



EUROPEAN UNION



SUCCESS



**Sindh Union Council and Community Economic Strengthening Support
(SUCCESS) Programme – RSPN Component**

First Interim Narrative Report (October 2015-September 2016)

Submitted to:

European Union Delegation to Pakistan

Submitted by:

Rural Support Programmes Network (RSPN)

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Acronyms

CAT	Community Awareness Toolkit
CDD	Community Driven Development
CI	Community Institutions
CIF	Community Investment Fund
CO	Community Organisation
CPI	Community Physical Infrastructure
EU	European Union
GoS	Government of Sindh
IGG	Income Generating Grant
LSO	Local Support Organisation
MHI	Micro Health Insurance
MIP	Micro Investment Plan
NRSP	National Rural Support Programme
PIM	Programme Implementation Manual
PSC	Poverty Score Card
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Economic Strengthening Support
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UCBPRP	Union Council Based Poverty Reduction Plan
VO	Village Organisation

1. Description

This document outlines the progress made by RSPN (October 2015-September 2016) in the implementation of the EU funded “Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme – RSPN Component”. Section 1 gives a summary of the programme. Section 2 starts with an executive summary, reviews progress on activities and key achievements to-date and presents work plan for the next year, while section 3 highlights the relationship between beneficiaries/affiliated entities and other cooperation. Section 4 reports on whether the visibility of the EU contribution is being ensured in the programme.

1.1	Name of Coordinator of the grant:	Rural Support Programmes Network (RSPN)
1.2	Name and title of the Contact person	Khaleel A.Tetlay, Chief Operating Officer, RSPN
1.3	Name of Beneficiaries and affiliated entities in the Action	Beneficiaries: National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP), Government of Sindh (GoS)
1.4	Title of the action	Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme
1.5	Contract Number	DCI-ASIE/2015/364-599
1.6	Start date and end date of the reporting period	October 1, 2015 – September 30, 2016
1.7	Target country(ies) or region(s):	Pakistan, Sindh
1.8	Final beneficiaries &/or target groups ¹ (if different) (including numbers of women and men):	Target Group: SUCCESS partner Rural Support Programmes (NRSP, SRSO and TRDP), Government of Sindh and District Governments. Final Beneficiaries: People and people’s organisations benefiting from the SUCCESS programme: 770,000 households, 307 LSOs, 3,240 VOs and 32,400 COs.
1.9	Country(ies) in which the activities take place (if different from 1.7):	N/A

¹ “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and “final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

2. Assessment of Implementation of Action activities

2.1. Executive summary of the Action

The **Specific Objective** of the RSPN SUCCESS component is to promote a common approach in programme design, implementation and the standardisation of processes to ensure that the programme delivery is efficient and effective. In this regard, in the first year of the programme, RSPN has developed a Programme Implementation Manual (PIM), a Community Awareness Toolkit (CAT), an M&E Framework, an Institutional Maturity Index (IMI), a Quality Assurance and Control Plan and the modalities of a socio-economic baseline and end line surveys, for this purpose. The development of manuals, toolkits and frameworks was a participatory process, with the RSPs. Also involved in and benefitting from this process were RSPN's Resource Groups in various sectors e.g. Social Mobilisation, M&E and Gender. SUCCESS standards will assist the work of all RSPN members. For SUCCESS RSPs, key RSP staff was provided with extensive training in these tools, with RSPN also providing technical backstopping in the field to RSPs, through regular visits and interaction with communities.

Another focus of the programme remained on the development of knowledge/communication products, and advocacy events with various stakeholders to create awareness and visibility of its CDD approach in Sindh and in other provinces and a communications plan that shares SUCCESS progress and evidence-based results with national and international development stakeholders. This has helped in creating buy in and ownership of the programme among the key stakeholders, government of Sindh, RSPs and the local communities. Progress on the key indicators under the specific objective of the programme is given below:

Indicator 1 A common implementation approach and methodology adopted by all the SUCCESS implementing partner RSPs: All three partner RSPs have adopted a common implementation approach and methodologies outlined in the Programme Implementation Manual (PIM) and the Monitoring & Evaluation framework, Quality Control Plan, Community Awareness Toolkit and associated tools which were developed through a consultative process and provided backstopping support by RSPN.

Indicator 2 Percentage of project outputs which are reported as achieved or on track: Although the first year for the RSPs ends on Jan 2017, the progress as of September 2016 on the key performance indicators are on track and are presented in table 1.

Table 1: Key Performance Indicators (Targets and Achievement)

Key Performance Indicators	Targets		Achievements	
	Over all Programme	Year 1 (Feb 2016-Jan 2017)	As of September 2016	% Achievement (w.r.t Year 1)
Poverty Scorecard Census (Number of Households)	1,098,865	992,116	743,229	75%
Number of Households Organised	770,000	271,255	119,802	44%
Number of Community Organisations (COs) Formed	32,400	13,133	6,529	50%
Number of Village Organisation (VOs) Formed	3,240	958	190	20%
Number of Local Support Organisations (LSOs) Formed	307	87	-	0%

Indicator 3 Level of satisfaction of SUCCESS programme partners with RSPN's contribution in identified areas: The partner RSPs have shown high level of satisfaction with RSPN's contribution in the design of the programme, support in standardisation of approaches, communication of the work to wider audience and regular supporting supervision during the programme implementation. However, for an objective assessment a third party consultant is conducting an evaluation of the RSPN component and the report is expected in the month of October. The evaluation will better assess all these indicators.

2.2. Activities and results

Start-up project activities:

The programme has four expected results, with respective indicators, and corresponding activities to achieve them. However, before embarking on achieving the results, the following start up activities were undertaken that were required to commence the programme:

A.1. Hiring of Programme Staff and their Orientation on SUCCESS Programme: All of the SUCCESS Programme staff at RSPN has been hired except the Liaison and Coordination Officer.

A.2. Setting up of Programme Office: The SUCCESS Programme office was set up at the Project Management Unit office of RSPN, Islamabad.

A.3. Orientation of programme staff at Islamabad: After completing the process of staff recruitment for the SUCCESS programme, RSPN organised a staff orientation workshop for the staff of RSPN SUCCESS component, as well as core RSPN staff and selected staff members from partner RSPs. The workshop was useful in developing a common and uniform level of understanding among the programme staff. This staff orientation workshop was held on October 19, 2015, at the Margala Hotel in Islamabad. The detailed report is available on the SUCCESS website at

<http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Staff-Orientation-Workshop-Report-2.pdf>. (MoV-1).

A.4. Programme Inception Workshop with Key Stakeholders (RSPs, EU, P&D – GoS) at Karachi: On March 31, 2016, RSPN organised an inception workshop in Movenpick Hotel Karachi, to brief all the key stakeholders about the SUCCESS Programme implementation process and progress. The workshop was attended by the Mr. Mansoor Abbas Rizvi, the then Chief Economist Government of Sindh, Chairman RSPN Mr. Shoaib Sultan Khan, members of SRSO Board, Chief Executive Officers of the SUCCESS Implementing Partners (RSPN, NRSP, SRSO and TRDP), representatives of Finance Department, Union Council Based Poverty Reduction Programme (UCBPRP), Planning and Development department, Labour Department of Government of Sindh and representatives of community, media and civil society.

Mr. Mansoor Rizvi assured that the Sindh government has the commitment to support the SUCCESS Programme and also added that Sindh government will soon extend it to 6 additional district of Sindh through the UCBPRP. For this purpose the government has allocated Rs. 5 billion in its current budget. The detailed workshop report is available on the SUCCESS website at

<http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Inception-Workshop-Report-2.pdf>. (MoV-2).

Expected Results:

ER 1: SUCCESS Programme delivery, efficiency and impact measured and reported timely.

Logframe Indicators:

- 1.1. A common approach for undertaking baselines by the implementing RSPs by end of the six months.
- 1.2. A common M&E framework for the programme developed by end of the first six months.
- 1.3. Annual Key Performance Indicators (KPIs) report published by RSPN on behalf of SUCCESS RSPs.

In the first year of the programme, the following activities were undertaken to achieve ER 1:

A1.1. Development of common approach with RSPs for undertaking the baselines (methodology, indicators, targets, processes, etc.) for the SUCCESS Programme:

- a)** Socio-economic Surveys (SES): A consultative approach was adopted with the aim of developing a baseline methodology that is based on shared expectations and joint ownership. 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 staff 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, at 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 final document has been shared with RSPs, EU and available on the SUCCESS website at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Socio-Economic-Survey.pdf> (MoV-3).

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 purpose and objectives of the SES are outlined as:

- (i) 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.
- (ii) 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.
- (iii) Estimate the change in the stunting rate of children less than 5 years of age in the targeted districts.

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 currently the SES is underway with expected completion in December 2016.

The socio-economic survey of the sample villages and households, in 20 randomly selected Union Councils with 4,000 randomly selected households, 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 will cover 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 registration etc.

