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Sindh Union Council and Community Economic Strengthening Support Programme

SUCCESS

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WOMEN PAVING THE WAY TO SUCCESS

Annual Key Performance Indicators (KPI) Report 2017-18



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TABLE OF CONTENTS

ACRONYMS	iv
EXECUTIVE SUMMARY	1
WHERE WE WORK	3
WHO WE ARE	4
WHAT WE DO	6
BACKGROUND OF THE SUCCESS PROGRAMME	8
SUCCESS IN 2017-18	10
SOCIAL EMPOWERMENT OF WOMEN	13
WOMEN LEADERSHIP	19
Community Management Skills Training (CMST)	19
Leadership Management Skills Training (LMST)	20
Training Of Community Resource Persons (CRPs)	20
ECONOMIC EMPOWERMENT OF WOMEN	24
Community Investment Fund (CIF)	24
Income Generating Grants (IGG)	28
Technical and Vocational Skills Training	30
Micro Health Insurance (MHI): Protection of Poorest Households from Health Shocks	32
Community Physical Infrastructure (CPI)	34
LEGAL EMPOWERMENT OF WOMEN	37
THE DRIVERS OF SUCCESS: MONITORING, COMMUNICATIONS AND RESEARCH	41
M&E AND MIS	42
Technology in Development: Management Information System (MIS)	43
Socio-Economic Baseline Survey	43
COMMUNICATION AND ADVOCACY	45
Media, Electronic, and Print Communication Initiatives	45
Events, Workshops, and Learning Visits	47
RESEARCH	51
SINDH POVERTY REDUCTION & CDLD POLICY AND BUDGET FRAMEWORK	53
LESSONS FROM THE TWO YEARS OF SUCCESS	57
Successes to Highlight	57
Challenges; and steps to overcome them	58
WAY FORWARD	60
Union Council Based Poverty Reduction Programme (UCBPRP) Expansion	60
Collaboration with Other Programmes in Sindh: Programme for Improved Nutrition in Sindh (PINS)	61
KEY PERFORMANCE INDICATORS (KPIs) (2016-2018)	63

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
PINS	Programme for Improved Nutrition in Sindh
PIU	Programme Implementation Unit
PSC	Poverty Score Card
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 Community Economic Strengthening Support
TA	Technical Assistance
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UCBPRP	Union Council Based Poverty Reduction Programme
UC	Union Council
UCDP	Union Council Development Plan
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 is a flagship partnership programme for the Delegation of the European Union to Pakistan and the Government of Sindh (GoS). The SUCCESS programme is implemented by five partner organisations - the Rural Support Programmes Network (RSPN), three partner RSPs - National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP), and Ernst and Young Advisory Services providing Technical Assistance (TA). The partnership between the Government of Sindh and RSPs with the Delegation of the European Union to Pakistan is an example of an ideal partnership with a donor that is committed to poverty reduction through women empowerment and the long term sustainability of social mobilisation, and mainstreaming a partnership approach between government and community institutions. Since the SUCCESS programme primarily focuses on the province of Sindh, the EU is also supporting Community Driven Development (CDD) led initiatives in the province of Khyber Pakhtunkhwa with the Sarhad RSP, and the south-western province of Balochistan with the Balochistan RSP.

SUCCESS is a six-year (2015-2021) long programme being implemented in eight districts of Sindh province, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. One of the unique, distinguishing features of the SUCCESS programme is that it focuses exclusively on mobilising and building institutions of rural women. SUCCESS builds on its predecessor, the Union Council Based Poverty Reduction Programme (UCBPRP), which was a pioneering initiative of the Government of Sindh in four districts of the province, since 2009.

The objective of SUCCESS is to reduce poverty through an intensive and integrated approach of the RSPs. SUCCESS aims to demonstrate the efficacy and effectiveness of the RSP three-tiered social mobilisation approach to Community Driven

Development, with emphasis on policy level impact. SUCCESS will support poor, rural women to form 32,400 Community Organisations; 3,240 Village Organisations and 316 Local Support Organisations. Community institutions will cover an estimated 770,000 households in eight districts. SUCCESS includes specific interventions targeting the poor and poorest and aims to impact rural poverty on a large scale.

SUCCESS is the largest, grassroots level poverty reduction initiative in Pakistan and is 100% women led. It demonstrates the commitment of the EU and the Government of Sindh to reach the poorest households in rural Sindh, through women. A key aspect of this programme is poverty targeting, which is done through the official Poverty Score Card. A complementary key aspect is for SUCCESS to affect policy level change in poverty reduction and CDD, and to link community institutions to government departments, thus impacting poverty reduction policies at the Provincial and District levels.

In May 2017, the Government of Sindh expanded its UCBPRP to an additional six districts. The UCBPRP expansion is being implemented by the SRSO. With the expansion of UCBPRP, the Government of Sindh's CDD outreach, with support of the EU funded SUCCESS programme has now extended to a total of 18 out of the 23 rural districts of Sindh. Within the next five years, the GoS funded UCBPRP and EU funded SUCCESS programme together will benefit a total of 1.8 million households (approx. 11.89 million people) in Sindh.

The second year of the SUCCESS programme concluded on January 31, 2018. Based on the ground work done in the first year (for example completion of the Poverty Scorecard (PSC), development of manuals for standardisation such as PIM and M&E Framework) this year saw significant progress in setting up the three-tiered community institutions of women with the formation of 24,473 COs, 2,648 VOs and 187 LSOs in line with the targets set for the second year. The community organisations have started their own savings programmes and as of

January 2018 the overall cumulative community savings has reached Rs. 27.7 million. The formation of community institutions is supported with capacity building of community leaders in community management and leadership skills. A total of 43,837 women community leaders have received this training.

The community institutions have now started developing household, village and Union Council development plans and initiated development activities for the empowerment of rural women. These development activities included: setting up of Community Investment Funds (CIF) as a revolving fund in 181 community institutions (LSOs/VOs) with a total fund of PKR 285 million. A total of 5,863 poor women have taken loans from the CIF and have initiated income generating and asset building activities; a total of 997 of the poorest households have taken income generating grants; 74,986 households (526,288 people) have been registered for micro health insurance; and 813 women and 52 men have been trained in technical and vocational skills.

All these household level programme interventions are focused on expanding the economic opportunities and increasing the household income of poor households. In addition to this, 137 Community Physical Infrastructure projects were implemented by the community institutions to improve the basic infrastructure and productive assets. A total of 12,830 community households are benefiting from improved community infrastructure to meet their basic needs and gain better access to public services. These infrastructures will be managed, built and maintained over time by the communities, who will also form Operations and Management (O&M) committees and community savings systems.

The development activities however, have been delayed for various reasons. One of the criteria for sub-granting and disbursement of CIF, IGG and CPI funds is opening of bank accounts of the community institutions. Due to challenges in opening of community institutions' bank accounts, the sub-granting, and subsequently the disbursement was delayed. For MHI however, a lack of availability of hospitals that meet the criteria to include them in the panel resulted in low coverage of MHI beneficiaries. The targets of all the interventions have been readjusted for year three.

The TA component of SUCCESS programme is working on the development and implementation of

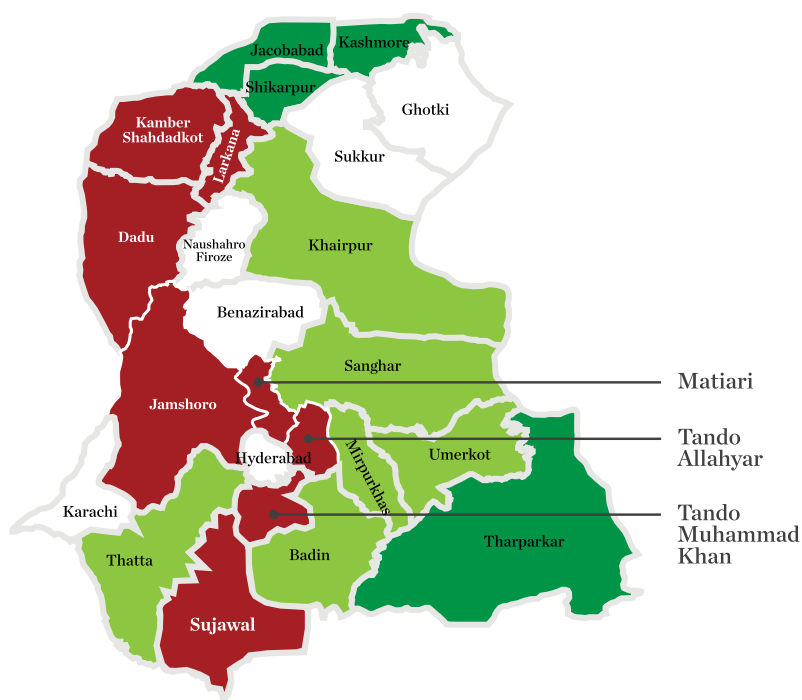
an overall provincial Poverty Reduction Strategy (PRS) for both urban and rural Sindh, in addition to its work on the Community Driven Local Development (CDLD) policy. The RSPN works closely with this team, bringing field-level knowledge to the table and recommendations on how community institutions can be linked to local governments, formally, and related policies at the Provincial level, to institutionalise this process. In the second year of the programme, after successfully completing the inception phase, the TA team, in collaboration with the Planning and Development Department of the GoS, and with input from other GoS line departments and a range of key stakeholders, has worked to develop and submit the draft PRS and CDLD policy to the GoS.

One of the main activities of the social mobilisation approach is to develop linkages of the community institutions with government line departments to enable the people to work with government to better identify their needs and required services. In this regard, 51 Joint Development Committees (JDCs) have been formed, at district and taluka level, under the programme in all the target districts. The key objective of the JDCs is to create synergies between the Community Institutions (CO/VO/LSO), local administration/departments, and externally supported development investment in the programme districts in the planning of SUCCESS interventions.

In terms 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 CDLD approach to reduce poverty. These events have garnered 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 blogs 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 third year the SUCCESS programme will continue with the same fervour, zeal, and effectiveness as exhibited in the first two years of the programme.

WHERE WE ARE



- SUCCESS Programme Districts (Programme being Implemented with EU funding)
- UCBPRP Districts (Programme being implemented with GoS funding)
- UCBPRP Expansion Districts (Programme being implemented with GoS funding)

SUCCESS and UCBPRP Programme Coverage Area				
	SUCCESS	UCBPRP	UCBPRP (Expansion)	Total
Number of Districts	8	4	6	18
Number of Tehsils/ Talukas	33	16	29	78
Number of Union Councils	316	157	321	794
Number of Revenue Villages/ Deh	1,545	755	1,743	4,043
Number of Settlements/ Goth	14,708	9,672	16,922	41,302
Number of Households	849,781	513,873	950,130	2,313,784
Total Population	5,691,953	3,024,072	5,225,715	13,941,740

WHO WE ARE



EUROPEAN UNION

The European Union (EU) is the donor of the SUCCESS Programme. The Member States of the European Union have decided to link together their know-how, resources and destinies. Together, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.



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.





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.



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 district of Shikarpur, Kashmore and Jacobabad.



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.



WHAT WE DO

SOCIAL MOBILISATION

770,000 households 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**



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

MICRO HEALTH
INSURANCE

25% of the poorest
households will
benefit from insurance

**A PRS AND CDLD
POLICY FOR SINDH**

The **GOVERNMENT OF SINDH**
will develop and implement a
budgeted **POVERTY REDUCTION
STRATEGY** and a **COMMUNITY
DRIVEN LOCAL DEVELOPMENT
POLICY** for **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 experience of the Union Council Based Poverty Reduction Programme (UCBPRP) of the Government of Sindh (GoS). The UCBPRP has been supporting community-based poverty reduction efforts in rural districts of Sindh since 2009 and is currently working with ten districts – four in a residual monitoring stage after former programme effort in earlier years and six in a current programme launched in 2017. SUCCESS is aiming to support the GoS in developing its Community-Driven Local Development (CDLD) 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 CDLD programmes based on RSPs' social mobilisation approach. Living conditions are expected to improve by building local social capital for better access to basic social and economic services, and providing access to income generating and 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) and the Technical Assistance (TA) component of SUCCESS is implemented by Ernst and Young. The SUCCESS Programme covers 8 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 implemented by NRSP, Larkana and Kambar Shahdadkot implemented by SRSO, and Dadu and Jamshoro implemented by TRDP. The overall budget of the programme is EUR 82.13 million with a contribution of EUR 4.63 million from the implementing partner RSPs and RSPN and rest from the EU.

The Technical Assistance component of SUCCESS is working closely with the Government of Sindh to develop and implement a Poverty Reduction Strategy (PRS) to address poverty in both rural and urban Sindh, and a CDLD policy and budget framework, working in close collaboration with the RSPs.

