, and efficiently as possible. This begins with continuing to organise all rural households in the eight programme districts, with particular focus on the poorest of the poor. It is imperative to not only mobilise communities to form institutions but to strengthen them sufficiently to function sustainably once the programme concludes, the key to which lies in linking them with local government institutions to build a strong working relationship.

An added focus will be on strengthening the apex of the three tiered structure, the LSOs, to establish links with the local government departments to undertake initiatives at the union council level. As the second year rolls around, the focus will be on

implementing the household level interventions such as disbursing the community investment fund, distributing the income generating grants, providing technical and vocational skills trainings, building community infrastructure and providing micro health insurance to the poorest of the poor. With Community Resource Persons now on board, key messages and sessions on critical social issues will also begin to be delivered to the households to create awareness and encourage women to think and take steps, big and small, to bring a change in the lives of their families and communities.

From the second year onwards, the SUCCESS programme will also serve as an important stepping stone and entry way into the communities for additional EU funded and other programmes and initiatives ranging from nutrition and education to local

governance, water and sanitation, social protection and land tenure programmes to encourage holistic rural development in the province of Sindh. With regard to the policy component, it is expected that in the second year the TA will present a draft PRS and CDLD policy for GoS approval and adoption. Also, the SUCCESS programme will increase synergies in implementation with UCBPRP under their new districts of coverage.

It is anticipated that these activities will help improve the socio-economic status of these households, and possibly the quality of life of the rural poor. It takes one step in the right direction, one real activist, one impassioned woman to inspire and lead so that in unity the women find strength, find a voice, and foster real change.



KEY
PERFORMANCE
INDICATORS (KPIs)

YEAR 1 (2016-2017)

KEY PERFORMANCE INDICATORS (KPIs) - YEAR 1 (FEB 2016-JAN 2017)

Table 1: Poverty Scorecard Survey Coverage

RSP Name	District Name	Number of Tehsils/Talukas	Number of Union Councils	Number of Revenue Villages	Number of Settlements	Number of Households	Total Population	% of Households with Poverty Score (0-23)
TRDP	Dadu	4	66	303	2,231	170,339	1,144,490	60
	Jamshoro	4	30	141	1,077	78,177	490,406	50
	Total	8	96	444	3,308	248,516	1,634,896	57
SRSO	Kambar Shahdadkot	7	52	256	2,343	146,804	1,012,887	61
	Larkana	4	47	173	1,457	121,019	836,742	47
	Total	11	99	429	3,800	267,823	1,849,629	54
NRSP	Matiari	3	30	102	1,287	78,032	540,100	47
	Sujawal	5	37	336	3,221	99,860	655,341	67
	Tando Allahyar	3	26	82	1,405	82,586	530,989	50
	Tando Muhammad Khan	3	28	152	1,687	72,938	480,998	59
	Total	14	121	672	7,600	333,416	2,207,428	56
Total		33	316	1,545	14,708	849,755	5,691,953	56

Table 2: Number of Community Organisations formed – Year 1 (Feb 2016-Jan-2017)

Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	3,030	3,028	99.9
	Jamshoro	1,360	1,437	105.7
	Total	4,390	4,465	101.7
SRSO	Larkana	2,104	1,960	93.2
	Kambar Shahdadkot	2,328	2,101	90.2
	Total	4,432	4,061	91.6
NRSP	Tando Allahyar	1,051	1,047	99.6
	Tando M. Khan	1,100	1,262	114.7
	Matiari	900	986	109.6
	Sujawal	1,262	1,336	105.9
	Total	4,313	4,631	107.4
Grand Total		13,135	13,157	100.2

Table 3: Number of Village Organisations Formed – Year 1 (Feb 2016-Jan-2017)

Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	245	252	102.9
	Jamshoro	118	121	102.5
	Total	363	373	102.8
SRSO	Larkana	106	107	100.9
	Kambar Shahdadkot	117	94	80.3
	Total	223	201	90.1
NRSP	Tando Allahyar	80	99	123.8
	Tando M. Khan	80	92	115.0
	Matari	80	90	112.5
	Sujawal	133	151	113.5
	Total	373	432	115.8
Grand Total		959	1,006	104.9

Table 4: Number of Local Support Organisations formed – Year 1 (Feb 2016-Jan-2017)

Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	24	11	45.8
	Jamshoro	11	9	81.8
	Total	35	20	57.1
SRSO	Larkana	6	1	16.7
	Kambar Shahdadkot	5	0	-
	Total	11	1	9.1
NRSP	Tando Allahyar	9	11	122.2
	Tando M. Khan	10	10	100.0
	Matari	10	11	110.0
	Sujawal	12	12	100.0
	Total	41	44	107.3
Grand Total		87	65	74.7

Table 5: Number of team members participated in Orientation Training Workshops (OTW) – Year 1 (Feb 2016-Jan 2017)

RSP	Targets	Achievements	Achievements (%)
TRDP	80	66	82.5
SRSO	115	89	77.4
NRSP	109	99	90.8
Total	304	254	83.6

Table 6: Number of team members participated in training on Community Awareness Toolkit (CAT) – Year 1 (Feb 2016-Jan-2017)

RSP	Targets	Achievements	Achievements (%)
TRDP	59	61	103.4
SRSO	76	57	75.0
NRSP	70	71	101.4
Total	205	189	92.2

Table 7: Number of CO members trained on Community Management Skills Training (CMST) – Year 1 (Feb 2016-Jan 2017)

Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	4,226	4,981	117.9
	Jamshoro	1,920	2,198	114.5
	Total	6,146	7,179	116.8
SRSO	Larkana	3,534	2,906	82.2
	Kambar Shahdadkot	3,910	3,621	92.6
	Total	7,444	6,527	87.7
NRSP	Tando Allahyar	1,470	1,810	123.1
	Tando M. Khan	1,540	2,048	133.0
	Matiari	1,260	1,706	135.4
	Sujawal	1,764	2,246	127.3
	Total	6,034	7,810	129.4
Grand Total		19,624	21,516	109.6

Table 8: Number of VOs/LSOs leaders trained in Leadership Management Skills Training (LMST) – Year 1 (Feb 2016-Jan 2017)


Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	330	370	112.1
	Jamshoro	156	205	131.4
	Total	486	575	118.3
SRSO	Larkana	167	121	72.5
	Kambar Shahdadkot	185	171	92.4
	Total	352	292	83.0
NRSP	Tando Allahyar	129	185	143.4
	Tando M. Khan	130	172	132.3
	Matiari	130	181	139.2
	Sujawal	210	254	121.0
	Total	599	792	132.2
Grand Total		1,437	1,659	115.4

Table 9: Number of CRPs trained - Year 1 (Feb 2016-Jan 2017)

Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	165	140	84.8
	Jamshoro	78	32	41.0
	Total	243	172	70.8
SRSO	Larkana	96	31	32.3
	Kambar Shahdadt	87	60	69.0
	Total	183	91	49.7
NRSP	Tando Allahyar	66	66	100.0
	Tando M. Khan	65	67	103.1
	Matiari	65	77	118.5
	Sujawal	105	106	101.0
	Total	301	316	105.0
Grand Total		727	579	79.6

Table 10: Number of Activists Workshops held - Year 1 (Feb 2016-Jan-2017)

Name of RSP	Name of District	Targets	Achievements	Achievements (%)
TRDP	Dadu	14	12	85.7
	Jamshoro	8	8	100.0
	Total	22	20	90.9
SRSO	Larkana	13	11	84.6
	Kambar Shahdadt	15	14	93.3
	Total	28	25	89.3
NRSP	Tando Allahyar	6	6	100.0
	Tando M. Khan	6	7	116.7
	Matiari	6	6	100.0
	Sujawal	8	8	100.0
	Total	26	27	103.8
Grand Total		76	72	94.7



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

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



EUROPEAN UNION

"This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of Rural Support Programmes Network (RSPN) and can in no way be taken to reflect the views of the European Union."

More information about the European Union is available on:
Web: <http://eeas.europa.eu/delegations/pakistan/>
Twitter: EUPakistan
Facebook: European-Union-in-Pakistan/269745043207452



Sindh Union Council and Community Economic Strengthening Support Programme

Office No. G-3, Islamabad Stock Exchange Towers
55-B, Jinnah Avenue, Blue Area, Islamabad
Ph: 92-51-2894060-3 Fax: 92-51-289064
URL: www.success.org.pk
Facebook.com/successprogramme
Twitter @successprog