- b)** Poverty Scorecard Census: For conducting Poverty Scorecard (PSC) survey, a PSC Manual was also developed. The PSC includes approaches and methodologies for measuring the poverty score of beneficiary households before programme interventions

and post programme interventions. RSPN in consultation with NRSP has developed a detailed manual on the PSC survey as NRSP has developed the android application for the survey and MIS for the programme. The survey employs Computer Assisted Personal Interviews (CAPI) whereby interviewers use portable tablet computer to enter data directly into MIS system. The manual is being used in providing training to the enumerators and field supervisor and used a toolkit for the data collection team. This has been completed and the process of conducting surveys to identify households' poverty scores is underway with 68% of the target households by the three RSPs, working simultaneously in eight districts. The PSC manual is also available on the SUCCESS website at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-PSC-Enumerators-Manual.pdf> (MoV-4).

- c) Institutional Maturity Index (IMI): To assess and monitor the level of organisational maturity of Community Institutions (CI) (COs/VOs/LSOs) to be formed under the SUCCESS Programme the methodology for Institutional Maturity Index (IMI) has been developed. The IMI is developed to be used by RSPs' M&E staff and partner communities to measure the level of organisational maturity in the CIs. This provides a common framework on which to assess the CI's for all three RSPs. The objectives of the IMI include:
- To assess the maturity level of Community Institutions (COs, VO, LSOs) using institutional development indicators.
 - To diagnose the community institutional strengths and weakness and determine the potential areas to be strengthened.
 - To systematically generate baseline benchmarks for continuous assessment and monitoring of community institutions across SUCCESS programme timelines.
 - Annually collate the information on the institutional assessment questionnaires to track changes in the institutional development of community institutions

The IMI document can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Institutional-Maturity-Index-IMI.pdf> (MoV-5)

- d) Brief profile of the SUCCESS districts: Using secondary data brief district profiles of the eight SUCCESS districts developed. These profiles provide a useful context to the SUCCESS programme interventions. With the help of secondary data, details of administrative structure, history, demographic information, gender-wise literacy status and number of available health facilities at tehsil/taluka level have been included in each of the district profile. In addition, brief notes have been provided on major agriculture crops and climatic conditions of the district. These profiles provide a quick glance to an overall socio-economic status of the programme districts. (MoV-6).

A1.2. **Development of a common M&E framework for the RSPs with key performance indicators for the SUCCESS Programme:** Based on the SUCCESS partners programme documents, RSPN developed a common logical framework and internal M&E framework. A consultative approach was adopted with the aim of developing a framework that is based on shared expectations and joint ownership. The process started with a desk review of the existing M&E manuals of RSPs/RSPN, SUCCESS Programme documents including RSPs proposals, grant agreements between EU and RSPs, and the decision document of SUCCESS signed between EU and Government of Pakistan. This was followed by various consultative meetings with the senior staff members of SUCCESS partners RSPs and their focal persons for the SUCCESS Programme. Next, detailed discussions were held with the all RSPs M&E Resource Group in a one-day workshop on 23rd February, 2016. The draft M&E framework was shared and discussed with the Technical Advisor for SUCCESS research and M&E from University of Mannheim, Germany and his input on the M&E framework were incorporated. This was followed by a four-day Manual Review Workshop

with the senior staff of RSPs in Karachi from February 1-4, 2016 (the report for which can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Review-Workshop-on-PIM-CAT-and-ME-Framework-2.pdf> MoV-7). In this workshop the draft M&E framework was also presented and suggested changes were agreed upon and incorporated. The revised final document was shared with the EU and partner RSPs for use. The M&E framework can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Monitoring-and-Evaluation-Framework.pdf> (MoV-8).

The M&E framework spells out the key functions of monitoring and evaluation under the SUCCESS Programme, and determines roles and responsibilities for implementing these functions. The focus of this M&E framework is on defining processes for day to day monitoring of the programme interventions (e.g. mobilisation and sensitisation of community members, formation of local institutions (COs/VOs/LSOs), Community Investment Fund, Income Generating Grants, Technical And Vocational Skills Trainings, Micro Health Insurance And Community Infrastructure Projects), by RSPs monitoring staff. Monitoring by the RSPs staff will result in validation of progress, risk mitigation, scope management, project course correction, quality assurance, timelines and improvement in the programme.

A1.3. Training of RSPs M&E staff on M&E framework and baseline approaches and methodologies and KPI reporting: The M&E staff of the SUCCESS Programme which included the SUCCESS District and Programme Implementation Unit (PIU) staff from the RSPs (NRSP, SRSO and TRDP), as well as M&E Managers from the Head Offices 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. The sessions included presentations with interactive Q&A sessions as well as group work to allow the participants to internalise the materials for better understanding and use in the field. The participants were encouraged to openly and candidly discuss issues faced in the field with regard to M&E and to raise concerns to which they required assistance and guidance for moving forward. At the conclusion of the training, feedback forms were distributed to the participants by RSPN. Responses were gathered from all training participants of the RSPs staff (14 in total), where the average responses ranged between a score of 3.71-4.86 (on a scale of 1 to 5; 1 lowest, 5 highest), showing that the response was largely positive. The participants indicated that the training provided a good opportunity to learn and share experiences with colleagues and discuss M&E framework methodologies and in the future apart from trainings, review workshops should be conducted as well to promote cross-learning. The detailed report is available at <http://success.org.pk/wp-content/uploads/2016/08/Training-of-RSPs-Staff-on-SUCCESS-ME-Framework-Report-2.pdf> (MoV-9).

A1.4. Technical Support to RSPs in Implementation of baseline approaches and methodologies and M&E framework: The RSPN M&E team has been and will continue to provide technical backstopping support to RSPs M&E team in the implementation of the M&E framework and baselines approaches and methodologies. With particular focus on the implementation of the baseline Socio Economic Survey, RSPN provided technical support to the RSPs in the joint procurement and finalisation of the firm which included development of the Terms of Reference for hiring 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 in the programme areas and finalisation of the Android application being used in the survey by the firm. RSPN will also be providing a review on

the reports, such as the interim report, provided by the consulting firm as the survey is underway.

Supportive supervision has been extended to the RSPs in the form of field visits for spot checks, post verification of activities, process monitoring and technical support in implementation of programme activities.

Field monitoring visits have covered the roll-out and implementation of the Poverty Scorecard (PSC) survey, social mobilisation activities including programme introductions, Community Organisation (CO) and Village Organisation (VO) formations, Community Management Skills Training (CMST), Community Awareness Toolkit (CAT) trainings, training of enumerators for the PSC survey and progress meetings in the field with RSP programme staff. For these purposes, regular field visits are undertaken by Monitoring & Evaluation Officer SUCCESS, Marvi Ahmed, Specialist Monitoring & Evaluation, Khurram Shahzad, Programme Manager SUCCESS, Fazal Ali Saadi, Specialist Social Mobilisation, Muhammad Ali Azizi, Specialist Social Sector, Bashir Anjum, and Gender Development Officer, Sadaf Dar. Chief Operating Officer Khaleel Tetlay also conducted programme introduction meetings in Jamshoro and Tando Allah Yar districts. Supervision and support is also provided to RSP staff through regular desk monitoring, particularly of the PSC survey. For assistance in social mobilisation activities and trainings, quality control checklists are used by the M&E Officer in the field to ensure that all relevant steps are being covered by the field teams prescribed to the relevant programme activities as provided in the Programme Implementation Manual (PIM) for the SUCCESS Programme. The NFRs of the visits are available as [MoV-10](#).

A1.5. Annual reporting on common KPIs for the SUCCESS Programme: In order to report on programme performance, a set of common Key Performance Indicators (KPIs) are developed for the overall SUCCESS Programme in consultation with the implementing RSPs and made part of the M&E framework. RSPN will produce annual reports using these KPIs. The focus is on indicators that are common to all the SUCCESS implementing partner RSPs. These KPIs provide a picture of the overall SUCCESS Programme on standardised format and on a quarterly basis to all the key stakeholders. The first consolidated KPI report will be produced in March 2017, at the end of the first year of RSPs component.

A1.6. Development of MIS with mapping to track KPIs: A web based MIS reporting is being developed, first, to track the physical and financial progress on the SUCCESS RSPN component and second, to track and report on KPIs of the overall SUCCESS Programme. The first part helps support the RSPN in day to day management decisions and the second part helps highlight and track progress on the KPIs of the overall SUCCESS Programme. The KPIs will be mapped on different geographic layers e.g. province, districts, taluka and Union Councils to show the overall geographic picture of the programme interventions. Currently the PSC and social mobilisation KPIs are developed and functional, and is being used by all partner RSPs. The MIS can be accessed at <http://58.65.154.42/SUCCESS> ([MoV-11](#))

ER 2: SUCCESS programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements.