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) Sensitise, train and capacitate community members on important number 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's income 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 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

SUCCESS IN 2016-18



849,781
Households Covered by
Poverty Scorecard Survey



462,244
Organised
Households



24,482
Women Community
Organisations (COs) Formed



2,674
Women Village
Organisations (VOs) Formed



188
Women Local Support
Organisations (LSOs) Formed



43,930
Women CO Leaders
who received CMST



5,119
Women VO/LSO Leaders
who received LMST



2,002
Women Community
Resource Persons (CRPs) Trained



181
LSOs/VOs with Community
Investment Fund (CIF)



5,863
Households Benefiting
from CIF



276 million
Amount of CIF (PKR) given to
LSOs/VOs



997

Households Benefiting from
Income Generating Grants (IGG)



69 million

Amount of IGG (PKR) given
to beneficiaries



74,989

Households Insured through
Micro Health Insurance



261,481

Women Insured



264,807

Men Insured



21

Community Physical
Infrastructures (CPIs) completed



61 million

Cost of CPIs (PKR)



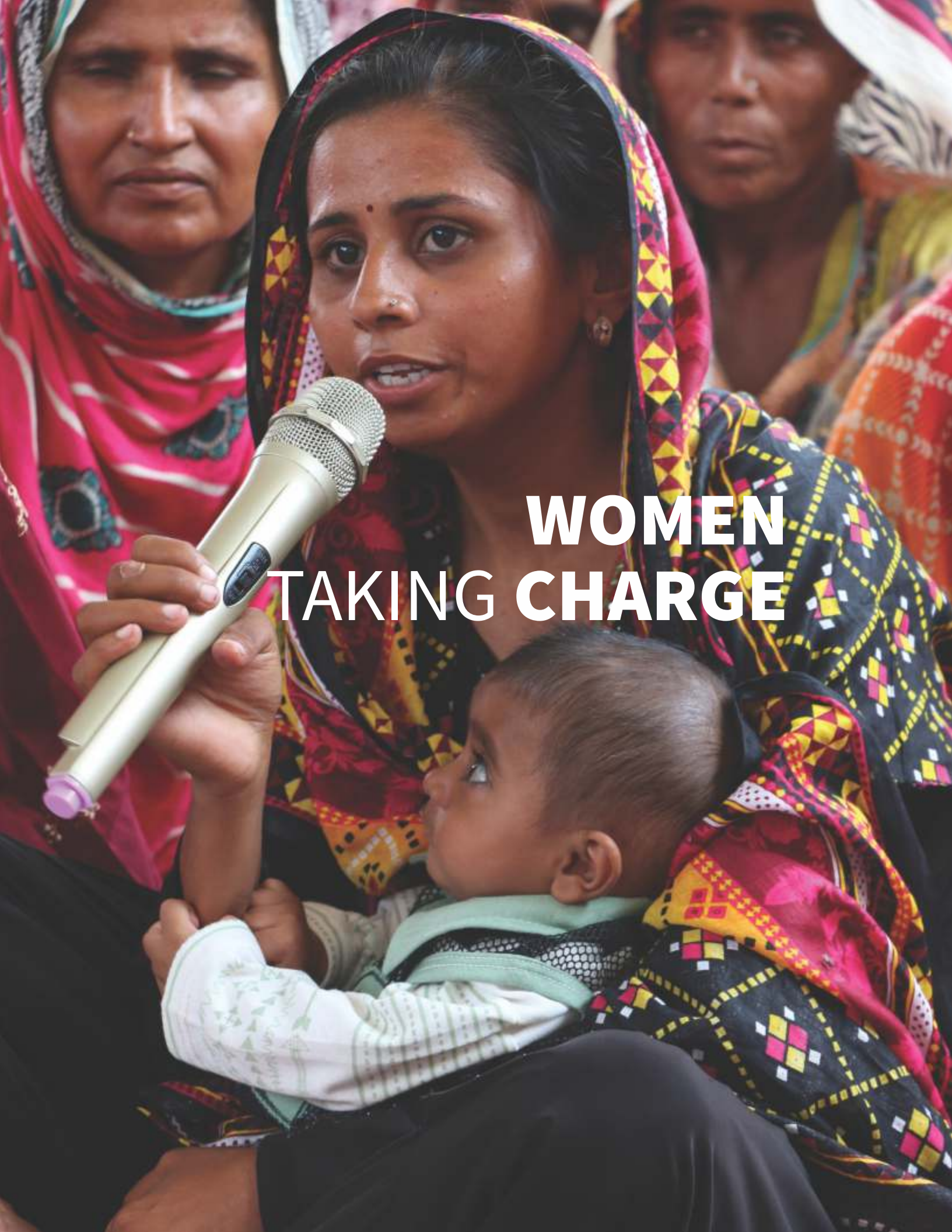
12,830

Households benefiting
from CPIs



1,100

Beneficiaries of Technical and
Vocational Skills Training (TVST)



**WOMEN
TAKING CHARGE**

SOCIAL EMPOWERMENT OF WOMEN

The SUCCESS programme focuses on building a network of exclusively women's community institutions to expand the existing agency of women leading to social empowerment. At the neighbourhood level 15-20 women representing an equal number of households form a Community Organisation (CO). The members live in proximity to each other and can meet on a regular basis to articulate their potentials, needs, and prepare household level micro-investment plans, pool their labour and resources, and plan as well as implement mutually agreed small-scale development activities. An added feature in the regular monthly meeting is undertaking an awareness session on cross-cutting critical issues such as education, health, nutrition, family planning, women and civic rights. The key attributes of COs are:

- **High levels of participation** and democratic decision-making, with a good degree of mutual trust and accountability;
- **Highly inclusive**, flexible and able to identify and address individual household needs with a promise of equity in benefits;
- **Highly cohesive** (one for all, all for one), driven by common interests and self-determination;

COs are federated into Village Organisations (VOs) for planning and coordination at the village level. VO members are nominated by COs, and their mandate is to seek out opportunities for village development, with the expectation that most, if not all, households will share the benefits from the collective actions of their VO.

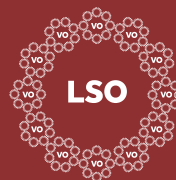
Key attributes of VOs are:

- **Democratic representation** of COs for aggregating common needs and taking collective actions at the village level;

- **Civic forums** for expressing village identity, autonomy, protection of rights, advocacy and collective bargaining;
- **Accountable** 'retailing' mechanisms for development inputs and services available from government and aid agencies.

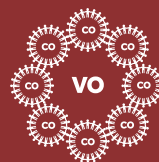
At the third tier, representatives from all VOs in a Union Council (UC) form a Local Support Organisation (LSO). LSOs as 'people's own institutions' combine the voluntary spirit,

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

espouse the values of self-help and self-management of the organised communities and offer outreach to households via VOs and COs. The LSO concept was initially conceived with an end purpose in mind, to create on permanent basis people's institutions that are owned by, and accountable to communities. As LSOs gain confidence, experience and develop capabilities, they will develop local networks to access resources as well as services for their members. LSOs have begun to interact with district line departments for improving access to public services. The next level of organisational development envisioned is to foster taluka and district level LSO Networks for greater interaction and advocacy with local stakeholders between public and civil society sectors.

The key traits of LSOs include:

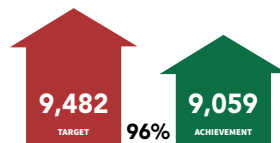
- **Indigenous**, voluntary social pillar of people's own institutions for resources and public service mediation between service providers and their constituent VOs/COs and their member households;
- **Downward accountability** to their constituent members in decision making and shaping of local development agenda;
- **Act as an accountability and advocacy forum** to express the voice of local poor and women for their rights.

As of January 2018, 462,244 number of households represented by women were organised into 24,482 COs, 2,674 VOs and 188 LSOs. RSP - wise comparison of the targets and

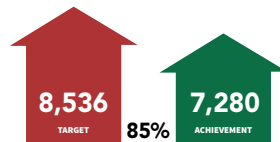
achievements are presented in the infographic here. The community institutions have taken self-help initiatives in creating their own capital through regular monthly savings in their Community Organisations, collective actions for improving education, health and sanitation, as well as conflict resolution in their villages. The Community Institutions' members have also undertaken various initiatives in their respective areas, such as tree plantation, raising awareness about education and early age marriages, reproductive health and family planning, hygiene and street cleaning, among others. Almost all the COs formed have started their saving programmes and the total savings as of January 2018 stand at PKR

NUMBER OF COMMUNITY ORGANISATIONS FORMED

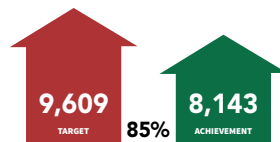
(FEB 2016-JAN 2018)



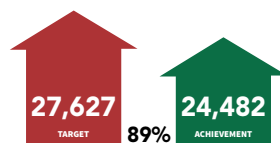
NRSP



SRSO



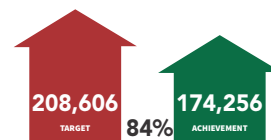
TRDP



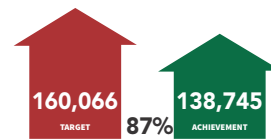
TOTAL

TOTAL HOUSEHOLDS ORGANISED

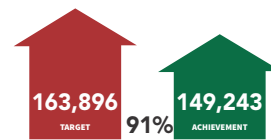
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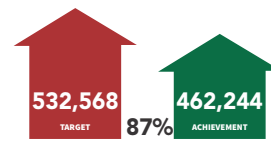
NRSP



SRSO



TRDP



TOTAL

462,244
NUMBER OF
HOUSEHOLDS
REPRESENTED
BY **WOMEN** WERE
ORGANISED
INTO **24,473** COs,
2,648 VOs
AND **187** LSOs

SELF-HELP CHANGING THE LIVES OF POOR



Nadia , President of VO Nau Shahr Juneja Jogi , UC Sijawal gives a wonderful example of utilising savings. She says that her VO has 85,000 Rupees in savings which they use to help out the village people. She gave example of a woman who borrowed 5,000 Rupees to help her husband set up a vegetable stall and after this successful investment and subsequent return on investment; she has returned the loan which has been added to the savings pool again. The savings have helped her husband to start earning a livelihood for the family. The savings have also helped a member woman's daughter who was facing major complications during her pregnancy, and with the savings, the CO was able to finance her caesarean surgery to save not only the daughter, but also her new-born baby.

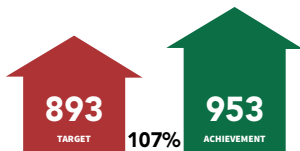
Nadia said that, the LSO that her VO is part of, also undertakes other community development initiatives and have planted 15 trees, sent five girls to middle school by convincing their parents, cleaned three streets, and performed a tableau to raise awareness about the repercussions of early-age marriages.

She also highlighted the event of opening of a school in her village, which was inaugurated by Mr Shah Mir Bhutto, Deputy Commissioner Kamber Shahdaktot, and as a result 100 kids have started going to school which has reopened after nine years. In addition, she also claimed that they have successfully led to the issuance of CNICs to 13 women.

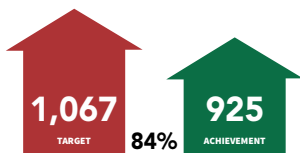
Written by Zara Jamil,
Documentation and Reporting Officer, SUCCESS RSPN

NUMBER OF VILLAGE ORGANISATIONS

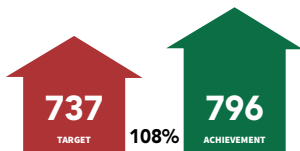
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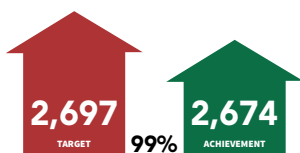
NRSP



SRSO



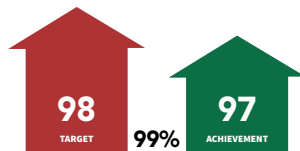
TRDP



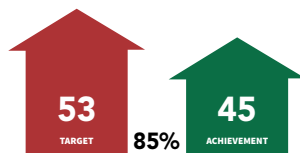
TOTAL

NUMBER OF LOCAL SUPPORT ORGANISATIONS

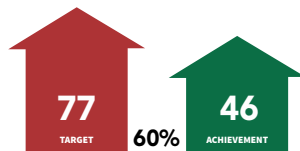
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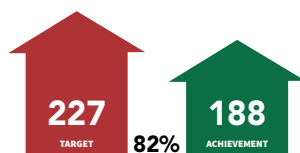
NRSP



SRSO



TRDP



TOTAL



“I come from an educated family of Punjab, and when I got married in Sindh, especially in a rural village of Kamber Shahdaktot, it was difficult for me to adjust. I wanted to do something for my community women but did not know what and how. I first joined the CO, then helped establish the VO, and now I am a representative of our LSO Ibtada. I feel honoured that I can do something for my sisters. We realised that there was no proper system of blood donation in our community and when somebody required blood in emergency, they were unaware of what to do. So we have established a network of blood donation – people can reach out to it when they require blood and we maintain the blood group data of our community. This is an example of how, when women get together, they can solve community issues.” - Iffat Batool



Handwritten text on a chalkboard, including the number 45 and some symbols.

STRIVE FOR A MEANINGFUL CAUSE

Mehrunisa, 35, is a housewife, a mother, a VO Manager and an LSO General Secretary. Representing her village in VO Ghulam Hussain Hakro, district Larkana, Mehrunisa has a passion to educate the girls of her village. Even though she herself has education only up to 10th grade, she believes that every girl has a right to education.

“When I became the representative of my VO and LSO (under EU funded SUCCESS programme), at that stage during sharing and discussion with SRSO field team, I realised that there is a dire need to educate our society, irrespective of age. I started to ponder upon this and asked myself that as a mother, and leader of my VO, what could I do to contribute to the well-being of my own people”, Mehrunisa said. After discussing this with her husband, she decided to start a small classroom at her home where she would teach the girls of her village, free of cost.

“My husband initially posed some questions but later appreciated my effort, and with his support, I took this self-initiative and talked to my neighbours to send their daughters to my home, where they will get a chance to learn something free of cost. Primarily, majority of people (males) opposed my initiative and refused to educate their daughters, but with a significant support of other women VO members and President, five students

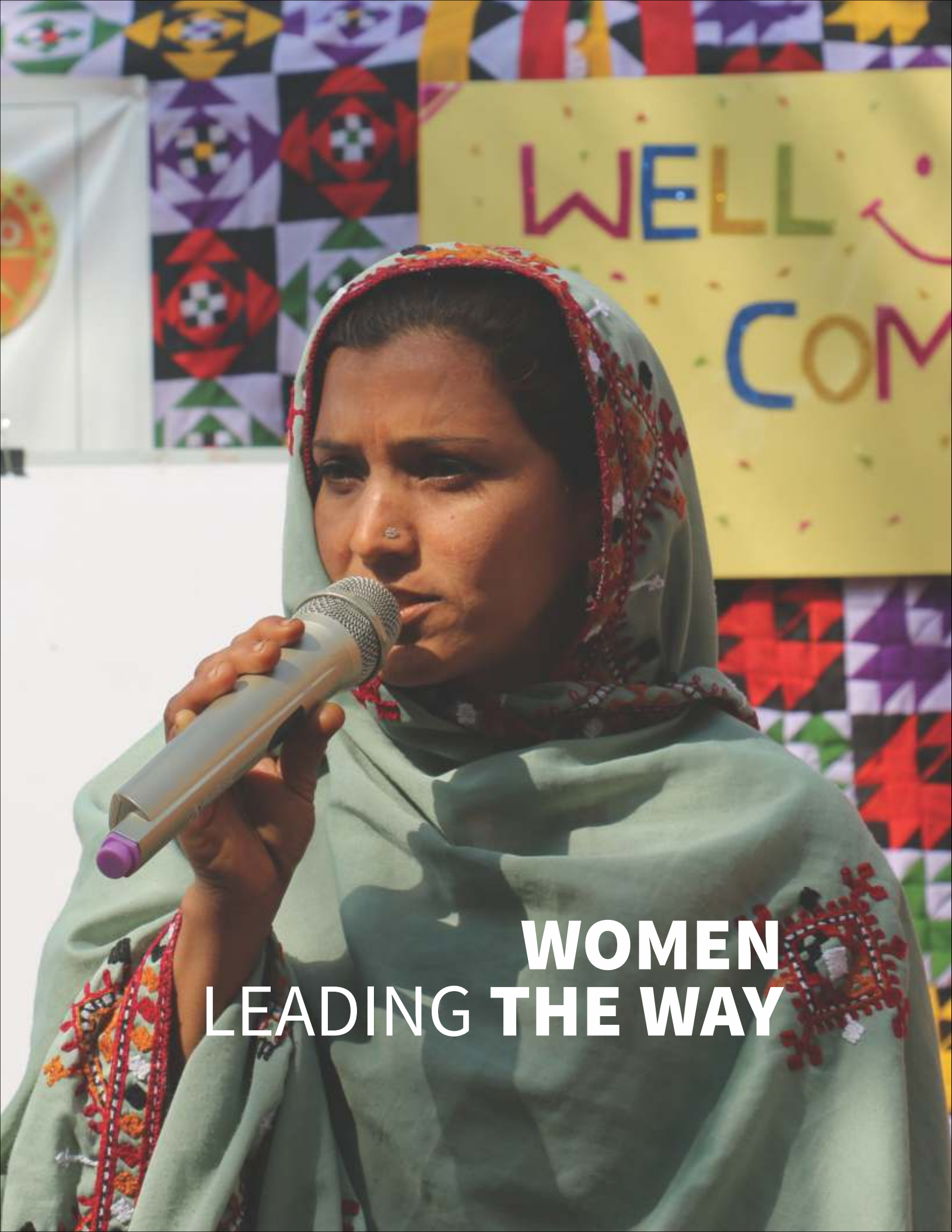
(girls) started to visit me”, Mehrunisa elaborated.