Logframe Indicators:

- 2.1. Similar Implementation Manual/Guidelines adopted by SUCCESS partner RSPs
- 2.2. Number of SUCCESS RSPs staff trained on Programme Implementation Manual
- 2.3. Quality Control Plan developed by RSPN and adopted by RSPs

In the first year of the programme, the following activities have been undertaken to achieve this result:

A2.1. *Technical support to the RSPs in the design of the SUCCESS Programme to ensure uniformity of approach and processes during implementing:* In October 2015, RSPN convened a meeting of CEOs of RSPs to develop a common understanding of the SUCCESS Programme's scope of work. In the same meeting, the CEOs were requested to nominate the proposal development team (programme and finance officials) from their respective RSPs for the RSPs component. During the RSPs proposal development phase, RSPN ensured that all the RSPs have similar implementation approach, programme activities and indicators to measure the programme activities in their proposal through arranging various coordination meetings among the RSPs and with the EU and reviews of their draft proposal (MoV-12). The proposals were approved by EU within agreed timelines.

A2.2. *Development of common SUCCESS Programme Implementation Manual (PIM):* Quality control and standardisation largely depends upon uniform implementation approaches and methodology. After input and feedback from RSPs, RSPN finalised a comprehensive Programme Implementation Manual (PIM) for the three RSPs to be used during the staff training and implementation phases. The PIM includes: i) Process for Social Mobilisation; ii) Community Investment Fund (CIF); iii) Income Generating Grants (IGG); iv) Micro Health Insurance (MHI), v) Technical and Vocational Skills Trainings (TVST); and vi) Community Physical Infrastructure (CPI). RSPN's core and SUCCESS PMU teams took the lead in development of standardised PIM covering all the aforementioned areas related to scope of work of the RSPs. Once PIM was drafted, RSPN shared this manual with RSPs resource groups (Social Mobilisation Resource Team, Social Sector Resources Group, Gender Resource Group) and other key stakeholder and finalised the manual after the Review Workshop in February, 2016, as per the feedback of the partner RSPs staff. The PIM has also been translated in Sindhi language to enable the RSPs staff for effective use of this implementation manual. Regular review of PIM will be undertaken so that necessary changes can be made, if needed. The English and Sindhi version of the PIM has been printed and shared with RSPs key staff at Head Office, PIU and district level for their regular use. A soft version of the PIM can be accessed at <http://success.org.pk/wp-content/uploads/2016/06/PIM-Manual-for-printing.pdf> (MoV-13).

A2.3. *Development of Community Awareness Toolkit (CAT) on critical social sector issues:* In addition to PIM, counselling cards/IEC materials for awareness-raising on critical social sector issues has been developed in first six months of the programme. Over the period of last ten years, RSPN in partnership with provincial government departments and different donors funded projects have developed the counselling cards on all critical issues for which the RSPs have to create awareness under the SUCCESS Programme. RSPN's core and SUCCESS PMU teams in consultation with RSPs, and other key stakeholders, including UNICEF, WHO and public sector institutions, reviewed the existing awareness materials available. Based on this review, a standard Community Awareness Toolkit (CAT) covering all critical issues Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Environment and civic act registration are developed for the SUCCESS Programme. Most of the contents of the CAT are adopted from the existing available published materials with minor refinement according to the need of the SUCCESS Programme. This community awareness toolkit will be used by the Community Resource Persons (CRPs) and office bearers (president and managers) of the community institutions (COs/VOs/LSOs) for awareness sessions with community members during the routine meetings of COs. For effective use of the CAT a manual was also developed to help the staff member and community resource persons on how to use the CAT. (The Urdu version of CAT can be accessed at <http://success.org.pk/wp->

[content/uploads/2016/07/Community%20Awareness%20Toolkit%20\(CAT\)-Urdu.pdf](http://success.org.pk/wp-content/uploads/2016/07/Community%20Awareness%20Toolkit%20(CAT)-Urdu.pdf) (MoV-14). The Community Awareness Toolkit is further translated into Sindhi. The final designed soft copy of the Community Awareness Toolkit have been provided to the RSPs, and the RSPs will print these awareness session materials keeping in view the number of their CRPs to be engaged for awareness related activities (The Sindhi version of CAT can be accessed at <http://success.org.pk/wp-content/uploads/2016/07/CAT%20Manual%20Sindhi.pdf>) (MoV-15)

A2.4. Development of quality control plan and quality control tools: Based on PIM, RSPN has developed quality assurance and control plan and tools that are being implemented by the SUCCESS implementing partners. Quality assurance and control plan identify the requirements/standards for the programme implementation and deliverables. The purpose of the Quality Assurance and Control Plan (QACP) is not only to ensure that programme activities are completed, but done so in a timely and efficient manner. Quality implies setting acceptable benchmarks for completion of programme activities and deliverables, ensuring that there has been conformance to processes outlined in the Programme Implementation Manual (PIM) in implementing and carrying them out. The plan and tools are intended to be used by the implementing RSPs staff and RSPN staff during programme implementation and quality control spot check visits. As part of the QACP, the tools used are:

- Quality Control Indicator Matrix: This matrix contains a breakup of key quality assurance and control indicators, derived from the PIM, which would guide developing the checklists and formats.
- Checklists: Based on the Quality Control Indicator Matrix and PIM, checklists are formed which can be used in programme implementation by the staff that is responsible for a particular task ranging from the RSP heads to the SMTs/SOs and leaders of the Community Institutions where applicable. The checklists have been formed in a manner to cater to the implementer of a particular activity, to not only ensure that it is completed according to all processes defined, but also to serve as a guide in planning, implementation and completion for each key activity. They are also used by staff during spot-check visits.
- Spot-Check Field Visits: Field visits are conducted by RSP and RSPN teams to assess whether a certain level of quality is being maintained in the field for implementation of various programme activities. The checklists are used for this purpose, and/or an Note For Record (NFR) is circulated to all relevant programme staff for promoting quality improvements.

The Quality Control Plan & Tools can be found at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Quality-Assurance-and-Control-Plan.pdf>. (MoV-16)

A2.5. Orientation Training of RSPs' key SUCCESS Programme staff on PIM, CAT and quality control plan and quality control tools: Common and uniform level of understanding of the key RSP SUCCESS staff was very important to set the direction for the standardised approach for programme implementation. For this purpose, RSPN organised nine-day Orientation Training, in Karachi from March 15-23, 2016, on use of the PIM and CAT. In this orientation training RSPs' key staff dedicated for the SUCCESS Programme, including the Thematic Heads (Social Mobilisation, CPs, 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 RSPs participated in the event. The purpose of this training was to enhance

participants' understanding on the importance of the standardised social mobilisation approach, 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 developed by RSPN. The detailed report of the orientation training can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Orientation-Training-on-PIM-CAT-Report-2.pdf> (MoV-17).

A2.6. Supportive supervision and quality control spot check visits during the SUCCESS Programme implementation: RSPN's technical team have been conducting visits to the programme districts. The purpose of these visits is to support the RSPs implementation team to ensure quality. During the reporting period the RSPN Programme Manager SUCCESS, M&E officer SUCCESS and M&E Specialist RSPN, Specialist Social Sector and Gender Officer RSPN visited all the three partner RSPs and programme districts where the poverty scorecard survey is underway. They reviewed the implementation process with the staff and also visited the field during enumerations and provided feedback to RSPs SUCCESS PSC survey and management team in the field. The RSPN team has been performing regular quality control spot check visits in randomly selected intervention areas and provide feedback for course corrections during the implementation of the SUCCESS Programme. These quality control spot check visits have resulted in communication of findings and recommendations to the project implementation team on important aspects of the programme implementation process according to the quality control plans. The results of these visits are communicated in writing through email, Note for Record (NFR) and through sharing during weekly programme review meetings. In addition to this, the visits by RSPN team also include attending a CO/VO formation, as well as to guide and support partner RSPs in developing Livelihoods Management Skills Training (LMST) module, and facilitating training of trainers (ToT) on LMST for SUUCCESS staff in partner RSPs. (Mov-18)

A2.7. Organising RSPs strategic support group meetings (SMRT, GRG, M&ERG, SSRG, FACT) for lessons learnt and standardisation: Through its all RSPs sectoral resource groups including Social Mobilisation Resource Team (SMRT), Gender Resource Group (GRG), Social Sector Resource Group (SSRG), M&E Resource Group (MERG) and Finance, Audit and Compliance Team (FACT), RSPN is providing technical support to the partner RSPs. These resource groups are comprised of RSPs' sectoral heads/experts in their respective fields. The resource groups are internal practice communities and focus on a particular subject which is usually an area of strategic interest and/or of operational interest to the RSPs. The purpose of these resource groups is to promote the practice of creating and developing indigenous knowledge, promote innovation, and produce knowledge products that will aid and improve the delivery of RSPs' core functions.

For this purpose, RSPN has conducted all of the five resource group workshops two times each in the first year.