Given the lack of access to a school for girls, Mehrunisa's efforts were greatly appreciated by the women VO members who have always wanted to send their children to school but were unable to. She started teaching English language to five girls for two hours at home. After a few days, when those girls discussed this with their friends and family members about a few English words they learned, more students started coming to her and her class size increased from five students to 20.

“Now, when I have full support of my parents, my husband and my VO, my classroom also includes married women who always had a dream to get an education, but were unable to go to school because of their family restrictions.”

About her future plans, Mehrunisa said, “with increasing numbers of students at my small home, I have approached the Head Teacher of a nearby school to facilitate us with a classroom in his school, where I can teach my students without any hindrance”. She further added, “Today when I have nothing to give to my society, I am only contributing as much as I can to the cause of education, for a better future of the children of this village.”

Written by team SRSO



**WOMEN
LEADING THE WAY**

WOMEN LEADERSHIP

In rural communities of the developing world, the role of a leader is most commonly associated with an elder, or an individual with religious eminence, the wealth they own or the head of a tribe. What ever the position, the leader is always a man. However, in this ever-changing world where some communities seem trapped in poverty, it is imperative that we ask important questions about what needs to change; and part of that is questioning the idea of leadership.

To turn the perception of leadership on its head, this traditional notion of leadership needs to be challenged. A leader can be born and cultivated despite being poor or belonging to a particular cast, creed or gender. Even in a deeply rooted patriarchal rural community with class based hierarchies and gendered social norms, a leader can be a woman if provided with the opportunities and technical skills.

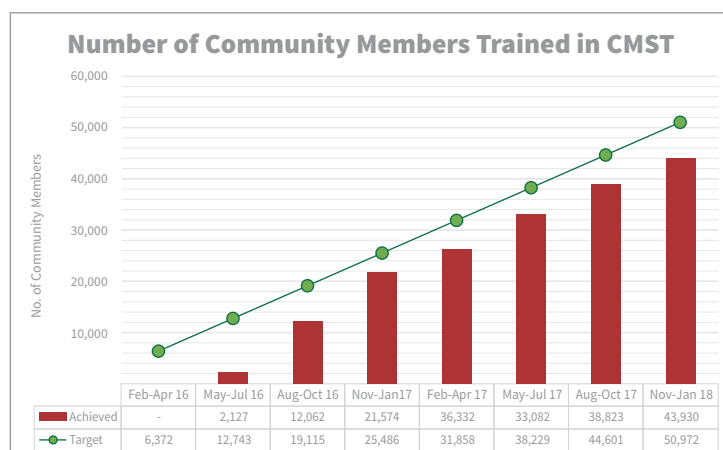
While working with rural communities in Sindh especially with poor women SUCCESS programme

provides an apt actualisation of how this notion of leadership is being cultivated with the goal of leading to positive, sustainable change. The idea lies in mobilising rural women to form local grassroots level institutions led by local women as leaders to solve their problems collectively. This idea is realised through women utilising their own potentials, human and physical resources and the power of the collective versus the individual to promote development and hence, women empowerment. The idea of cultivating leaders from within communities furthers the notion of sustainability, as well as these women not only know best the constraints they face in terms of social, economic and environmental vulnerabilities, but will continue to work to solve them once the external help in question departs.

Keeping this idea of creating a cadre of women in community leadership role, the SUCCESS programme helps in building leadership skills through the following activities:

Community Management Skills Training (CMST)

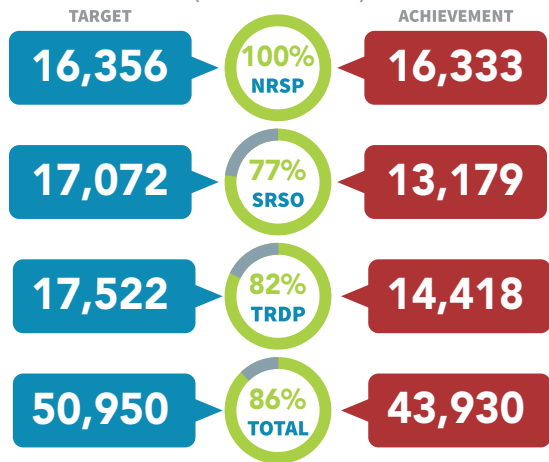
Once the community organisations are formed, and women leaders (Presidents and Managers) are selected, they are provided with training on management of the organisation. The CMST is a three-day long training, which is conducted through interactive lectures, group work, individual tasks and activities. The trainings include content on social mobilisation, managerial skills, planning, communication, CAT, record keeping, linkages and the methodology of the SUCCESS programme. In the last two years of the SUCCESS Programme, a total of 43,930 women community



leaders have been provided trainings through CMST events held by the partner RSPs in all eight districts. These women leaders are managing their own community organisations.

**43,930 WOMEN LEADERS
ARE MANAGING AND LEADING
THEIR OWN COMMUNITY
ORGANISATIONS**

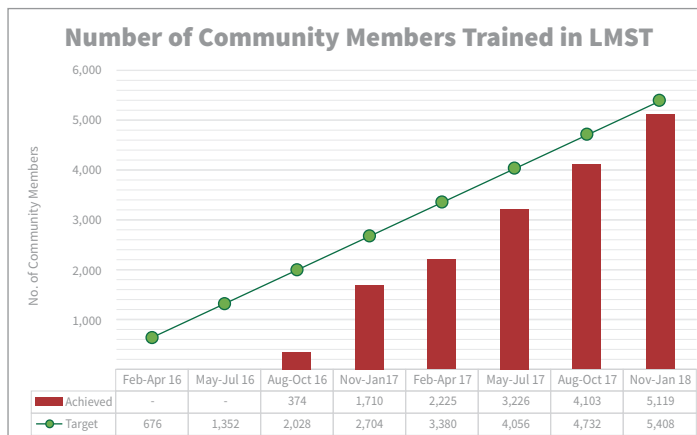
NUMBER OF COMMUNITY MEMBERS TRAINED IN COMMUNITY MANAGEMENT SKILLS TRAINING (CMST)
(FEB 2016-JAN 2018)



Leadership Management Skills Training (LMST)

Similar to the CO leaders, the Presidents and Managers of the VOs and LSOs, once selected, are given Leadership Management Skills Training. The training includes interactive lectures, group work, individual tasks and activities. However, the content of the training is different than that of CMST. The topics focus more on leadership skills and the technical aspect of the 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

5,119 WOMEN COMMUNITY **LEADERS** HAVE BEEN TRAINED BY THE PARTNER **RSPs** ON **LEADERSHIP AND MANAGEMENT SKILLS**



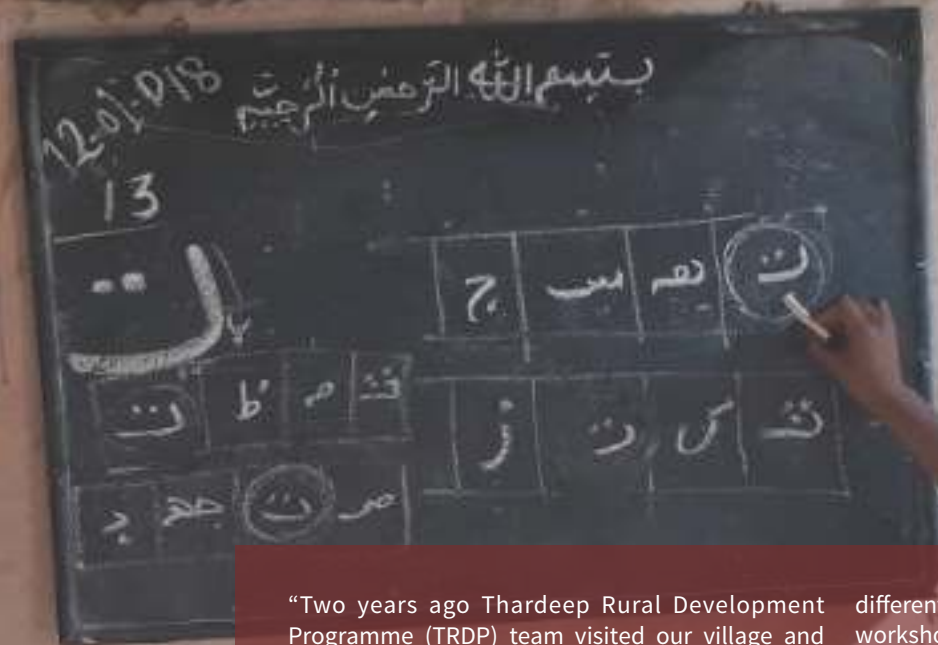
NUMBER OF COMMUNITY MEMBERS TRAINED IN LEADERSHIP MANAGEMENT SKILLS TRAINING (LMST)
(FEB 2016-JAN 2018)



keeping of these programme activities. In the last two years, a total of 5,119 women community leaders have been trained by the partners RSPs. The women leaders are now leading 2,674 number of VOs and 188 LSOs representing 24,482 rural women.

Training of Community Resource Persons (CRPs)

One of the most vital elements to scale-up and ensure the sustainability of the three-tiered social mobilisation process is the service of the Community Resource Persons (CRPs). The CRPs are preferably women identified from the communities who are literate and active members of the community. The CRPs are willing to take self-initiatives and mobilise other community members of the village in promoting community development to help reduce poverty at the household level.



“Two years ago Thardeep Rural Development Programme (TRDP) team visited our village and introduced the SUCCESS programme to us, which is exclusively focused on women. We participated in the meeting and later formed a Community Organisation (CO) in our village. It turned out to be an eye opener for us” said Ms. Malookan, president of Village Organisation GulBahar.

“As we organised into community institutions and got the community management and leadership trainings, we commenced to conduct our monthly CO meetings to discuss our issues and seek their solutions accordingly” said Malookan.

While expressing her view she said that “we faced difficulty in finding an educated female from our locality to perform the responsibilities of Community Resource Person (CRP). The members of village organisation insisted me to take responsibility of CRP. It was difficult as I had never done such work before.”

“After taking the responsibility of being the CRP for 11 COs and conducting monthly awareness sessions in the CO meetings, I realised that one learns by doing”, said Malookan. She says that her husband is extremely supportive of her. He encouraged her to step out of the house and participate in workshops or meetings, which is a difficult task for rural women.

Being a CRP and interacting with women from

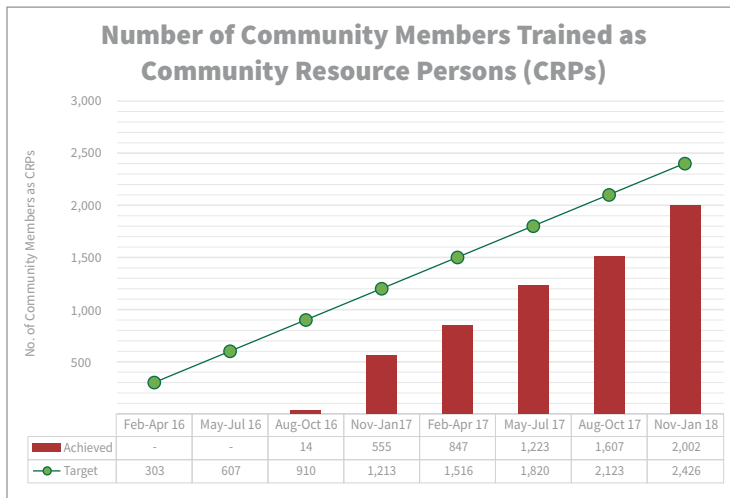
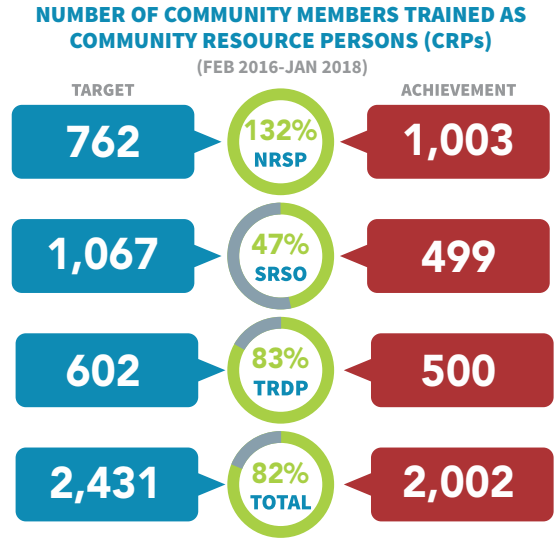
different villages, as well as participating in various workshops undertaken by the SUCCESS programme team, Malookan said that she realised that education is the only source of positive change in the society.

“We heard about the Adult Literacy Programme by National Commission for Human Development (NCHD) and called the meeting of VO. In the meeting we discussed about accessing the programme and the benefits of education. We passed a resolution to join the programme and submitted it to NCHD office for opening adult literacy centers in our village. Luckily, our proposed five centers were approved and have been established in our village. A total of 125 girls and women are benefiting from this adult literacy programme. I am teaching in one of the centers and for other centers they have arranged tutors from Johi town. Almost 50% membership of all 11 COs are getting benefit of this education literacy programme and I also conduct sessions using the Community Awareness Toolkit provided by the SUCCESS programme, during their classes to sensitise women regarding health, education, hygiene and immunisation” shared Malookan proudly.

“I want to see all women in my village educated and for that I would continue my efforts at the platform of our village organisation as it is the best platform to fight for our rights”, said Malookan.

Written by team TRDP

The main characteristics that distinguish CRPs from other members of the community are that they are trustworthy, loyal and are committed to the development of their community and believe in bringing about betterment in the society. The RSPs and community institutions engage the CRPs to organise communities into COs, facilitate of CO meetings, assist in record keeping and savings, and deliver awareness sessions to the communities on health, education, sanitation and civic rights. In the 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. As of January 2018, 2,002 CRPs have been identified and trained by partner RSPs.