The first meeting of SMRT, GRG, and SSRG was held together from 1st and 2nd December, 2015 at Margala Hotel, Islamabad (MoV-19). The second meeting of SMRT was held on 31st May, 2016 at Margala Hotel, Islamabad (MoV-20). The second meeting of SSRG was held on 6th June, 2016 at Lockwood Hotel, Murree, (MoV-21), while the second meeting of GRG was held on 22nd September, 2016 at Hillview Hotel, Islamabad (MoV-22).

The first meeting of MERG was held on 23rd February, 2016 (MoV-23) and the second was held on 11th August, 2016, at Maragala Hotel, Islamabad (MoV-24). The first FACT meeting was held on 21st December, 2016 at Hill View Hotel, Islamabad (MoV-25) and the

second meeting was held on 22nd September, 2016 at Marriott Hotel, Islamabad (MoV-26).

In the first round of meeting the draft SUCCESS documents, e.g. PIM, CAT, M&E framework, Baseline Approaches and Methodologies, were shared with the relevant groups to take their input on these documents. In the second meeting, in each of the resource groups meeting participants were asked to share their experience of working with existing EU funded programmes, e.g. participants from SRSP shared their experience from EU-PEACE programme, and BRSP shared EU-BCDP programme. The participants also shared their experience of working with EU on M&E, contract compliance, audit and communication with SUCCESS partner RSPs. For instance, in the second meeting of GRG the participants highlighted the issues of working with women communities and what strategies can be used to overcome those issues. The need for staff sensitisation on women issues was also highlighted, and an awareness session was conducted for staff regarding pro-women laws, issues and solutions available.

A2.8. Organising National LSO conventions: In order to promote the work of the community institutions fostered by the Rural Support Programmes (RSPs) across the country, and to advocate their work and achievements to broader set of stakeholders, including policy makers, government authorities, donor agencies, non-government organisations (NGOs), and other stakeholders, RSPN organised a National Convention of Local Support Organisations (LSOs) 2016 in Karachi, on August 23, 2016. The Convention was attended by around 260 participants, including over 100 LSO representatives from all provinces and regions of Pakistan, and representatives from the provincial government representatives, European Union Delegation (EUD) to Pakistan, donors, media, and international and national NGOs.

The Chief Guest at the Convention, Minister Planning and Development, Government of Sindh Mir Hazar Khan Bijarani, valued the RSPs' approach to community driven development, and believed that this approach and the SUCCESS Programme would contribute to improve the lives and livelihoods of the poor people as well as to strengthen democracy at the grassroots level. He assured that the Government of Sindh will contribute as much as it can to achieve poverty alleviation and economic empowerment.

Among other notable participants at the Convention were Head of Rural Development and Economic Cooperation-EU Delegation to Pakistan, Dr. Amaury Hoste, Development Advisor for Rural Development and Nutrition, EU Delegation to Pakistan, Mr. Georges Dehoux, Additional Chief Secretary Punjab, Mr. Shamail Ahmad Khwaja, Secretary (Development), Planning and Development, Government of Sindh, Ms. Rehana Ghulam Ali Memon, Deputy Secretary EAD, Ms. Kulsum Hai, and Chairman RSPN, Mr. Shoaib Sultan Khan.

Selected LSO leaders made presentation on their work, achievements, lessons learnt and challenges faced. The Convention provided an opportunity for cross-learning as well as for strengthening advocacy efforts. The panellists at the Convention stressed on fostering and strengthening community institutions so that this social pillar is enabled to complement government's political and administrative pillars. There was also unanimity of view that the government should devise local level development policy and allocate budget so that the community institutions role and functions are mainstreamed so that they can contribute to reducing poverty at the household level. (The report for National Convention of LSOs 2016 can be accessed at

<http://success.org.pk/wp-content/uploads/2016/07/CAT%20Manual%20Sindhi.pdf>.)
(Mov-27)

The key outputs from R1 and R2, i.e. a common baselines methodology, M&E framework, KPIs, MIS, Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT) will be offered to the Sindh Government to apply and adopt in the upcoming GoS' Union

Council Based Poverty Reduction Programme (UCBPRP). In this regard the representatives of UCBPRP were invited to the Orientation Training, March 15-23, 2016 and SUCCESS Inception Workshop held on March 31, 2016, in Karachi. The final versions of the PIM and CAT have also been shared with the UCBPRP team.

ER3: Evidence from the work of RSPs and rural communities generated and lessons documented.

Logframe Indicators:

- 3.1. One action research Programme completed by end of the programme
- 3.2. Four thematic/sectoral studies and one synthesis report completed by end of the programme
- 3.3. SUCCESS Programme lesson learning visits and workshops

Evidence-based learning is critical to support and strengthen policy advocacy and continuous programme improvement. In the first year of the programme, RSPN has conducted the following major activity to achieve this result:

A3.1. Action Research on Poverty Dynamics: Under the research component of the SUCCESS Programme, the research framework focusing on household poverty dynamics was prepared with in-house and expert consultation with the University of Mannheim, Germany. The research framework can be accessed at <http://success.org.pk/index.php/research-and-advocacy/> (MoV-28). Two union councils were selected for undertaking this research in district Tando Allahyar. Poverty Scorecard survey covering all household was undertaken in order to establish baseline for programme interventions by National Rural Support Programme. In addition to the scorecard survey, a socio-economic baseline survey was undertaken in the selected research site by RSPN, covering 2300 randomly selected households. While the scorecard provides basis for targeted interventions, the socio-economic baseline survey asked for detailed information about income, expenditure, assets, access to basic services such as health and education, women role in decision making, working of local government, level of trust among communities, stunting and wasting among children among other things. The data collection was initiated in June 2016. Due to the length of the questionnaire, Ramadan (fasting month), unavailability of sufficient number of qualified female enumerators in Tando Allahyar, monsoon rains resulting in muddy pathways, and low skill level of tablets' use were some of the main factors that delayed the completion of the baseline survey until early September 2016. In addition, due to the media reports of children kidnapping during the baseline period, data enumerators faced tough resistance from some of the villages restricting their entry in sample households. Such difficulties were overcome through close collaboration with local communities and social organisers of NRSP. Based on the poverty scorecard survey 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 reporting period. The research sites' profile would provide a context for the interpretation of results of future empirical studies that would be undertaken in subsequent years of the programme. The UC profiles can be accessed at (<http://success.org.pk/wp-content/uploads/2016/05/Profile-of-Union-Council-Dad-Khan-Jarwar.pdf> and <http://success.org.pk/wp-content/uploads/2016/05/UC-Profile-Masoo-Bozdar.pdf>) (MoV-29). 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 <http://success.org.pk/wp-content/uploads/2016/10/Policy-Brief.pdf>. (MoV-30).

In a bid to create linkages with academia, the Team Leader Research delivered a lecture on the SUCCESS approach to community-driven development at the Institute of Business Administration, Karachi. A meeting was also held with the Head and faculty of the Department of Anthropology, at University of Sindh Jamshoro for exploring possibility of students' engagement for undertaking their thesis in the research site. Currently, the PSC and baseline data is being analysed to generate baseline reports for these two Union Councils.

A3.1. Thematic and sectoral studies (e.g. Women Empowerment, Micro Health Insurance, CIF/IGG, CPIs, local governance, institutional sustainability, etc.): RSPN and RSPs will jointly identify the themes for these studies and also develop the terms of reference. These studies will commence from year two of the programme. In the last year of the programme, a synthesis report based on the four thematic/sectoral studies will be produced to give an overall picture of the findings and future recommendations.

A3.2. SUCCESS Programme lesson learning visits and workshops: Lesson learning visits are aimed at sharing of experiences from the implementations of the SUCCESS Programme. For this purpose, on the 24th of August, 2016, RSPN/RSPs senior management, GoS, the EU officials went on a "Learning visit to NRSP SUCCESS Programme area" to Sujawal. During the visit, the participants witnessed the Programme Introduction dialogue by Mr Shoaib Sultan Khan, in UC Murad Pur, and met with the Village Organisation (VO) at Village Sheikh Raho, UC Keenjhar.

The programme introduction is the first step of the programme and is necessary to introduce the RSP and its philosophy to the community members and seek their consent for accepting and adopting the core principles of RSP's social mobilisation approach.

After the programme introduction, the team visited the VO in village Sheikh Raho. The VO had been operational for a month, and during the meeting, Mr Shoaib Sultan Khan and Dr Hoste asked various questions from the VO about the issues they have faced so far and how did they cope with them. For instance, the VO mentioned that it had not yet opened the bank account and was facing difficulty in doing so, and the savings were being kept with the President, currently. The learning visit proved to be very useful and clarified the process of implementation for the participants. The report can be accessed at <http://success.org.pk/wp-content/uploads/2016/05/SUCCESS-Lesson-Learning-Visit-to-Sujawal.pdf> (MoV-31).