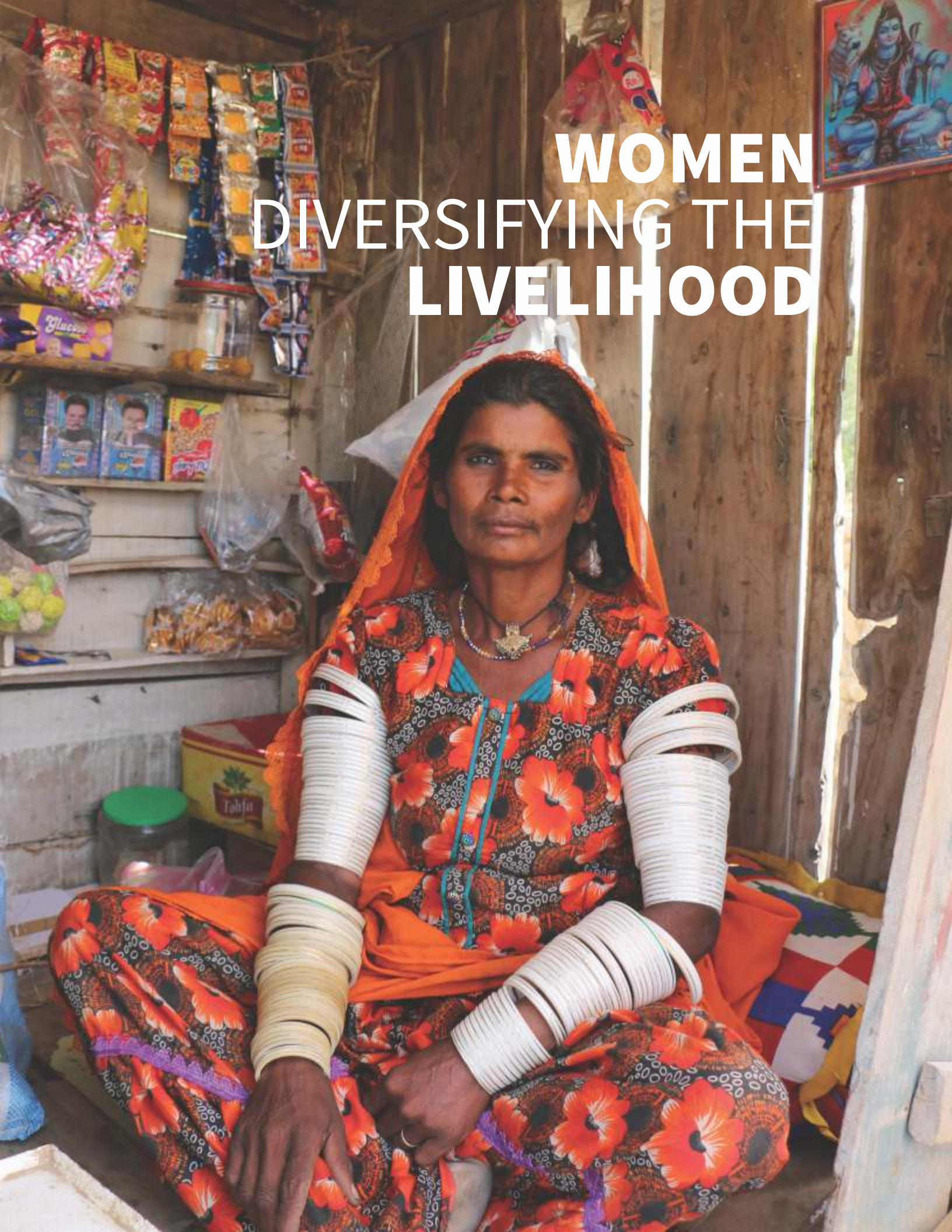


2,002 CRPs
HAVE BEEN
IDENTIFIED
AND **TRAINED**
BY PARTNER
RSPs

In LSO Dua, Sehwan, District Dadu, when the Community Resource Person (CRP) delivered awareness-raising session on birth spacing, the community women learnt the importance of birth spacing between pregnancies and its effects on the health of a mother and her baby. Frequent pregnancies without birth spacing result in a number of issues, including an increased risk of low birth weight, small gestational size, pre-term birth, infant death and labour issues such as uterine rupture. As a result of these learnings, more and more women are motivated to adopt birth spacing methods. So far, 298 women have visited the local Family Planning Centre to get advice and measures for birth spacing. In addition to that, the LSO is advising pregnant women to go to hospitals, local health centers and LHWs for delivery of new born. So far, 36 deliveries have been reported to be taken place in hospitals.

LSO Initiative Issue 25

WOMEN DIVERSIFYING THE LIVELIHOOD



ECONOMIC EMPOWERMENT OF WOMEN

For economic empowerment of women the SUCCESS programme focuses on engaging women in economic activities to increase household income and develop mechanisms that promote the means, processes and ends to empowerment of women at individual, household and at society level. The focus is on increasing and diversifying household income, and reducing household expenditures. This is done through the following components of the programme:



EVIDENCE SHOWS
THAT **INCREASING**
THE SHARE OF
HOUSEHOLD INCOME
CONTROLLED
BY **WOMEN** CHANGES
SPENDING IN WAYS
THAT **BENEFIT**
CHILDREN

1. Community Investment Fund (CIF)

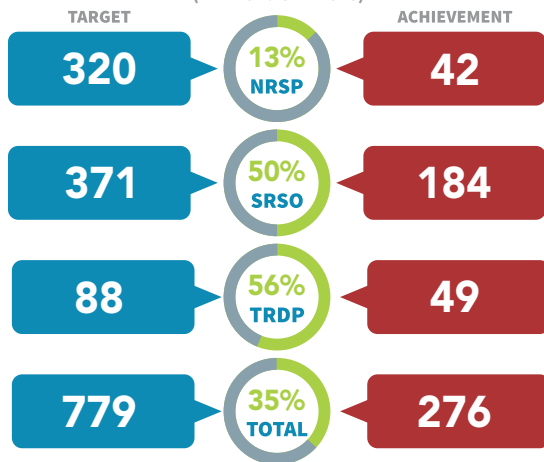
CIF is a grant provided to the Community Institutions (mainly LSOs) by the SUCCESS Programme. These institutions will then provide a platform for planning and implementation of household level interventions to improve the lives of their members, especially the poor and women. The CIF is being managed and implemented by these community institutions themselves. The CIF serves two purposes: (a) strengthen financial and managerial capacities of the community institutions, their consciousness to lend to the poor and make related decisions for lending and managing the fund on a sustainable basis to keep the CIF functional and active (sustainability of the community institutions is closely tied to this as many existing LSOs are able to use funds earned through CIF interest to sustain offices and other expenses of the LSO); and (b) impact household poverty by using the grant to provide capital to CO members for income generating activities and revolve it to benefit maximum number of poor households. The core principals of CIF are:

- **Ownership:** CIF is a grant by the RSP/SUCCESS to the CIs (CO/VO/LSO) and it is owned by the latter. Only in case of misappropriation of CIF sub-grants by any of the CI, the RSP reserves the right to take back the sub-grant and give it to other eligible CIs.
- **Autonomy:** The total responsibility and decision-making related to the management and implementation of CIF grant lies with the CIs. RSPs provide technical assistance to the CIs when required. Hence, it is an integral part of the social mobilisation process to build trust among the community members, to empower them and to support them in their efforts to improve their lives and livelihoods.
- **Clear Targeting Methodology:** Poverty Score Card (PSC) and community validation are used, to identify the poor and the poorest households for accessing CIF.

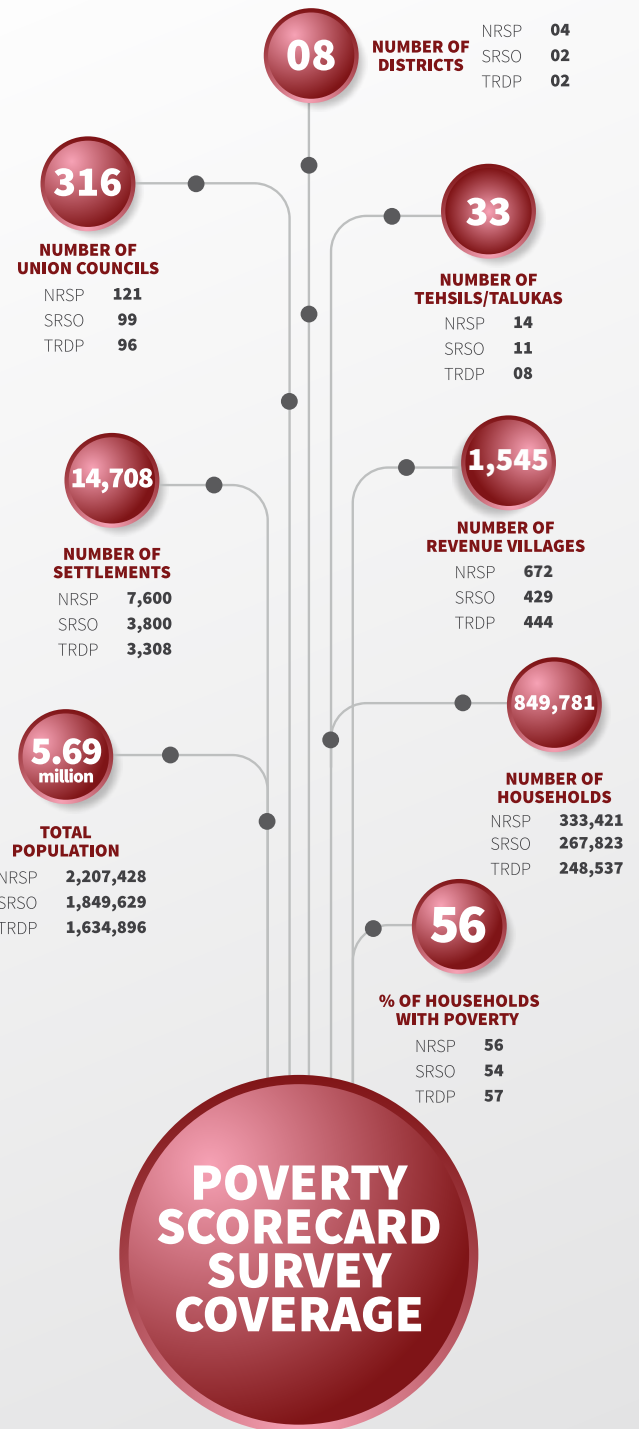
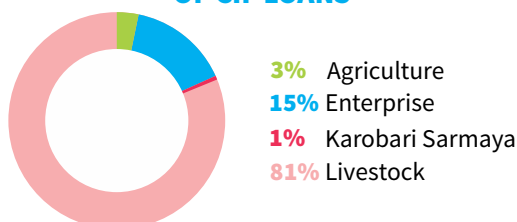
- Goal oriented:** Since CIF operations are managed by CIs during and beyond the SUCCESS programme period, it becomes a long-term source of capital for the poor and poorest households, as well as a source of strength and sustainability to the CIs. The collective management of CIF by CIs fosters a sense of ownership, builds trust and creates empowerment among the members of CIs, and this in turn strengthens the process of turning these grassroots organisations into stronger, functional, sustainable and more mature organisations of the people.
- Growth oriented:** The CIs will make decisions to ensure that while CIF is revolved it also increases over time. This could be done through setting processing fees and/or service charges and revolving the CIF grant multiple times.

The CIF is targeted at women from poor and poorest households, and the Poverty Score Card (PSC) is used

TOTAL AMOUNT OF CIF WITH LSOs/VOs (PKR MILLION)
(FEB 2016-JAN 2018)



PERCENTAGE SHARE OF DIFFERENT TYPE OF CIF LOANS



to identify the eligible households to ensure that only the poor and poorest households (with Poverty Score 0-23) will access CIF capital and start income generating activities. For the households accessing the CIF, the conditions are that the money is received by the household as a loan, not a grant. It must be paid back so that the fund revolves, benefits maximum number of poor households and contributes to the sustainability of the community institutions. Also the money can only be used for income generating activities.

Moreover, before a CIF is set up the following is required:

- Community Organisations must ensure transparency ;
- Community leaders must be trained to manage the CIF;
- A book-keeper must be selected from the

community by the CI and trained by the RSP for proper record keeping;

- Decisions must be taken by a majority with regard to who can benefit, what amount, what duration, what rate.

The CIF sub-granting and disbursement was delayed as there were challenges in opening bank accounts of community institutions. However, the respective implementing partner RSPs took this issue up with the higher authorities in their respective areas. Most of the targets have been readjusted for year three.

As of January 2018, a total of Rs. 276 million CIF sub grants have been transferred to 181 Community Institutions benefiting 5,863 households. The CIF beneficiary households have invested the CIF in micro enterprises, livestock purchase and rearing, agriculture, tailoring, and corner shops.



CIF Beneficiary Passbook

ZEBU'S JOURNEY OF SURVIVAL AND HOPE



"I am their son" she smiled smugly, but he replied, "No! you are our very strong daughter, and we are proud of you!" Her eyes filled with tears of joy as her father embraced her in an affectionate side hug and his face wrinkled with a smile. Sitting between her old mother and father on a home-made charpoy, Zebu was a vision of empowerment. A dynamic woman from Village Bacho Khaskheli, Sujawal, in her mid-forties, Zebu holds the title of manager of CO Bacho Khaskheli. She has four children, three sons and a daughter – who is the eldest of the lot and married to an agricultural labourer in the neighboring village. Zebu's eldest son is polio-stricken, but like his mother, he too is a survivor. He does not go to school because he cannot talk clearly but he helps Zebu with the household chores and cattle rearing.

Narrating her story, Zebu said, "in the 1990s, a deadly storm hit our village and left nothing behind. Our house was in ruins and there was nothing left but mere flat land and two cows. Nobody helped us, not the villagers, not the government, and no relief organisation. We were on our own. But I could not give up, I had two kids at the time and I wanted to give them a future." Her voice quivered as she recalled the devastation of the natural disaster that changed the course of her life. "Looking at our despair, my paternal uncle allowed us to live on this piece of land he owns. My father, my husband, and I built two rooms with mud here so we could live. We only ate once a day – and sometimes not even that, because we had very limited income. We consumed the cow's milk and sold the excess. My father worked as a fishmonger and my husband worked on the landlord's banana fields. We all lived together and it was our unity that paved our way to survival."

"We managed to live by our meagre income and I could save nothing because there was nothing to save. But then, our life took another downturn when my son was diagnosed with polio. We spent four lacs on his treatment - sold our livestock and took loan from our uncle." Zebu went quiet for a while, trying to regain her energy, she added, "but you see, life is not all bad, you just need to work hard and make your own way out of misery. We did whatever we could do. My husband mined coal, and did labour work on the banana fields.

My father caught and sold fish and my mother did rilli embroidery from the material given to her by the city people, of which we earned about 500 rupees per piece. My paternal uncle also gave us his cows for rearing and we had milk to

consume again, and we sold the rest." Her smile returned as she said, "When the NRSP team came to our village to form community institutions, I was one of the first to step forward. My parents and husband encouraged me too. I got a loan of 14,000 Rupees from which we bought this baby-cow. We take care of it and in a few months' time it will start giving milk. In the meanwhile, we will increase labour work to return the loan installments." Her father said, "we encouraged our daughter to attend the training (CMST), we wanted her to progress and not sit like us. She learnt a lot and became the CO manager. We are so proud of her."

Her CO has also encouraged the women of her village to save nominal amounts of money, around ten or twenty Rupees per member. Now, the CO has a collective saving of 6,400 Rupees. All the women of the village respect Zebu for her perseverance and her kind attitude and trust her with their money. She is the manager but she claims, "I do not keep the savings with me, I am afraid I will use the money" She broke into a high-pitched laugh and added, "I have given the amount to my daughter for safe-keeping. She is a CO member of the neighbouring village. Whenever someone in our community needs money, we help them with these savings and they return it to my daughter to replenish our total savings amount."

Zebu, being a foresighted woman, plans to increase her livestock and build a stable. Even with the limited income of the household, she sends her sons to school. They go by foot because the school is far away and they cannot afford transport. Zebu said, "I want my kids to be educated and earn a better living. I have a brother who lives in the city, he is married and has a big house. He is educated and earns well as a news reporter. He does not support us currently because he has his own family to feed, but he has promised my sons that if they get good grades, he will take them to the city for higher education. I want my boys to become like him. My sons look up to him and say that one day they will also have a house like their uncle where they will keep us too. I hope that day comes soon, but even then, I will not stop working. After all, I am an empowered woman now!"

Written by Zara Jamil,
Documentation and Reporting Officer, SUCCESS RSPN



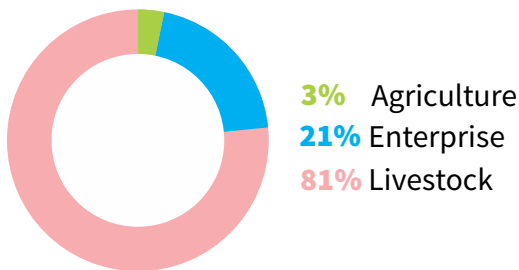
2. Income Generating Grants (IGG)

This is also a grant provided to the Community Institutions (CIs) led by the women. Main purpose of Income Generating Grants (IGGs) is to provide assistance to the poorest community members through one-time cash grant and guidance so that they are able to start an economic/income generating activity to increase their incomes. Poverty scorecard is used to identify the eligible households to ensure that only the poorest households (with Poverty Score 0-12) access IGG. Micro Investment Plans (MIPs) are used to identify the type of support these households need and how the IGG grant will be utilised by the beneficiary household. The IGG is mainly targeted on most vulnerable women who could not return the grant back.

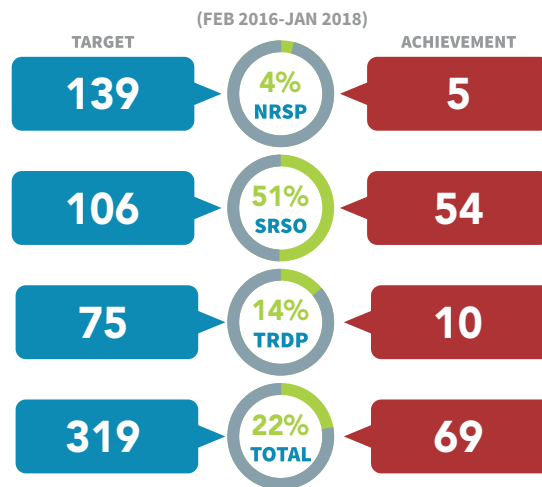
Similar to CIF, the IGG is also sub-granted to the community institutions. However, due to the challenges in opening bank accounts of the community institutions, the sub-granting and disbursement was delayed. The targets have been adjusted for year three.

As of January 2018, a total of Rs. 69 million IGG sub grants have been transferred to 199 Community Institutions benefiting 997 households. The IGG beneficiary households have invested the IGG majorly on livestock, agriculture and micro enterprises.

UTILISATION OF IGGs

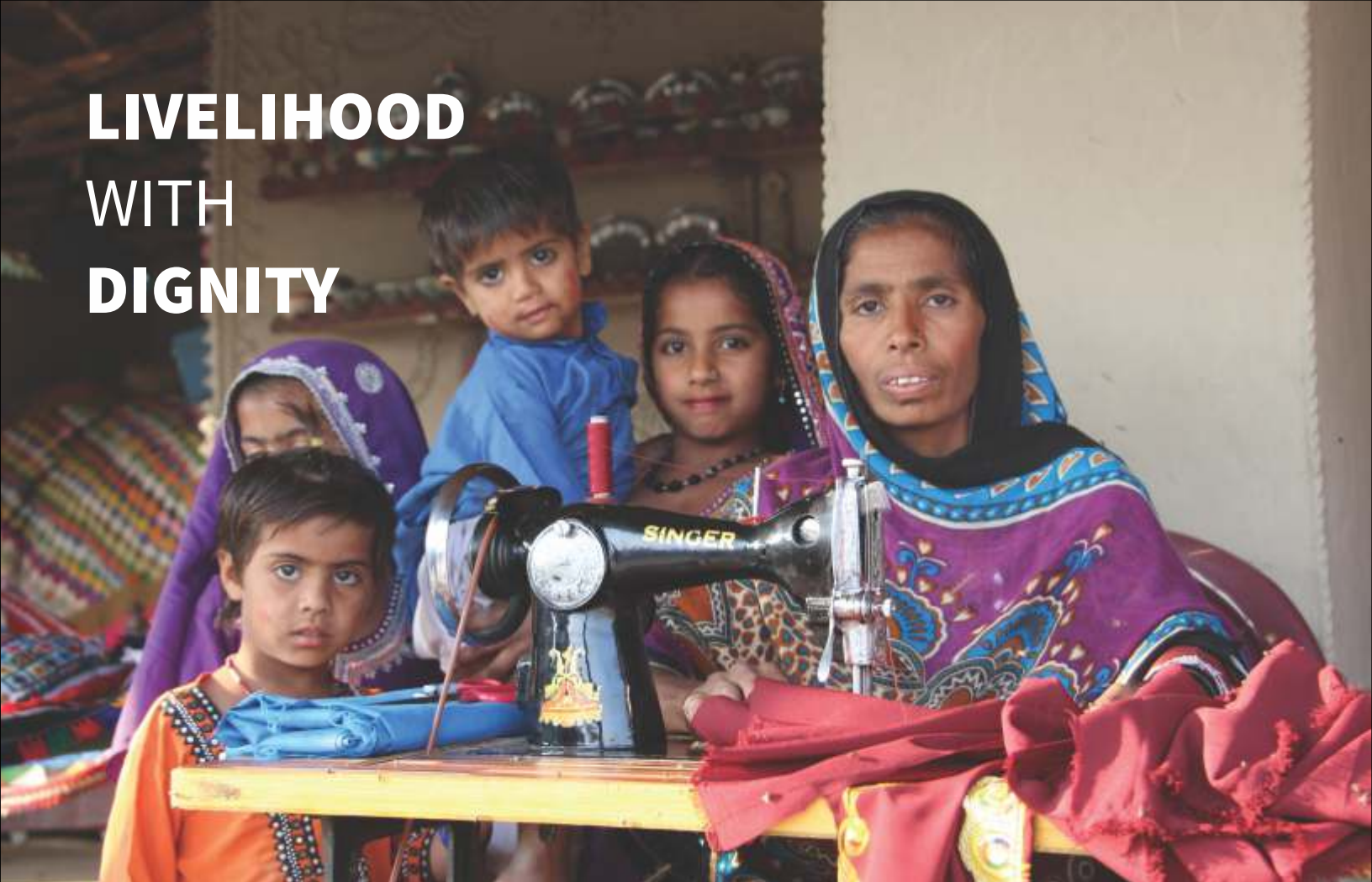


TOTAL AMOUNT OF IGG SUB-GRANTS WITH LSOs/VOs/COs (PKR MILLION)



IGG IS A ONE-TIME GRANT TARGETED AT THE POOREST MEMBERS OF THE COMMUNITIES TO START INCOME GENERATING ACTIVITIES.

LIVELIHOOD WITH DIGNITY



“I woke up in the middle of the night hearing a huge thud, thinking, something has collapsed. I opened my eyes only to see that there was no roof on the room in front of me, but rubble on the floor – the roof of our house had collapsed. We were sleeping outside that warm summer night, and thankfully, there was no one inside the room, but my only source of livelihood, my sewing machine, was completely damaged,” shared Salma while narrating the abysmal moments of that terrible night from the summer of 2016.

“It was indeed a night of lost hopes because I had no money to buy a new machine. I tried a lot to get it repaired but it was all in vain. Eventually, I gave up and started stitching clothes with my hands. It took me 4 to 5 days to complete a dress, as compared to sewing two dresses a day with the machine. This extensive labour reduced my income and weakened my eyesight leaving me in a miserable condition.”

Salma belongs to village Jado Laghari, from district Tando Muhammad Khan. She is the only source of livelihood for her household. “I love my husband, he is a gentleman and takes great care of us, but he has no permanent source of income. Due to which we are often faced with starving conditions, but I have never complained to him. We have eight children, and there is no government school nearby, so two of my kids go to a madrassah to study where they also get food,” she kept telling while simultaneously stitching a dress for a customer. She further added, “I still remember once when I was cleaning my home, a neighbour accompanied by a strange girl came over to our house and told me that the girl claims they have a new programme that will alleviate poverty in our area. She introduced herself from the National Rural Support Programme (NRSP) and explained that the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme is funded by the European Union (EU), and aims to

organise women and households together. She kept asking me questions about my sources of income, and kept talking about various organisations that will be part of a bigger network of women's Community Institutions (CIs).”

“Initially, I was reluctant to be a member of the Community Organisation (CO), but when I thought I had nothing to lose, and it may just divert my mind from some of my worries, I decided to join. With the passage of time, I learnt that SUCCESS is indeed a complete poverty alleviation programme, which addresses the concerns of all. Based on my poverty score of 8, and my Micro Investment Plan (MIP) that I submitted in April 2017, in which I asked for a sewing machine to earn a decent livelihood, my CO Lemon Kolhi recommended me to receive an Income Generating Grant (IGG). My Village Organisation (VO) Jado Laghari then verified this information and verified my MIP, and approved me for the grant of Rs. 12,000. Few months later, in December 2017, I received the money from my Local Support Organisation (LSO) Bhale Dino Sathio from which I bought a sewing machine. Purchasing a new machine may not be a big deal for many, but for me it is my only source of income, that allows me to earn my family's livelihood with dignity. My initial scepticism about SUCCESS has turned to thankful gratitude, as I do not know how else I could have managed to regain my income. I am now more involved in the regular activities of our CO, and think SUCCESS has a potential to do something for us.”

The Income Generating Grants (IGG) are used to support economic activities for the poorest of the poor households who are unable to access Community Investment Fund (CIF) loans due to their limited capacity of repayment.

Written by Saman Sardar,
Communications Officer, SUCCESS RSPN

3. Technical and Vocational Skills Training

As the first two components of income-generating activities focus on providing capital to the poor women to increase their household incomes, the third component focuses on enhancing their skills. Under this component, Technical and Vocational Skills Trainings (TVST) are provided to poor community members, especially women. The purpose of TVST is to design and implement demand-driven training programmes that provide open access to the labour market and enhance income generating opportunities, with regards to (self) employment.

Under the SUCCESS Programme, a total of 108,000 eligible beneficiaries including both females and males, are to receive TVST. The training is being offered to the beneficiaries in a phased way in line with the social mobilisation rollout process. As soon as the COs/VOs are formed, the TVST potential beneficiaries are being identified through Micro Investment Plans (MIPs) developed for the CO member households in the village.

The target groups of beneficiaries consist of those that have no or limited access to the formal training system, including school drop outs, unemployed, marginalised/ deprived groups such as poor, women and youth to start income generating activities through (self) employment; as well as livestock owners and farmers to adopt enhanced farming practices to improve their food security and nutrition.

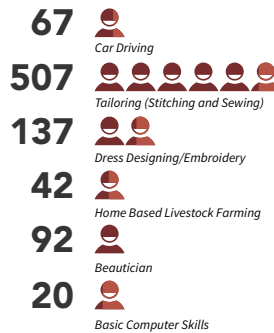
After completion of the training, CRPs and concerned CIs (COs/VOs/LSOs) try and provide follow-up support to the skilled beneficiaries so that the trained persons are able to find jobs or start their own

businesses. As all the components are connected to each other, the CO, VO and LSO also help pass out trainees to access Community Investment Fund (CIF).

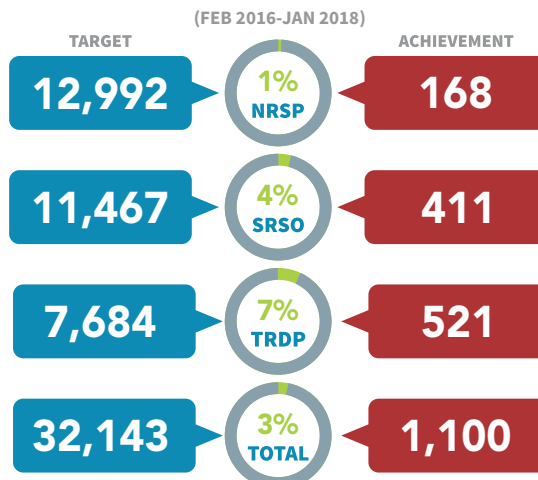
The provision of TVST was also delayed due to technical difficulties. The joint procurement of a training firm that met the criteria, and was agreed upon by all three partner RSPs was proving to be a challenge, thus, two firms, Institute of Rural Management (IRM), and SZABTech were selected through a competitive bidding process, to provide TVST.

As of January 2018, a total of 1,100 beneficiaries including 1,048 women and 52 men have received trainings in technical and vocational skills. The number of beneficiaries in different TVST trades is given in the infographic below:

OF BENEFICIARIES IN TVST TRADES



NUMBER OF COMMUNITY MEMBERS TRAINED IN TVST





LIFE DOES NOT COME EASY

Life does not come easy to people marred by deep-rooted poverty. It becomes even more difficult when destiny plays a cruel turn and deprives you of the basic sensory perceptions needed for survival in this world. This is the story of Sawera, a sixteen-year old girl from village Mian Jo Goth in Dadu District who could neither speak nor hear, since birth. One of her six siblings – a brother, also had the same condition but unfortunately, life did not give him a chance, and a train crash took his life. Sawera's mother, Suhagan, thought life would be similarly cruel to her daughter as well but she decided to fight - for the sake of her little girl.