ER4: Evidence based recommendations advocated with stakeholders, including policy makers, donors, development community, to scale up successful community development approaches within the country and beyond.

Logframe Indicators:

- 4.1. Community Driven Local Development Approach reflected in number of donor and government programmes and projects
- 4.2. Number of Advocacy events under taken
- 4.3. Number of Regional cooperation activities undertaken with organisations working in the regional countries

In the first year of the programme, the following activities have been undertaken to contribute to this result:

A4.1. SUCCESS Programme launching workshop: After the RSPN programme was approved by EU and the staff for SUCCESS was hired and given an orientation, RSPN organised the SUCCESS Programme Launch Event on 25th November in Karachi. The event was attended by over 70 participants, representing government authorities at

provincial and district level, donors including EU, national and international NGOs working in Sindh, and partner RSPs. The workshop served the purpose of informing key stakeholders about the key interventions of the SUCCESS Programme, mobilised their support for future collaboration, and got media attention for visibility of the programme. The report for this event can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Launching-Ceremony-Report-2.pdf>. (MoV-32)

A4.2. Development of communication and advocacy strategy: Communication and advocacy is important component of the SUCCESS Programme. For this purpose the communication team at RSPN has developed a communication strategy to guide RSPN and RSPs for communication and advocacy related activities and compliance to branding guidelines of EU. During first six months of the programme, RSPN held consultation meetings with implementing RSPs and EU to develop the communication and advocacy strategy. Comments and feedback of the EU on the draft communication strategy is incorporated. As part of the communication strategy RSPN a brand identity (logo) and style guidelines for the SUCCESS Programme has been developed and now in use by all the SUCCESS partners. The final communication strategy is available at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Communications-Strategy-2.pdf>. (MoV-33)

A4.3. Advocacy Workshops with government and other stakeholders: Two workshops are to be arranged each year, starting from year two of the programme.

A4.4. Showcase of the SUCCESS Programme interventions at cultural events: This activity is to be started from year two of the programme.

A4.5. Collaboration for conferences on rural-urban linkages, and other cross cutting issues e.g. population, health, sanitation and women empowerment: For this purpose, RSPN has begun collaborating with different organisations, for celebration of various events and organising the conferences. These events/conferences provided the 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. The annual Rural Women Conference aimed to align with the Pakistani government's efforts to promote Constitutional safeguards for women. The conference was attended by over 1,600 participants, mainly rural women, from 107 districts of Pakistan. Besides, members of civil society, government officials, rights activists, and representatives of local and international NGOs and media persons attended the event (MoV-34).

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 (MoV-35).

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. The 1st Dialogue highlighted the issue of low skills of migrated population from rural area to urban areas resulting in

limited job opportunities. Among other recommendations the experts highlighted the need of market based skills development in rural areas, so that once they move to the urban areas the migrant population could get job opportunities. In this regard the potential for the role of NGOs and Donors in rural and urban sectors, and for policy makers to focus on connecting migrants to jobs, skills and livelihood were emphasised. (MoV-36)

All of these events also served the purpose to learn from other organisations and incorporate the new learning in program interventions especially in our research and community awareness component for improvement in social sector related indicators.

A4.6. **Regional Experience sharing and learning visits of RSPs/RSPN and Government staff:**

As part of RSPN component of the SUCCESS programme, an international exposure visit to Society for Elimination of Rural Poverty (SERP) and National Rural Livelihoods Mission (NRLM), India in the first year of the programme was planned. The purpose of the exposure visit, by RSPN staff, partner RSPs staff, and GoS officials to SERP and NRLM, was to allow them to directly observe the work of women in Andhra Pradesh and learn from their experiences as active leaders of community institutions and managers of Community Investment Funds, and learn from the experience of grassroots communities linkages with local government. The visit was planned for 15 people including staff from RSPN, NRSP, SRSO, TRDP, as well as GoS officials, from 21st September – 1st October, 2016. However, due to the escalating tensions between Pakistan and India in light of the Kashmir issue, the trip had to be cancelled at the last minute.

Regional cooperation between RSPN and other countries has remained strong throughout the years. This was evident when thirteen member delegation of the Poverty Alleviation Fund Nepal (PAF) visited RSPN on September 24, 2016. The delegation was headed by Executive Director PAF-Nepal Mr. Nahakul KC, and included three officials from the Prime Minister Office of Nepal. A briefing on RSPN and the Social Mobilisation approach of RSPN, and particularly the SUCCESS Programme was given by Chairman RSPN Mr. Shoaib Sultan Khan. The various publications under SUCCESS Programme including PIM and IMI were shared with the delegation. The delegation was highly appreciative of the knowledge products produced and claimed that they are looking forward to adopting them. Dr. Najmud din Najm, Regional Director, Aga Khan Foundation (AFK) Badakshan Region, Afghanistan, who was on a visit to Pakistan, also attended the meeting.

An in-country exposure and learning visit was planned for the SUCCESS Rural Support Programmes (RSPs) to see the work of other RSPs. The visit team included staff members from the SUCCESS Programme partners: 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.

The exposure visit was initially planned to the Sarhad Rural Support Programme (SRSP) and the Aga Khan Rural Support Programme (AKRSP) programme area in Chitral district in the Khyber Pakhtunkhwa (KP) province. The team left for the visit on July 18, 2016. However, due to unforeseen closure of the Lowari Pass, the original plan had to be cancelled and was changed to Swat, KP, where SRSP 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 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 report for the exposure visit can be accessed at

<http://success.org.pk/wp-content/uploads/2016/08/SUCCESS%20In-country%20Visit%20to%20Swat-SRSP.pdf>. (MoV-37)

- A4.7. **Annual RSPs Strategic Retreats:** RSPN organised a two-day RSPs Annual Strategy Retreat 2016, on 24th and 25th May in Bhurban, Murree, to provide a platform for RSPs to share their experiences. The retreat was attended by the senior management of RSPN Board Members, Chief Executive Officers and senior management of RSPs, government representatives, donor representatives, members of Local Support Organisations (LSOs), UNDP, INGOs, academics and RSPN staff. At this event the SUCCESS Programme implementing RSPs, other RSPs and LSOs shared their experiences in programme implementation that provided strategic guidance to all RSPs for replication of common approach and standardisation in programme implementation. The retreat also served the purpose of highlighting the valuable investment that EU is making through RSPN and RSPs in KPK, Sindh and Balochistan for rural development. It provide opportunities to other donors to learn about the RSPs social mobilisation approach and develop their interest to support this approach, and develop synergies between EU supported programmes for RSPs and their own on-going programmes. The report for the Annual RSPs Strategic Retreat 2016 can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/RSPs-Annual-Strategy-Retreat-2016-Report-2.pdf>. (MoV-38)
- A4.8. **Video Documentaries on the SUCCESS Programme and its interventions:** RSPN developed a documentary featuring success stories from the UCBPRP districts, as well as insights and views shared by Chairman RSPN, EU Ambassador, Commissioner Larkana Division and other stakeholders. The video was developed by Mercury Transformations (communication firm) after being selected through a competitive bidding process. The video has been shared widely within the RSPN network, and it also available online. It has emerged as a good resource for introducing the thematic and procedural details of the SUCCESS Programme. It was first screened during the RSPs' retreat held in Murree. Since then, it is being shown to the audience in all SUCCESS related events. The video documentaries can be accessed at <http://success.org.pk/index.php/video-gallery>. (MoV-39)
- A4.9. **Bi-annual SUCCESS Programme Newsletter:** The first issue of the bi-annual SUCCESS newsletter, featuring key achievements, progress, event reports, success stories and other relevant information was published in the mid of May. The newsletter was shared with the RSPs, government officials and other stakeholders. A digital version is available on the SUCCESS website. It is also being kept at the publications' stalls during various events. Work on the second issue of the SUCCESS newsletter is underway, and it will be published by the mid of October. The newsletter can be accessed at <http://success.org.pk/wp-content/uploads/2016/05/Newsletter-Final.pdf>. (MoV-40)
- A4.10. **Media Campaigns (print):** RSPN is to invite journalists to travel to the project districts to see the activities first-hand and interact with beneficiaries directly and write articles in newspapers. For this purpose, in the last week of September, RSPN facilitated the visit of a renowned journalist (Akhtar Balouch) to Qambar-Shahdadkot and Larkana District, where SRSO is implementing the SUCCESS Programme. The purpose of the visit was to enable the journalist to observe the activities and gather insights and stories for two articles, one in Urdu and another in English. Another journalist will be facilitated in visiting Matiari and Jamshoro districts, in the second week of October where TRDP and NRSP are implementing the SUCCESS Programme. It is expected that the journalist's visit will result in creation of two more stories in English, for national newspapers. The stories are expected to be published in the month of October 2016.