Suhagan followed the footsteps of her fellow community women and became a member of Community Organisation (CO) Gulistan formed by the women in her village. When her household was surveyed, it was identified as poor (she scored 23 on the poverty scorecard), and would soon be given a loan for income generating purpose from the Community Investment Fund (CIF) - received from EU Funded SUCCESS programme and now managed by women community institutions. In the meanwhile, Suhagan's CO also got the opportunity to nominate candidates for the Vocational Skills Training by the SUCCESS programme. To everyone's utter disbelief, Suhagan nominated Sawera to receive the training as one of the 42 trainees. Positively surprised by her mother's exceptional trust in her abilities, Sawera decided to put in her maximum effort to make her mother proud and prove her community people wrong.

With the drive to thrive amidst normal girls, Sawera began working diligently day and night to learn the art of tailoring from Samina (Training facilitator of SZABTech). Samina shared, "at first I was taken aback, it was a challenge to teach someone who could neither speak nor hear you. However, I saw a tiny ember of hope in Sawera's eyes and I could not let her down. I knew this would be extremely difficult, but not impossible. Sawera's interest to learn tailoring is commendable; she is putting her heart and soul in it. Due to her undying efforts she has reached a stage today when I can say that she can expertly stitch a dress of any kind for any age – I am proud of her."

Suhagan said, "When I lost my elder son, I lost half my hope for survival. Pinning whatever hope I had left on my second uneducated son and my husband seemed so unfair. However, I could not do anything about it. The only income my family has is our donkey cart and working as sharecroppers in agriculture land in our village – which is not enough. I could not give my daughters a content life." Suhagan wiped her tears and continued expressing her grief by saying that, "while my other three daughters are happily married, it killed me inside every single day when I looked at Sawera, who has so much energy and passion, but I know that life would not be easy for her. I always wished I could do something for her and when the SUCCESS programme came to our village, I knew in my heart that this was the answer to all my prayers."

She added, "I enrolled Sawera in the Vocational Training programme for tailoring because I know my daughter is very talented and she is proving me right. Her instructors are very happy with her. Now when I get the CIF, I intend to buy a stitching machine and some basic raw material for Sawera so she can start her own tailoring business. I want to give her the opportunity to normalise her life and I am thankful to TRDP and European Union for spinning my daughter's fate around and giving her a future to look forward to."

One of the key activities under the SUCCESS Programme is to provide Vocational Skills Training to poor community members, especially women. The purpose of this component of the SUCCESS programme is to design and implement demand-driven training programmes that provide open access to the labour market and enhance income-generating opportunities, in regards to (self) employment. Sawera is just one of the many girls from rural Sindh whose life has taken a positive turn due to the vocational training. Today, she is capable of not just setting up her own business, but imparting her knowledge to other girls of her community. This trickle-down effect will help the entire community step out of misery that has clenched them since forever and this opportunity has enabled them to break free from the shackles of poverty.

Written by Zara Jamil,
Documentation and Reporting Officer, SUCCESS, RSPN

4. Micro Health Insurance (MHI): Protection of Poorest Households from Health Shocks

Micro Health Insurance (MHI) is a social protection measure for the most destitute and vulnerable households. The objective of the MHI is to protect these families from health shocks that may push them deeper into poverty and hamper their capacity to generate income, hence adversely affecting their socio-economic well-being.

Under the SUCCESS programme, 25% of the poorest households are going to be provided with MHI to cover their basic health needs, increase their resilience to health shocks and reduce household expenditures on health. The eligible households will receive the MHI coverage for a period of 3-5 years, starting from the date of registration with the insurance company. For each household covered, a premium is paid by the RSP to a selected insurance provider to provide insurance coverage (for example against hospitalisation, disability and accidental death/normal death coverage when required) with a cost of Rs. 25,000 per insured family member per year.

The insurance provider, Jubilee General Insurance, has been selected through a competitive bidding process. The insurance firm has a list of hospitals on the panel in every district of the programme. The beneficiaries can use their health cards in the

hospitals listed for the health issues that are covered under the insurance, or if they use some other hospital, they can get reimbursement for the money spent.

The COs/VOs and Community Resource Persons (CRPs) facilitate the RSPs' Social Mobilisation Team (SMT) in identification, selection, registration of beneficiaries and dissemination of information regarding the use and access to the benefits of the insurance to the selected beneficiaries.

Due to unavailability of hospitals that met the criteria to be included in the panel at Taluka level, the coverage of MHI beneficiaries has been low as compared to the targets set for year two. However, the targets have been adjusted for year three.

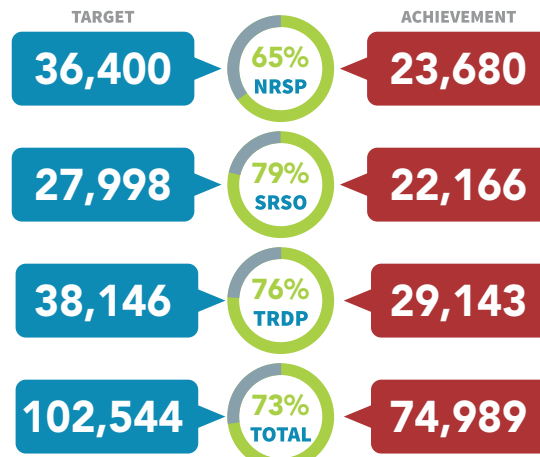
As of January 2018, a total 261,481 females and 264,807 men from 74,989 poorest households have been insured under the MHI component of the programme. So far 485 patients have been treated and a total amount of Rs 5.5 million in claims have been paid. The type of illnesses treated include water-borne diseases such as malaria, hepatitis, jaundice and other such ailments. There have also been various cases reported of using the insurance for maternity care and hospitalisation for post-surgery care.



MHI Beneficiary Card

NUMBER OF HOUSEHOLDS INSURED

(FEB 2016-JAN 2018)





LIFE-CHANGING SAFETY NETS

Coping with emotional shock of a dreadful disease in the family, one after another, can be staggeringly difficult. Coping with financial shock at the same time can make survival seem almost impossible. In a typical poverty-stricken house in Matiari, Sindh, a family can resort to only two options to cover health-related financial expenditures: take a high-interest loan from the landlord or reach out to family and friends for money, in both the cases the outcome remains the same – a hounding debt.

But Rukhsana was lucky. When her husband was diagnosed with Appendicitis in November 2017, the family had already received their Micro Health Insurance cards from NRSP under the SUCCESS programme by European Union. The insurance allowed Rukhsana to take her husband to a panel hospital in the nearby village 'Hala' where he got operated on successfully. The insurance covered 25,000 Rupees from the total bill of 36,000 Rupees. The remaining amount was donated to Rukhsana by the villagers to support the poor family in their time of need. Rukhsana's husband said, "I do labour work in our landlord's banana fields and one day I picked up more weight than I could carry which led to a sharp sting like pain in my lower abdomen. I thought I had pulled a muscle, but the pain did not go away even after resting and taking pain killers, so we went to see a doctor. He told me I had Appendicitis and I freaked out after hearing how much it would cost. But my wife remained calm and told me that she had already gotten her health insurance card from NRSP and that would help us." He looked at his wife and smiled lovingly, adding that, "I never thought her joining a tanzem (CO) would have helped us, but she was persistent. And today, we are not in debt only because she decided to join it."

Rukhsana lives with her husband, mother-in-law, and eight children in a small decrepit house in Awal Chachar Village of District Matiari. The family of eleven were dependent on the income of one person only – Rukhsana's husband. Since he has been resting due to his operation, the family has lost their only source of income. They do not have any alternate earning source. Rukhsana said, "we used to have two goats, so even when we had nothing to eat, we at least had milk. But my mother-in-law got temporary paralysis a year back and we had to sell the goats for her treatment. Now that my husband cannot earn, I try doing whatever I can to make ends meet. If it was not for the health card, we would have been in deep trouble because we do not have anything to sell anymore."

Rukhsana knew the art of making traditional braid ties called 'Parandas' out of hobby but now she focuses on it as an earning source since her husband has been ill. She is not directly connected to the market but earns about 3000 Rupees per month by selling the Parandas to a group of women from her community who further sell the products to the shops in the city. She is earnestly looking forward to getting financial support through the tanzem and intends to convert her small artistic hobby into a full-time entrepreneurial venture. Rukhsana claims that, "even when my husband was well, his earning was only for six months, as it is linked to harvesting time. But if I can start my own business, it will be year round. I have to do something to improve our earnings so our lifestyle would improve and then the first thing that I would do is fix our house. My children want to live in a beautiful house and it will be my biggest achievement to make their dream come true."

Written by Zara Jamil,
Documentation and Reporting Officer, SUCCESS, RSPN

5. Community Physical Infrastructure (CPI)

A large number of population living in the rural districts of Sindh lacks access to basic services including clean drinking water, sanitation and adequate physical access to social services. Majority of people depend on subsistence agriculture and livestock and the visible absence of progress translates even small shocks into large increases in destitution. In the province of Sindh, water, sanitation, agriculture, and livestock sectors have been identified to be especially poorly resourced and under-developed.

The Community Physical Infrastructure (CPI) projects are a significant component of the SUCCESS Programme. The purpose of CPIs is to improve the basic infrastructures and productive assets used by, and services delivered to, the targeted communities. The community members will benefit from improved community infrastructures to meet their basic needs and gain better access to public services. These infrastructures will be managed, built and maintained over time by the communities, who will also form Operations and Management (O&M) committees and community savings systems.

The CPI projects are implemented through sub-granting to any of the eligible Community Institutions (CIs) i.e. COs, VOs, and LSOs, based on a set eligibility criteria. The communities identify and prioritise the need of the project themselves in their Village Development Plan (VDP) at the village level and Union Council Development Plan (UCDP) at the union council level, and are responsible for implementation, as well as maintenance of these community-managed projects. They may include

water and sanitation, health and hygiene, missing facilities at schools and health centres, community-managed irrigation channels, floods protection arrangements, renewable energy (solar lighting systems) street pavements, link roads, and any other such needs identified and prioritised by the communities. The projects generate short term employment opportunities and are sustainable as there is a sense of ownership by the communities. These CPI projects also help build capacities of the communities for collective management and leadership.

The SUCCESS implementing RSPs liaise with local administrations in the planning of CPI projects to ensure synergies with other governments and externally supported development investments, and to avoid any duplication of efforts.

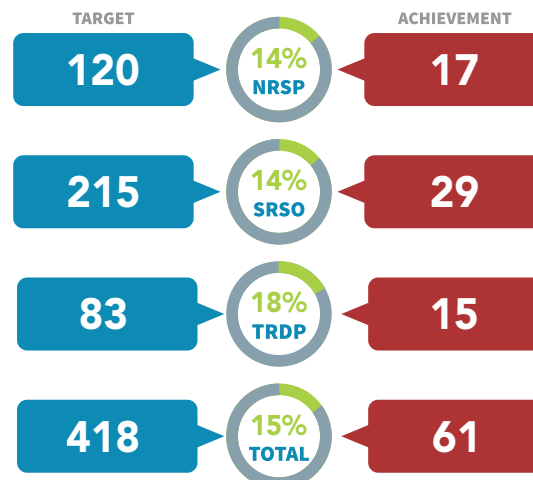
As the CPI projects are implemented through sub-granting to community institutions, the delays in opening of bank accounts also delayed the sub-granting of CPI funds to the community institutions.

As of January 2018, a total of 137 CPIs have been initiated while 21 of them completed, and 12,830 households are benefiting from the completed CPIs. The type of CPIs include brick pavements, culverts, bridges, as well as water pumps.

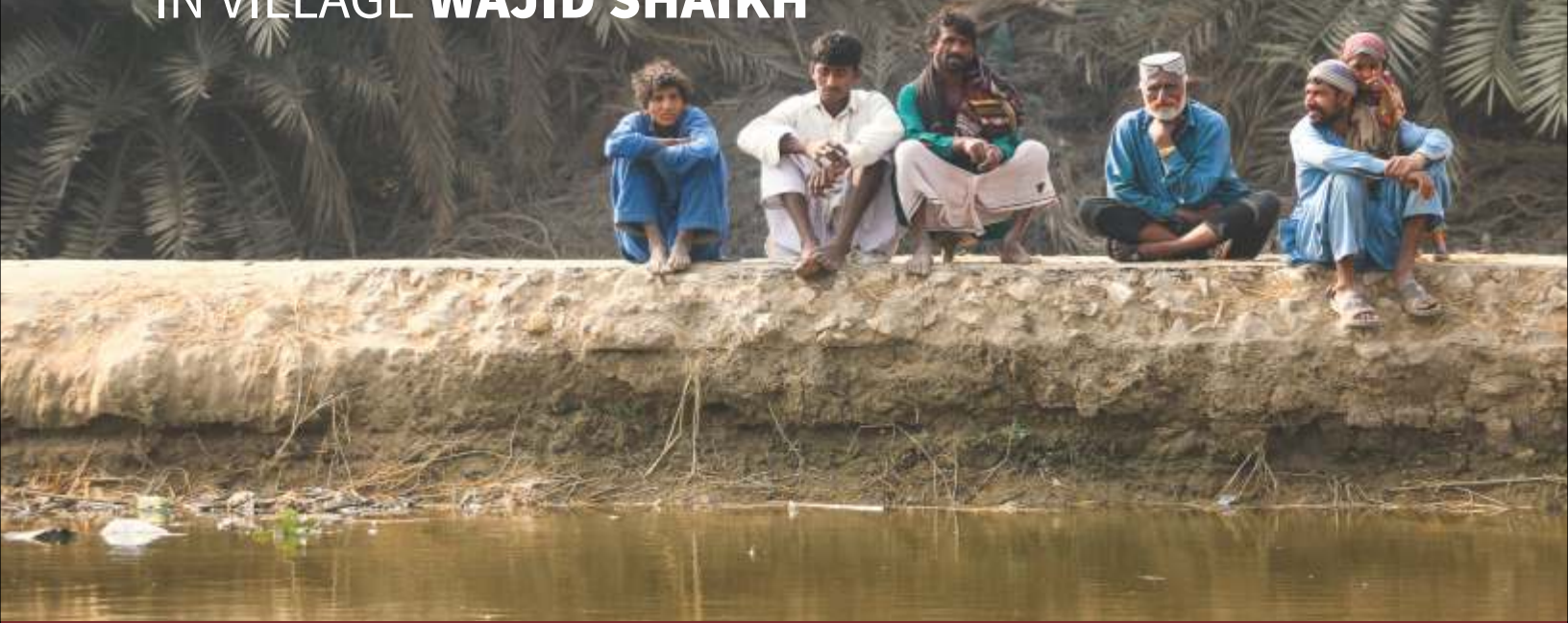


COST OF CPIs (PKR MILLION)

(FEB 2016-JAN 2018)



RETAINING WALL IMPROVES DAILY LIFE CONDITIONS IN VILLAGE WAJID SHAIKH



Members of VO Wajid Shaikh were not able to carry a dead body to the nearby graveyard due to a lack of access from their homes to the other side of the village. A large unruly fishpond in between would prevent them to not only cross their path from one side to the other but also be a big obstacle when faced with issues of health and emergency. The pond was constructed in a way that there was no way for the villagers to pass from one side of it to the other, whether to go to the city or when they wanted to go back home. Resultantly, many kids would fall in the pool of water with some having lost their lives drowning over the last couple of years.