Media Campaigns (radio): The services of a competent, experienced and equipped firm will be acquired to develop and broadcast the radio campaign messages in all eight SUCCESS Programme districts. The Terms of Reference (TOR) for the firm have been developed. The selection process will be competitive; an advertisement will be published in the first week of October in the national newspapers to get quotes. As part of the radio campaign, Public Service Announcement (PSAs), Radio Magazine programme and Radio Dramas are being developed to raise awareness about the SUCCESS Programme themes and activities.

RSPN has been active in showcasing the events and workshops through media. The Launch Event (25 November, 2016) was covered by news reporters, and press release of the event was published. Similarly, for the Inception Workshop (31 March, 2016), press release was published in Express Tribune, as well as other newspapers. Other events, including the National Convention of LSOs 2016 were also widely covered in the national media. The news coverage can be accessed at <http://success.org.pk/index.php/news> (MoV-41)

Regular reports about the SUCCESS Programme's activities get published in the regional Sindhi and English newspapers. The field teams are keeping records of the published items.

RSPN has been proactive on social media as well. A Facebook page for the SUCCESS Programme has already been created and is in use. Regular Programme updates and photographs are being shared on the Facebook page https://www.facebook.com/successprogramme/?ref=br_rs.

According to the Facebook Insights (statistical analysis too), the SUCCESS Facebook page posts reach 30,000 people on average every month. The number of people following the page has risen to around 1800.

A Twitter handle has also been set up for SUCCESS Programme (@successprog – accessible at <https://twitter.com/successprog>), and it has been linked with the Facebook page. The content posted on the Facebook page automatically gets posted on the Twitter handle. The twitter handle is currently low being followed by 12 people, and during the last 91 days it has been able to get around 3400 impressions (Twitter impressions are described as the delivery of a post or tweet to an account's Twitter stream. The stream is composed of several tweets from various sources.)

A4.11. Documentation of LSO initiatives: RSPN has documented the work of 12 LSOs in its LSO Initiatives Series to showcase the work these organisations are doing on their own, for their people. These 12 LSO initiatives have been published and updated on the SUCCESS website, as planned for the year.

The LSO Initiative contain case studies about the activities and achievements of the LSOs. The focus is on LSOs supporting member VO/COs, 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. These LSO initiatives are published and disseminated widely in print and digital format, and can be accessed at <http://success.org.pk/index.php/publications/case-studies>. (MoV-42)

A4.12. Publication of RSPN annual report highlighting the SUCCESS Programme:

The 2015 RSPN annual report published and widely circulated. The annual report highlights the work of RSPN, RSPs in promoting Community Driven Development in

Pakistan. It also highlights the work of SUCCESS programme. The RSPN annual report 2015 can be accessed at <http://www.rspn.org/wp-content/uploads/2016/03/RSPN-Annual-Report-2015-NV..pdf>. (MoV-43)

A4.13. **Publication of Quarterly RSP's Social Mobilisation Outreach:** RSPN published three issues of Quarterly RSPs Social Mobilisation Outreach during the reporting period. The Outreach newsletters feature key achievements, progress, success stories and other relevant information on promoting the CDD approach in Pakistan through the RSPs. The Outreach series includes features on SUCCESS Programme and have been published and widely distributed to various stakeholders including policy makers, donors, NGOs and other stakeholders in both electronic and print form, and can be accessed at <http://success.org.pk/index.php/publications/newsletter>. (MoV-44)

A4.14. **Development and maintenance of SUCCESS website:** The SUCCESS website (www.success.org.pk) has been developed, and it is being updated from time to time to disseminate details about key programme events. The website contains [news](#) reports, [blogs](#), [photo](#) and [video](#) gallery, 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. Tenders and vacancy related details are also being updated when required. In the last six months, since the website has been functional, there have been 4228 visits to the website. The analytics of the website can be accessed at <http://www.success.org.pk/webalizer/default.html>. (MoV-45)

A4.15. **Printing and distribution of Visibility Items:** As per EU's Visibility Guideline, visibility items marking the name of programme and logo of EU with the approval of EU have been used in various events and publications done so far. In addition, RSPN has also developed a few infographics to show the programme targets and results. The infographics can be accessed at <http://success.org.pk/wp-content/uploads/2016/05/Infographics.pdf>. (MoV-46)

RSPN has increased EU visibility using banners, pens, file covers, writing pads, branded brochures and mementoes specially developed for different events, like the LSO convention held in Karachi, and the RSPs' Annual Retreat held in Murree.

A framework contract/pre-qualification is being finalised to ensure procurement of high quality visibility items, like writing pads, folder covers, pens, USBs and other items. The procurement process has been delayed for various reasons, but after the signing of the framework contract, the issue of delays in procurement will be addressed.

A4.16. **Publication of research reports/papers/policy briefs and studies:** Under the research component of SUCCESS Programme annual socio-economic surveys and short research/policy briefs are to be published. In the coming years most of the research work will focus on comparative studies, and on the impacts of the programme interventions. Till the comparative data is available the focus is on highlighting the key social sector issues like Education, Health in the programme area.

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*", written by Dr Abdur Rehman Cheema, Team Leader Research, RSPN, has been published in print and uploaded on SUCCESS website. The purpose of this brief is to highlight the education of Pakistan. The audience for the brief are policy makers in government, donors and other development stakeholders. The policy brief can be accessed at <http://success.org.pk/wp-content/uploads/2016/10/Policy-Brief.pdf>. (MoV-30)

In addition to the brief, two UC profile studies have also been developed for UC Masoo Bozdar, and UC Dad Khan Jarwar. These profiles are available at:

(<http://success.org.pk/wp-content/uploads/2016/05/Profile-of-Union-Council-Dad-Khan-Jarwar.pdf> and <http://success.org.pk/wp-content/uploads/2016/05/UC-Profile-Masoo-Bozdar.pdf> (MoV 29).

The objective of the UC profile is to serve as a reference point and provide context to the different research studies from time to time. The profiles comprise a brief history and culture of the people living in the union councils. In addition, through primary research including interviews, focus group discussions, participant observation and a carpet poverty scorecard survey, the studies analyse socio-economic conditions of the people with a focus on various dimensions of household poverty dynamics.

Furthermore, a PSC Baseline report was also developed, which outlines a short profile of households from the eight districts of the SUCCESS Programme. The profile is drawn from the PSC survey of 20 randomly selected union councils, and shows a trend of poverty among the districts and the spectrum on which the districts fall at the onset of the SUCCESS programme. The PSC Baseline report can be accessed at <http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-PSC-Baseline-Report.pdf>. (MoV-47)

A4.17. **Final Dissemination workshop:** This will take place in the last year of the programme.

2.3. If relevant, submit a revised logframe, highlighting the changes.

The logframe has not been changed.

2.4. Please provide an updated action plan²

The first year of the programme was focused on creating standardised approaches for programme design as well implementation. However, the focus of RSPN-component for SUCCESS Programme, for second year is developing knowledge products, communication and visibility of the programme, supportive supervision, quality control and ensuring that the programme is being implemented efficiently as well as effectively.

Following is the work plan for Year 2 of SUCCESS Programme of RSPN-component:

² This plan will cover the financial period between the interim report and the next report.

Activity	Half-year 2						Half-year 2						Implementing body
	1	2	3	4	5	6	7	8	9	10	11	12	
ER 1: SUCCESS Programme delivery, efficiency and impact measured and reported timely													
A.1.4. Technical support to RSPs in implementation of baselines and M&E framework													RSPN
A1.5. Annual reporting on common programme KPIs													RSPN
A1.6. Up-gradation and Maintenance of MIS/GIS mapping to track KPIs													RSPN
ER 2: SUCCESS Programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements													
A2.6. Supportive supervision and quality control spot check visits													RSPN
A2.7. Organising RSPs strategic support group meetings (SMRT, GRG, M&E, SSRG, FACT)													RSPN
A2.8. Organising National LSO conventions													RSPN
R3 – Evidence from the work of RSPs and rural communities generated and lessons documented													
A.3.1. Action research on poverty dynamics													RSPN
A 3.2. Conduct Thematic Sectoral Study 1													RSPN/Consultant
A 3.3. SUCCESS lesson learning visits and workshops													RSPN
R4 – Evidence based recommendations advocated and communicated with stakeholders, including policy makers, donors, development community, to successful community development approaches within the country and beyond.													
A4.3. Advocacy Workshops with government and other stakeholders													RSPN
A4.4. Showcase of SUCCESS Programme interventions at cultural events													RSPN
A4.5. Collaboration for conferences on critical issues													RSPN
A.4.6. Regional Experience sharing and learning visits MSDSP Tajikistan and India													RSPN
A4.7. Annual RSPs Strategic Retreat													RSPN
A4.8. Video Documentaries on SUCCESS Programme & its interventions													RSPN
A4.9. Bi-Annual SUCCESS Programme Newsletter													RSPN
A4.10. Media Campaign (Radio and Print Media)													RSPN
A4.11. Documentation of LSO initiatives													RSPN
A4.12. Publication of RSPN annual report highlighting the SUCCESS Programme													RSPN
A4.13. Publication of Quarterly RSPs Social Mobilisation Outreach													RSPN
A4.14. Up-gradation and maintenances of SUCCESS website													RSPN
A4.15. Printing of visibility items (e.g. folders, posters, note pads, photographs, etc.)													RSPN
A4.16. Publications of research reports/ research papers/policy briefs and studies													RSPN
Monitoring & Evaluation and Reporting													
Monitoring of programme activities of RSPN													RSPN
Annual Evaluation of RSPN activities (year 1)													RSPN
ROM Mission (Year 1)													ROM consultant
Six Monthly Progress reports													RSPN
Interim Narrative and Financial Report (Year 1)													RSPN

Annual Expenditure verification/audit of RSPN SUCCESS Programme (Year 1)															Audit firm
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3. Beneficiaries/affiliated entities and other Cooperation

3.1. How do you assess the relationship between the Beneficiaries/affiliated entities of this grant contract (i.e. those having signed the mandate for the Coordinator or an affiliated entity statement)? Please provide specific information for each Beneficiaries/affiliated entity.

The main beneficiaries of RSPN under the SUCCESS programme include the three RSPs, National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). Under this grant contract, the relationship of RSPN with the beneficiaries is largely that of supportive supervision and technical support in the implementation of SUCCESS programme activities. This includes the formation of common approaches and baselines which was completed in the first six months of the programme. The relationship is centred on facilitation for the implementation of these approaches, and technical backstopping if and when an issue arises. RSPN also facilitates the beneficiaries in providing a platform to carry out planned joint activities such as joint procurement of a third party consulting firm for the baseline survey. The relationship also builds upon providing a channel of communication for implementation of programme activities and lesson learning which RSPN promotes between the three RSPs. The relationship has remained beneficial for RSPN as well as for the partner RSPs in implementation of the SUCCESS programme as Year 1 concludes.

3.2. How would you assess the relationship between your organisation and State authorities in the Action countries? How has this relationship affected the Action?

The relationship between RSPN and state authorities has developed positively as a result of the action. The government of Sindh has been cooperative and has participated in various activities under the SUCCESS Programme. In the SUCCESS Launch Event held on November 25th 2015, the then Additional Chief Secretary (Development) of GoS, Mr. Ajaz Ali Khan participated and showed full support of the government. Similarly, in the Inception Workshop on March 31, 2016, Chief Economist Government of Sindh, Mr. Mansoor Abbas Rizvi acknowledged the process to extend the programme to six additional districts under UCBPRP must be expedited, and allocated Rs. 5 billion in the GoS's current budget for the purpose of including six additional districts.

In the National Convention of LSOs 2016, held on 23rd August, many GoS officials were present, and Minister Mir Hazar Khan Bijarani of Planning and Development, GoS, was the Chief Guest at the Convention. Mr. Bijarani praised the participation of the European Union and the Rural Support Programmes Network in the SUCCESS Programme which is based on GoS's UCBPRP. Mr. Bijarani said that more such programmes should be initiated as they can certainly contribute to better the lives of the poor. He assured that UCBPRP extension will be steered effectively by the Planning and Development Department to attain its objectives in the six districts, namely Umerkot, Sanghar, Mirpur Khas, Khairpur, Badin and Thatta, especially in the scenario when the newly elected local governments are about to function and hope that this would strengthen democracy at the grassroots level.

The participation of the senior government representatives has created ownership of the programme and recently the GoS has announced call for proposals for the extension of the UCBPRP in the additional six districts. However, if this programme is implemented by organisations other than the RSPs then ensuring standardisation of the approach and implementation of the programme will be a challenge for all the stakeholders.

Similarly, the Additional Chief Secretary (Development), Punjab, Mr. Shumail Khawaja, participated in the National Convention of LSOs 2016. The government of Punjab (GoP) is currently considering a proposal of RSPN to pilot a programme similar to SUCCESS Programme in few districts of the province. He also invited RSPN to hold such a convention in Punjab to share the learnings of CDD approach with stakeholders in Punjab. RSPN in collaboration with NRSP are planning to hold this convention next year.

The relationship between the local district government authorities and the implementing RSPs has also been strengthened. The feedback from the district teams has been positive and the teams have claimed that the local government officials were very open and willing to coordinate and work together with them for the benefit of participating local grassroots organisations, i.e. LSOs/VOs/COs. This cooperation was observed in the assistance that local district government officials provided to "Learning visit to NRSP SUCCESS Programme area" to Sujawal, comprising RSPN/RSPs senior management, GoS, the EU officials.

It was also apparent in the time that the local district government officials, Mr. Syed Attaullah Shah, Additional Deputy Commissioner, Sujawal and Mr. Sajjad Qadri, Assistant Commissioner, Kambar-Shahdadkot accompanied staff members from the SUCCESS Programme partners: NRSP, TRDP, SRSO, and RSPN for SUCCESS In-country Exposure Visit to Swat. The government officials greatly appreciated the work RSPs are doing and said that the linkages between government and RSPs are extremely important and crucial for scaling up CDD approach throughout the country. Furthermore, Commissioner of Sukkur and Hyderabad also attended the SRSO and TRDP launching workshops at Larkana and Sehwan Sharif.

The relationship with the government has impacted the programme positively, in such a short amount of time. Due to the cooperation of local and district governments, the programme has had a great start, where the PSC survey and social mobilisation activities are underway without hindrance and will be completed in time.

However, despite a good relationship with the government this needs to be institutionalised through a policy framework. The current relationship is mostly based on personal efforts of the officials. At times of frequent transfers of government officials the associations cannot be maintained. If through a policy framework this relationship is officially established, the benefits would be far greater. The Programme Managers SUCCESS continuously meet and share information with the Deputy Commissioners.

3.3. Where applicable, describe your relationship with any other organisations involved in implementing the Action:

The SUCCESS Programme focuses on undertaking Community Driven Development (CDD) approach and stimulating CDD initiatives in eight poor rural districts of Sindh, to reduce poverty, paying particular attention to empowering women. Under the programme, 770,000 poor rural households are to be mobilised and organised into a network of community institutions.

In November, 2015, the GoS issues an expression of interest in extending the programme to six additional districts in Sindh through UCBPRP. To follow-up with the GoS, Mr. Shoaib Sultan Khan, RSPN Chairman met with the Additional Chief Secretary Planning and Development Department, the Chief Economist, and the Minister of Finance. In the Inception Workshop on March 31, 2016, Chief Economist Government of Sindh, Mr. Mansoor Abbas Rizvi acknowledged the process to extend the programme to six additional districts must be expedited, and allocated Rs. 5 billion in the GoS's current budget for the purpose of including six additional districts.

In addition to this, The European Union Delegation to Pakistan in partnership with RSPN organised a series of conferences on Community Driven Development (CDD) in Quetta (August 19, 2015), Sukkur (October 2, 2015), Peshawar (November 12, 2015) and National CDD conference in Islamabad (December 7-8, 2015). The purpose of the conferences was to explain how CDD approach adopted by RSPs was transforming the lives of the rural population. The broader objective of these conferences was to facilitate a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on CDD programmes in Pakistan. This includes identifying successful approaches and challenges faced to mainstream and scale up CDD in Pakistan and beyond, increase the visibility of the RSPs' and EU work on CDD, exploring lessons learnt and exchanging knowledge with stakeholders while also coming up with recommendations on how RSPs could have a better impact through CDD across Pakistan. The National CDD conference report can be accessed at <http://success.org.pk/wp-content/uploads/2016/06/National-CDD-Conference-Report.pdf>. (MoV-48)

The national CDD conference was a high-level networking and experience-sharing event which was attended by delegates from countries beyond Pakistan, including Mr. Vijay Mahajan, Founder and CEO of BASIX Social Enterprise Group in India, and Mr. Sampath Kumar, Commissioner and Secretary to Chief Minister of Meghalaya, India, Mr. Zia Ahmed Farid, Manager Human and Institutional Development, Aga Khan Foundation (AKF), Afghanistan, and Mr. Kishwar Abdulishoev, General Manager, AKF/MSDSP, Tajikistan. The participants shared their experiences and approaches of CDD in their respective countries.

The Chief Guest of the conference was Mr. Sartaj Aziz, Adviser to the Prime Minister on Foreign Affairs. In his remarks he said he has always supported people being the heart of the

development process. Basic needs of the communities can only be met if they are empowered to set their own development agenda.

Through presentations and discussions by other social sector experts, the conference explored ways for enhanced cooperation among RSPs and stakeholders for better impact of CDD in transforming the lives of poverty stricken communities.