Zameeran, president of the Village Organisation (VO) Wajid Shaikh shared that, “Children used to die when they fell into the fish ponds, we couldn't do anything about it. Our life was miserable. We could not tell the kids to stop playing. Sometimes when they would play out at night, they would go missing and we found their bodies in the morning. It was devastating.”

In village Wajid Shaikh, union council Aghani, there are a total 71 households with an approximate population of 1,260. Three out of those households each have been lent one acre of land by the landlords to work on. Most of the other households have their own animals. Depending heavily on livestock, there was a farm across the pond that provided fodder for their animals, but they were not able to carry it back to their homes. The school was also on the other side; hence, their access to the school was also blocked. Three fishponds surrounded the village and limited the villagers' access to the school, farms and other side of the city.

VO Wajid Shaikh consists of hari (sharecroppers) communities in district Larkana, union council Aghani. Under the European Union (EU) funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme, the villagers formed their community

institutions. The members of the VO and other villagers came together and developed their Village Development Plan (VDP). They identified a retaining wall and a brick pavement around the pond as the need for their community, aiming to build a safe pathway to cross back and forth and to keep the pool water at bay.

“We decided to do something about it. Our landlord didn't help us. All of us women got together; our men supported us when they saw we are determined. We will continue with our work, and build a retaining wall on the other fishponds too. We will also make hand pumps. Now that we have our own Village Organisation, we would stop at nothing to get what we need to progress,” said Zameeran.

Measuring 537 feet in total length, and costing one million rupees, a six feet high retaining wall was built around the pond. VO Wajid Shaikh followed the process of building their Community Physical Infrastructure (CPI) schemes via a number of committees they built and ran, such as the procurement committee, audit committee, implementation committee, and operation and maintenance committee (O&M). In the building of CPI schemes, VOs are required to follow a standard procurement process where if the cost goes higher than PKR 20,000, they are required to ask for multiple quotations. Members of VO Wajid Shaikh, led by Zameeran, screened vendors through the process. The district engineer and programme engineer of SRSO guided their technical proposals and provided support to the VO in their procurement process. “The members of the VO had no technical knowledge of the scheme beforehand; they did however know that they wanted to construct a pathway for themselves,” SUCCESS district engineer for Larkana.

Written by Saman Sardar,
Communications Officer, SUCCESS, RSPN



**LEGAL EMPOWERMENT
OF WOMEN**

LEGAL EMPOWERMENT OF WOMEN

There is a common lack of awareness about citizen rights to access proper health, education, sanitation, basic civil rights and more, which not only makes the population of the rural Sindh more vulnerable but also acts as a deterrent in breaking the shackles of the deep-rooted poverty. It is a general issue that plagues not just rural areas but also the country on the whole. Hence, in order to raise awareness among the community members about critical social issues, RSPN developed a Community Awareness Toolkit (CAT), through the lens of women empowerment, to use and implement under the SUCCESS programme.

In the SUCCESS programme the Village Organisations run and led by women identify and select one Community Resource Person (CRP) among themselves who are then trained by the RSPs to enable them to deliver the CAT sessions effectively in the monthly CO meetings. There are twelve CAT sessions in total, conducted by the CRPs as soon as they are on board, and are aimed at sensitising and capacitating the rural women on cross-cutting issues that require attention.

The CAT sessions cover various topics, which widen the knowledge base of the community women and enables them to apply the lessons in their real lives. For example, the first CAT session is about maternal and child health (MCH), which raises awareness about vaccinations for both mother and the new-born, the importance of birth-spacing, nutrition, and other issues related to MCH. This enables the women to not just take care of their health but also of their newborns. Moreover, knowledge of birth-spacing and the awareness about the massive drawbacks on health of improper family planning has encouraged these women to convince their families to opt for family planning. The knowledge and attitude of women influences their autonomy and overall status in the society, and through these CAT sessions, the knowledge of women is increased and their behavior is gradually changing to improve their social status and decision-making power.

Furthermore, the various sessions enables these rural women to learn about their basic rights, gain knowledge about social issues, and induce confidence in them to raise their voice.

This awareness, combined with income generating opportunities, has effectively enabled the rural women of the targeted areas to voice their opinions, undertake civil work, engage in dialogue with community/government leaders, and make their place in the community.



SO FAR, **2,002**
COMMUNITY
MEMBERS HAVE BEEN
TRAINED AS **CRPs**
AND **7,941** **CAT**
SESSIONS HAVE BEEN
CONDUCTED BY
THEM, AND HAVE
REACHED OVER
100,000 **COMMUNITY**
MEMBERS IN ALL
EIGHT **DISTRICTS.**



A young woman from Kamber Shahdaktot narrates an interesting story of her empowerment and competition with her brother. She said that it had been over a year that her brother had been going to the bank to get an account opened for his mother, but his efforts ended in vain and he told the family that he could not put in any more effort. She said that, “During the CAT sessions I learnt about my civil rights and it encouraged me to handle the issue myself. I told my brother that I will get the account opened and he just laughed at me and said that I have been running back and forth to the bank for a year and have been unsuccessful, what makes you think you can do it? This was a challenge for me so I went to the bank manager and told him that I know my rights and if you do not open my account, I would not leave. I sat there for the entire day and by 4 pm., they had to take notice, so they called me and told me to fill the forms so they can open the account. When I called my brother, I was so happy, because not only had I achieved an almost impossible task, but also more because I was able to do what he could not. My triumph impressed him and he appreciated my efforts. That day onward, he has always respected my opinion and never shuts me down.”

Written by Zara Jamil,
Documentation and Reporting Officer,
SUCCESSRSPN

LSO Initiative – LSO Bisma, Dadu Engaging with Government and Other Development Actors

During the social mobilisation processes under the EU funded SUCCESS Programme, the women leaders of LSO Bisma learnt about the roles and responsibilities of local government authorities, line departments and other development actors. They also realised about the importance of establishing institutional linkages with them to access the services of local government authorities and line departments and their resources for implementation of development activities. As a result, the women leaders are actively contacting the government and non-government agencies to seek their support. For example, the women office-bearers of LSO Bisima contacted the Social Welfare Officer to seek guidance on the registration procedures and registration fee etc. and the access of the official forms for registration of their LSO. Subsequently, they completed the documentation process, paid the registration fee and applied for the registration.

The LSO leaders also utilised the knowledge of the importance of forming linkages with the government departments when they received complaints from the

member COs/VOs that the teachers in the remote villages were not performing their duties on regular basis. They raised the issue with the Education Department and the department ensured to take action against the absentee teachers. As a result, the attendance of the teachers has improved in two government schools.

A majority of the people of UC Allahbad did not have a Computerised National Identity Card (CNIC). After learning that having an CNIC is a civic right of every citizen of the country, the LSO office bearers approached NADRA to obtain CNICs for the community members. The LSO and NADRA arranged for NADRA's mobile van for preparation of CNICs for their members. As a result of this 150 women and men received their CNICs at their doorsteps. This not only saved their valuable time of traveling to and from the town centre but also saved around Rs. 2,500 per person, which they would have had to pay for travel cost and documentation.

BRINGING **WOMEN LEADERS** IN **PUBLIC PLANNING** AND **DEVELOPMENT** PROCESS



EMPOWERING WOMEN BY MAKING THEM A PART OF THE DEVELOPMENT PROCESS

There is a deliberate effort under the SUCCESS Programme to increase the reach of women's institutions to the ears of the local government, line departments and related entities. This also feeds into one of the core principles of the social mobilisation approach, which is to create and institutionalise linkages of the community institutions with the local government authorities.

One of the ways to develop these linkages, and also a key activity for year two of the programme, was establishing Joint Development Committees (JDCs). Under the SUCCESS Programme the JDCs for both local authorities and community representatives are institutionalised at district and Taluka level and regularly convene, in order to serve as a forum to plan, implement and monitor the local development plans.

Each committee consists of three representatives of LSOs, representatives of Government Line Departments, local Elected Bodies, and the RSP working in the districts. The JDCs at the district level are headed by the Deputy Commissioners and at Taluka Level by the Assistant Commissioners.

The key objective of a JDC is to create synergies between the Community Institutions (CO/ VO/ LSO) formed under SUCCESS, local administration/departments and externally supported development investment in the programme districts in the planning of SUCCESS interventions.

So far 51 JDCs have been notified at district and taluka level in all eight districts of SUCCESS. This approach is instrumental for three reasons; First, to avoid duplication of efforts, Second, to ensure sustainability and operationalise continuity in the efforts of social mobilisation, and third, to promote collaborative, demand-driven local development.

The District Deputy Commissioners are chairing the District Joint Development Committee (JDC), and the Assistant Commissioner of the respective talukas are chairing the Taluka Joint Development Committee (JDC). Each committee is supposed to conduct their meetings every six months. In this regard, first meetings of two taluka JDCs were conducted in Sujawal in the month of December 2017, and three Taluka meetings have been conducted in Jamshoro as of 31st January, 2018. During these initial meetings, LSO

members shared their Village Development Plans (VDP), and the progress made on them.

A VDP is a plan, which includes development initiatives at the village level, as decided by the Village Organisation (VO) and its member Community Organisations (CO) in their Micro Investment Plans (MIPs) and needs identified at the village level in consultative meeting of the community and other relevant stakeholders in the village. It consists of activities (large and small, cash and cash-less) which the VO aims to achieve. Social mobilisation outreach, inclusion of the poor, women, disabled, and gender mainstreaming are common themes in these VDPs.

First meetings of other JDCs will be conducted soon in the coming months. During the meetings, main agenda items will be shared including the village and UC level development plans, progress of the programme interventions and the district government plans and implementation status. This forum will also provide an opportunity for the LSO

representatives to get information about the government plans and discuss strategies to improve access to public sector social services. This participatory planning approach will provide a learning platform for all actors concerned to avoid duplication of efforts and monitoring of collaborative efforts to impact development results. It will also contribute to the elaboration of a dedicated Sindh Government policy for local CDD to be implemented through the budget process from 2018 onwards.

The key challenge however, is to make the representation of women leaders in the JDCs more effective so that their voice is heard and not a mere show of representation. For this, in the coming years, more specific capacity building of the women community members of JDCs is needed. Parallel to this, a sensitisation session and exposure visit of other JDC members on the CDD approach of taking community members as development is equally important.





**THE DRIVERS OF SUCCESS:
MONITORING, COMMUNICATION
& RESEARCH**

M&E AND MIS



MONITORING AND EVALUATION ACTIVITIES HAVE ENSURED TRANSPARENCY IN THE SUCCESS PROGRAMME IMPLEMENTATION PROCESS

The Monitoring and Evaluation (M&E) and technical backstopping from RSPN to the programme implementing partner RSPs has continued to play a crucial role in the programme implementation in the second year by ensuring uniformity, standardisation in the approach and ensuring quality control.

In the second year of the programme, the M&E activities have been focused on ensuring that the implementation of interventions is on track and promotes quality and coherence in the programme, through spot-check field visits, process monitoring and through daily progress reports updated on the MIS dashboard.

To check whether those community institutions that have been formed for over six months are performing well, the RSPN M&E team prepared an Institutional Maturity Index (IMI) tool. The purpose of the tool is to annually assess and monitor the level of organisational maturity (functionality) of Community Institutions (COs/VOs/LSOs) formed in the SUCCESS Programme; identify capacity gaps and suggest corrective measures for capacity building of community institutions; and enable community institutions to conduct self-assessment and improve organisational effectiveness and efficiency.

The IMI exercise started in December 2017. The RSPN team developed the overall methodology of the exercise, which ensured that the exercise is participatory and maximum members of CIs can participate. The MIS Officer also developed the android application, which was used to conduct the IMI assessment in the field by the M&E teams of RSPs who were trained by the RSPN team. To begin the exercise, a sample of 210 community institutions was selected at random that include 30 LSOs, 60 VOs and 120 COs. The exercise is on-going and as the sample is completed, an analysis report will be prepared and shared with the stakeholders.

Furthermore, the RSPN M&E and MIS team has been working on developing assessment tools for each of the household interventions to gauge the effectiveness of the implementation of the interventions. The third year of the programme will include assessments of TVST, CIF, IGG, MHI, and CPI.

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 as 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 programme activities including social mobilisation activities as well as implementation of interventions such as CIF and IGG grant disbursement, MHI card distribution, and TVST centres to check whether the centres are of a certain standard.

In addition to the M&E activities carried out by RSPN and the partner RSPs, the EU also provides technical backstopping and support in programme implementation and monitoring of activities, besides their role as a donor. 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, and the final report was widely shared with the stakeholders. In the second year, RSPN commissioned an external evaluation of its component in the SUCCESS programme at the conclusion of the second year to review progress and undertake any course correction if necessary.

Technology in Development: Management Information System (MIS)

The Management Information System (MIS) has played a crucial role in tracking and reporting on the Key Performance Indicators (KPIs) of the overall SUCCESS Programme. The online dashboard, which has a real-time user interface, showing a graphical presentation of the progress of 70 KPIs on a daily basis, is available publicly. The KPIs include indicators on social mobilisation as well as household interventions. The KPIs are reported on different geographic layers e.g. provincial, districts,

taluka and union councils to show the overall geographical picture of the programme interventions.

Using the improved Computer Assisted Personal Interviews (CAPI), applications have been developed to assess the IMI and TVST. This has vastly reduced the burden of conducting cumbersome data based surveys, 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 field teams. KPIs for social mobilisation and household interventions have been developed and are functional for all SUCCESS partners to use and track progress in real time.

Additionally, dashboards for all the interventions (CIF, IGG, TVST, MHI, and CPI) have been developed that each report on progress against the target, showing graphical representation.

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.

During the second year, the Socio-Economic Baseline Survey (2016) report was finalised after incorporating the comments of the technical adviser from the University of Mannheim, Germany.

A photograph of two young children, a girl on the left and a boy on the right, standing outdoors and leaning against the trunk of a large tree. The girl is wearing a dark blue patterned t-shirt with a large red letter 'F' and a colorful graphic, and red patterned shorts. She is holding a small blue and yellow object. The boy is wearing a light blue long-sleeved shirt and matching pants. Both children are smiling and looking towards the camera. The background shows green grass and a dirt path.

COMMUNICATION
AND **ADVOCACY**

COMMUNICATION AND **ADVOCACY**

Effective communication leads to advocacy and support for the programme, which remains vital for SUCCESS – for both its implementation, and sustainability. RSPN in consultation with the EU and other partners has now developed a Global Communication and Visibility Plan for the programme that not only outlines various audiences of programme's strategic communication efforts but also presents a detailed annual plan for all activities for the duration of the programme.