3.4. Where applicable, outline any links and synergies you have developed with other actions.

RSPN created the synergies between the SUCCESS programme and other donor funded programmes that are being implemented in SUCCESS target districts. This includes a) USAID's funded project "Community support for strengthening of routine immunisation" b) USAID funded Health Communication Project (HCP) and c) Population Services International (PSI) /DFID supported Family Planning Project. The routine immunisation project is being implemented by RSPN in partnership with all three RSPs in 8 districts of Sindh that also includes three districts (Tando Allah Yar, Mitiari and Sajawal) of SUCCESS. 100% households are being covered under this project. The Community organisations formed under SUCCESS will be linked with this project. Wherever COs are formed the office bearers of the COs (president/managers) have been nominated as community focal persons (CFP) for routine immunisations. List of registered children and pregnant women and outreach visit schedule of the vaccinators is shared with the COs and CFPs gather the children and pregnant women for routine vaccination on the day of visit of vaccinators to their concerned villages. RSPN in partnership with all three RSPs is implementing the HCP in 10 districts of Sindh including Mitiari and Larkana Districts of SUCCESS. Under HCP, 150 Female Community Health Workers (CHWs) have been recruited and trained to work on demand creation and referrals for MNCH services in areas that are not covered by Lady Health Workers (LHWs) in each district. These CHWs are being linked with the COs formed under SUCCESS programme and by using the platform of the COs, the CHWs conduct the meetings with women on different aspects related to MNCH and help them to have access to MNCH centres that have been upgraded under USAID's Maternal and Child Health Programme. The PSI/DFID supported project has been just initiated in 10 districts that also includes Mitiari and Larkana. Under this project, community based family planning services are being offered in non LHWs covered areas. The COs formed under the SUCCESS Programme in non LHWs covered areas are being linked with this project. The outreach FP camps will be organised in the catchment areas of the COs and their offer bearers will gather the potential clients for the uptake of FP services.

3.5. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this Action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

RSPN has not received any previous EU grants in strengthening the same target group in SUCCESS districts.

4. Visibility

RSPN lays great emphasis on acknowledging the generous support of the European Union in line with the contract. Visibility of the European Union is ensured through various measures, including displaying of the logo on all published material, and banners used in the field and during various events. All press releases include clear and prominent details about the European Union being the funder of the programme. All posts on Facebook mention European Union as the funding agency. The SUCCESS website complies with the visibility guidelines of the European Union. All publications and visibility material are finalised after the approval of the European Union.

The European Commission may wish to publicise the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

No Objection

Name of the contact person for the Action:

Khaleel Ahmed Tetlay, Chief Operating Officer

Signature:

Location: Rural Support Programmes Network (RSPN), Core Office, House No7, Street 49, F-6/4, Islamabad Pakistan

Date report due: By November 30, 2016

Date report sent: October 14, 2016

Annex – I: List of Means of Verifications (MoVs)

Reference	Title
MoV – 1	SUCCESS Staff Orientation Workshop Report http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Staff-Orientation-Workshop-Report-2.pdf
MoV – 2	Report on Inception Workshop http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Inception-Workshop-Report-2.pdf
MoV – 3	Baseline and End-line Socio-Economic Surveys http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Socio-Economic-Survey.pdf
MoV – 4	Manual for Poverty Scorecard (PSC) Survey http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-PSC-Enumerators-Manual.pdf
MoV – 5	Institutional Maturity Index http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Institutional-Maturity-Index-IMI.pdf
MoV – 6	District Profiles (<i>available on request</i>)
MoV – 7	SUCCESS Review Workshop on PIM, CAT and M&E Framework http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Review-Workshop-on-PIM-CAT-and-ME-Framework-2.pdf
MoV – 8	M&E framework and Key Performance Indicators http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Monitoring-and-Evaluation-Framework.pdf
MoV – 9	Training of RSPs Staff on SUCCESS M&E Framework http://success.org.pk/wp-content/uploads/2016/08/Training-of-RSPs-Staff-on-SUCCESS-ME-Framework-Report-2.pdf
MoV – 10	Note for Record (NFR) of Field Visits (<i>available on request</i>)
MoV – 11	MIS http://58.65.154.42/SUCCESS
MoV – 12	Minutes of Meeting of CEOs in October, 2015 (<i>available on request</i>)
MoV – 13	Programme Implementation Manual (PIM) http://success.org.pk/wp-content/uploads/2016/06/PIM-Manual-for-printing.pdf
MoV – 14	Community Awareness Toolkit (CAT) Urdu version http://success.org.pk/wp-content/uploads/2016/07/Community%20Awareness%20Toolkit%20(CAT)-Urdu.pdf
MoV – 15	Community Awareness Toolkit (CAT) Sindhi version http://success.org.pk/wp-content/uploads/2016/07/CAT%20Manual%20Sindhi.pdf
MoV – 16	Quality Assurance and Control Plan http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Quality-Assurance-and-Control-Plan.pdf

Reference	Title
MoV – 17	Report for Orientation Training of RSPs SUCCESS Programme Staff on PIM and CAT http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Orientation-Training-on-PIM-CAT-Report-2.pdf
MoV – 18	Note For Record (NFR) for spot check visits (<i>available on request</i>)
MoV – 19	Report on First Meeting of Social Mobilisation Resource Team (SMRT), Gender Resource Group (GRG), and Social Sector Resource Group (SSRG) (<i>available on request</i>)
MoV – 20	Report on second meeting of SMRT (<i>available on request</i>)
MoV – 21	Report on second meeting of SSRG (<i>available on request</i>)
MoV – 22	Report on second meeting of GRG (<i>available on request</i>)
MoV – 23	Report on first meeting of M&E Resource Group (MERG) (<i>available on request</i>)
MoV – 24	Report on second meeting of MERG (<i>available on request</i>)
MoV – 25	Report on first meeting of Finance, Audit and Compliance Team (FACT) (<i>available on request</i>)
MoV – 26	Report on second meeting of FACT (<i>available on request</i>)
MoV – 27	National Convention of LSOs 2016 http://success.org.pk/wp-content/uploads/2016/07/CAT%20Manual%20Sindhi.pdf
MoV – 28	Research Framework http://success.org.pk/index.php/research-and-advocacy/
MoV – 29	UC Profiles – Masoo Bozdar and Dad Khan Jarwar http://success.org.pk/wp-content/uploads/2016/05/Profile-of-Union-Council-Dad-Khan-Jarwar.pdf and http://success.org.pk/wp-content/uploads/2016/05/UC-Profile-Masoo-Bozdar.pdf
MoV – 30	Policy Brief on “ <i>Is it mere lack of resources that holds Pakistan back from achieving education for all? Evidence from the grassroots</i> ” http://success.org.pk/wp-content/uploads/2016/10/Policy-Brief.pdf
MoV – 31	SUCCESS Lesson Learning visit to Sujawal http://success.org.pk/wp-content/uploads/2016/05/SUCCESS-Lesson-Learning-Visit-to-Sujawal.pdf
MoV – 32	Report on SUCCESS Launch Event http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Launching-Ceremony-Report-2.pdf .
MoV – 33	Communication Strategy http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-Communications-Strategy-2.pdf
MoV – 34	Report on collaborative conference on Rural Women: Democracy, Development and Peace (<i>available on request</i>)
MoV – 35	Report on collaborative conference on Political and Social Demography of Balochistan (<i>available on request</i>)
MoV – 36	Working Paper on 1st Dialogue of Rural-Urban Linkages and Dialogue Series

Reference	Title
MoV – 37	SUCCESS In-country Exposure Visit to Swat, KP http://success.org.pk/wp-content/uploads/2016/08/SUCCESS%20In-country%20Visit%20to%20Swat-SRSP.pdf
MoV – 38	Annual RSPs Strategic Retreat 2016 http://success.org.pk/wp-content/uploads/2016/08/RSPs-Annual-Strategy-Retreat-2016-Report-2.pdf
MoV – 39	Video Documentary http://success.org.pk/index.php/video-gallery
MoV – 40	SUCCESS Programme Newsletter http://success.org.pk/wp-content/uploads/2016/05/Newsletter-Final.pdf
MoV – 41	Media Coverage http://success.org.pk/index.php/news
MoV – 42	LSO Initiatives http://success.org.pk/index.php/publications/case-studies
MoV – 43	RSPN Annual Report 2015 http://www.rspn.org/wp-content/uploads/2016/03/RSPN-Annual-Report-2015-NV..pdf
MoV – 44	Quarterly RSPs Social Mobilisation Outreach http://success.org.pk/index.php/publications/newsletter
MoV – 45	Website Analytics http://www.success.org.pk/webalizer/default.html
MoV – 46	SUCCESS Infographics http://success.org.pk/wp-content/uploads/2016/05/Infographics.pdf
MoV – 47	PSC Baseline Report http://success.org.pk/wp-content/uploads/2016/08/SUCCESS-PSC-Baseline-Report.pdf
MoV – 48	National CDD Conference http://success.org.pk/wp-content/uploads/2016/06/National-CDD-Conference-Report.pdf