The key objectives of this Global C&V plan are to:

- a) Support and enhance the effectiveness of the programme, consequently increasing the effectiveness of programme interventions targeted in eight districts of Sindh. Under this objective, various activities will enable the beneficiaries' understanding of SUCCESS and how it is implemented in their district.
- b) Advocate for, and with, the Government of Sindh, line departments and other partners by holding regular dialogues and advocacy workshops for the formulation and implementation of the Poverty Reduction Strategy, and CDLD policy.
- c) Raise awareness and understanding of the programme's goals and progress among partners, stakeholders and public to support active implementation and promote the effectiveness of SUCCESS, and the cooperation work being supported by the European Union. Collaboration on conferences on cross-cutting issues such as women empowerment, urban rural linkages, health, sanitation etc. and by showcasing SUCCESS at social and cultural events throughout the year will help highlight the work undertaken by SUCCESS.

Media, Electronic, and Print Communication Initiatives

Publications

Under the SUCCESS programme there are various publications that highlight and promote the participatory Community Driven Development approach. The bi-annual newsletter, 'SUCCESS' featuring key achievements, progress, event reports, success stories and other relevant key information is one such publication. Two issues of SUCCESS were published in year two, whereas four issues in total have been published. The newsletters focus on the implementation of the programme in the field and bring forth beneficiary stories of SUCCESS' interventions. Digital and print versions of each issue of the newsletter are widely disseminated to all stakeholders, including government officials, particularly to advocate and highlight the programme and CDD initiatives taken under it.

The SUCCESS programme also has a quarterly publication, OUTREACH, which not only focuses on the programme's progress but on the overall Social Mobilisation progress achieved by RSPN and RSPs during the dedicated quarter across the country. Similar to this, the RSPN annual report highlights the works of RSPN and RSPs on promoting CDD and social mobilisation approach. The digital and print versions of each of these publications are widely disseminated to all stakeholders.

The series of documenting and highlighting the successes and achievements of LSOs and their corresponding member VO and COs is called LSO Initiatives. Case studies about the activities and the work done by the communities are a part of this publication. In addition to 18 that were reported last year, RSPN has so far documented the work of 26 LSOs in its LSO Initiatives series to highlight the work these organisations are doing on their own, for their people. They are published and disseminated on the website, and distributed to stakeholders.



In addition to these publications, from time to time the RSPN SUCCESS team also writes various policy and research briefs, which are a great advocacy tool. The research brief on poverty titled, “What constitutes poverty in rural Sindh?” highlights the key findings of the socio-economic baseline survey that was carried out in 2016. The brief was developed keeping the policy makers in government, donors and other development stakeholders as audience in mind. The brief has been made publicly available by publishing on the programme website and has also been disseminated widely to the stakeholders.

Media Outreach; Print and Digital

The RSPN and the partner RSPs have been active in showcasing the events and workshops arranged for the SUCCESS programme through print media. Experience Sharing and Learning Visits and 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 Annual RSPs Strategic Retreat 2017 and National Convention of LSOs 2017 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.

The SUCCESS website (www.success.org.pk), developed in the first year of the programme, is updated on a regular basis and disseminates real time details about key programme events. The website is linked to the social media accounts of the programme, and any content that is posted on the social media pages, is automatically updated on the website.

The social media has time and again proved to be an extremely effective communication tool and has increased the engagement of the public in the discourse about social mobilisation approach. According to the Facebook Insights, the SUCCESS Facebook page posts reach 20,000 people on average every month. The number of people following the page has risen to over 28,000 while the success website has more than 7,800 visits per month, on average. Towards the end of this year, SUCCESS Twitter handle @SUCCESSinSindh was also made functional generating a total of 3,635 tweet impressions for the month of January 2018. The public can get involved with our mission to alleviate poverty in Sindh and participate in conversations that happen on our Facebook and Twitter throughout the year. SUCCESS and the network of RSPs have a significant presence on social media.

Another old school, but a key communication tool used by RSPN for promoting SUCCESS programme, has been the Radio Campaign. As part of the radio campaign, Public Service Announcements (PSAs), Radio Magazine programme and Radio Dramas were conceived to raise awareness about the SUCCESS Programme themes and activities. The PSAs were launched in July 2017 and played throughout the eight districts until the end of August 2017. All of these PSAs are available on SUCCESS website.

Using radio as a tool to raise our voice about critical social issues has also been a vital part of this programme. To commemorate the 16 days of Activism to End Violence Against Women (EVAW), RSPN representatives including Fazal Ali Saadi, Programme Manager SUCCESS, and Sadaf Dar, Programme Officer Gender & Development, participated in a special discussion on Pakistan Radio's show Raabta and talked about issues of gender-based violence in Pakistan.



Events, Workshops and Learning Visits

Flagship Events: National Convention of LSOs, Annual RSPs Strategic Retreat

The social mobilisation and community driven development approach is a grassroots approach that promotes participation of the communities for development. The annual flagship event for the RSPN, National Convention of LSOs 2017, acts as the advocacy forum to promote that approach by inviting LSO representatives from across the country. The event brings together and provides a platform to all the key stakeholders, including provincial government officials of all provinces, representatives from donor agencies, development practitioners, LSO activists and RSPs' teams 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. The LSOs significantly contribute to stimulate community driven development approaches to sustainability. This year's National Convention of LSOs, which was held in September 2017, convened with the aim of highlighting these contributions to achieve Sustainable Development Goals (SDGs) by empowering communities. The event represented 110 LSO leaders from around 60 LSOs, each of whom are working on various SDG indicators. The LSOs highlighted the work they have done that contributes in achievement of the SDGs.

As the Chief Guest of the convention, Mr Sartaj Aziz, Deputy Chairman, Planning Commission of Pakistan, lauded the hard work of the community institutions. In line with the theme of the convention Mr Aziz asserted that SDGs can be achieved through mutual efforts. For this, he said, "We could not localise the MDGs, but since SDGs is an international standard, we need to convert them to integrate within the local



Mr Sartaj Aziz, Deputy Chairman of Planning Commission of Pakistan, speaking at the National Convention of LSOs 2017

context. We have started converting SDGs into national goals. It is equally important to convert them into provincial and local goals to enhance public's understanding and mobilise them to achieve SDGs." He further said that given the capacity constraints in the local governments, massive efforts are required from LSOs to strengthen service delivery of the local governments.

Similarly, every year, the RSPN hosts a two-day Annual RSPs Strategic Retreat, which provides a platform for the RSPs to share their experiences, review strategic aspects of RSPs' work and reflect on way forward to consolidated and enhanced efforts for poverty reduction through community driven development. This year's retreat was organised on 20th and 21st May 2017 in Bhurban, Murree. The retreat acts as a forum for strategic coordination, experience sharing, networking, and showcasing of new initiatives of the RSPs and the community institutions. It provides 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 ongoing programmes. At this year's retreat, Chairperson Benazir Income Support Programme (BISP), Ms Marvi Memon, praised the work of the RSPs and insinuated that a partnership among BISP and RSPs would be of great benefit to both.



Panelists at the RSPs Annual Strategy Retreat 2017

Collaboration for conferences on rural-urban linkages, and other cross-cutting issues

This year again, RSPN has been a part of three different collaborations on conferences on critical social issues. In collaboration with Akhter Hameed Khan Resource Center (AHKRC), RSPN organised a dialogue on 'Poverty, its Adaptations and Solutions in Urban Settings' on 28th September, 2017. A similar dialogue was held in year one of the programme on urban-rural migration. In this year's session, the debate was extended to exploring solutions found by people, their limitations, and areas of intervention possible to be built on the solutions found by the people themselves. The session was attended by practitioners in development, government officials interested in poverty, civil society actors, and academics.

RSPN also collaborated on the Annual Conference on Rural Women Day in Pakistan with Potohar Organisation for Development Advocacy (PODA) held in October 2017 in Islamabad. The two-day conference saw an influx of 2,000 rural women from over 100 districts of Pakistan. The conference focused on various social stigmas and issues related to the rural women of the country in the areas of access to justice, economic rights, and civil and political rights. RSPN, under the SUCCESS Programme, also partly funded the 18th Annual Population Research Conference, organised by the Population Association of Pakistan. The conference titled, 'Population Growth and Investing in Human Resource Development', was held from December 20–22, 2017 at Government College University (GCU), Lahore.

Advocacy through Experience Sharing and Learning Visits:

The SUCCESS programme has been instrumental in bolstering regional cooperation. Under the programme,

“Tajikistan, after witnessing turbulent times in the last decade of 20th century, learnt a phenomenal lesson: Only peace would ensure prosperity of the local masses and their motherland. The strong relationship of civil society, development partners and the people of the land with the incumbent government, in order to fulfil the developmental needs, is an epitome for others to follow.” – Shehryar Memon, Deputy Secretary (Admin), Planning and Development Department, Government of Sindh.

a 12-member team from the RSPN, NRSP, SRSO, TRDP and Government of Sindh (GoS) undertook a week-long experience sharing and learning visit to Tajikistan in April 2017. The visit was kindly hosted and facilitated by Aga Khan Foundation (AKF) and Mountain Societies Development Support Programme (MSDSP) team. The team met with AKF/MSDSP senior management, representatives of EU Tajikistan, international non-government organisations (INGOs), and undertook field visits to meet with members and leaders of the Community Institutions (CIs) fostered by AKF/MSDSP in Faizobod and Garm districts of the Rasht Region and Mominobod district of the Khatlon Region.

The RSPNs' approach of CDD through social mobilisation is derived from the first RSP of Pakistan -Aga Khan Rural Support Programme (AKRSP) in Gilgit, Baltistan and Chitral. The concept was taken to Tajikistan in the 1990s and embraced by the MSDSP of the AKF. The exposure visit allowed the participants to directly observe the work of community institutions in the villages of Tajikistan, and learn from the leaders of the institutions, of their grassroots communities and networking with local government, over the last two decades. The visit gave the opportunity to visiting government officials to engage with and understand the benefits of sustained government support to social mobilisation. Such experience sharing visits are pertinent for evidence-based advocacy and will feed into the development of the GoS's proposed Poverty Reduction Strategy (PRS) and help support GoS in scale up of CDD approaches in the country.

On a national level, an exposure and learning visit was conducted in July 2017 to Gilgit Baltistan region, for SUCCESS partner RSPs that included, RSPN, NRSP, SRSO, TRDP and representatives of District Administration Tando Muhammad Khan, Government of Sindh (GOS), and three local community representatives from programme districts. This exposure visit allowed the participants to directly observe the work and learn from the experiences of AKRSP in social mobilisation and social empowerment, and learn from active leaders of



Delegates from SUCCESS partner RSPs and GoS visiting Tajikistan

community institutions. The visiting government officials were able to understand the benefits of sustained government support to social mobilisation. The representative from the Government of Sindh was extremely impressed by the AKRSP approach and the work and efforts AKRSP is undertaking for the economic and social empowerment of the poor. This visit gave the understanding of financially enduring and viable community institutions and their approaches for the common good of society.

Keeping in line with the theme of sharing experiences with the stakeholders, a lessons learning visit to district Jamshoro was held on 27th February, 2017, which had representation from local government, UCBPRP, SUCCESS partner RSPs, and RSPN. The visit allowed the RSPs to learn from the experiences of TRDP in carrying out programme activities.

Similarly, a delegation from the European Union including Mr. Amaury Hoste, Head of Rural Development along with Mr. Georges Dehoux, First Secretary of the EU delegation to Pakistan, and other stakeholders such as Ms. Genevieve Hussain, Policy Advisor FAO visited villages in district Dadu. The visit proved to be an excellent opportunity to interact with the community members benefiting from the programme.

Advocacy workshops

Advocating the CDD approach to a wider audience, the RSPN has actively been participating in advocacy workshops. RSPN contributed in organising the EU held 'Sindh EU Rural Development and Nutrition Workshop' from 23 – 25 August 2017. The goal of the workshop was to reinforce coherence of overall EU-financed rural development programmes in Sindh. The two-day workshop was focused around nutrition sessions and rural development sessions, where the GoS, EU and EU-funded partners gave presentations about their projects, followed by group work at the end of each day to consolidate and provide recommendations for EU programming in Pakistan.

Another workshop titled, 'Urban poverty and Rural-Urban Linkages' was conducted by SUCCESS technical assistance partner, Ernst & Young (EY), on 13 November 2017 and organised by RSPN. This workshop was aimed at providing a platform for various stakeholders to come together and provide input on integrating both rural and urban poor into a comprehensive Poverty Reduction Strategy.

The cultural events provide an excellent opportunity for visibility and presentation of the work undertaken by the rural communities of Sindh under the programme. In this regard, RSPN supported a cultural event, The



Participants engaging in group activity during the Sindh EU Rural Development and Nutrition Workshop

Heritage Fest-Mela Yaaran, in February 2017, in Islamabad. The three-day event displayed artefacts, handicrafts and food stalls from all over the nation, including SRSO's Sartyoon Sang. In addition to the stall, RSPN also organised a seminar titled "Women Empowerment: The Road to Success" on third day of the festival. Mr Jean-François Cautain, European Union's Ambassador to Pakistan, was the Chief Guest; Ms Sonia Cautain and Mr Shoaib Sultan Khan also attended the seminar. This event was unique in the sense that through this the work of EU and RSPs in promoting CDD in Pakistan reached a diverse audience rather than the usual development stakeholders. Furthermore, SRSO occasionally participates in craft festivals displaying work of around 2,000 women artisans of rural Sindh through Sartyoon Sang.

An all-RSPs resource group specifically focused on communication has been set up by RSPN under the SUCCESS programme, called Forum for Advancement of Communication Expertise (FACE). The resource group meetings are held bi-annually and nominated staff members from each partner RSP are provided with training in specific communications skills, for which RSPN has obtained expertise of a well-known communication firm called White Rice. The trainings have included critical messaging on social and print media, the art of story-telling, feature writing, developing infographics, photography and editing, video shooting and editing, developing presentations, and media relations. The first meeting and training of FACE was held in May, 2017, while the second meeting took place in October, 2017.



**RESEARCH ON HOUSEHOLD
POVERTY DYNAMICS**

RESEARCH

The research component under the SUCCESS continues to collect, document, analyse, publish and disseminate insights about poverty dynamics in rural Sindh. A quasi-experimental design of randomised control trial has been set up in two Union Councils of Tando Allahyar district and the first annual socio-economic baseline survey (2016) report was finalised.

The baseline report highlights that large investments are required in public infrastructure but more so in governance systems so as to improve education, health, transport and sanitation status in the area. In addition to improvement in public services, there is ample space for civil society organisations to complement and supplement public services by working at the grassroots level with communities to foster transformational change in the perception, culture, and behaviour of communities and government to take them along in this development journey. The baseline research survey 2016 results were published through a research brief and also with the Dawn as a feature article.

As part of the research design, this survey will be repeated with the randomly selected 2,300 households every year, to track changes in the socio-economic indicators of the households and overall household poverty dynamics. For wider sharing of knowledge, a paper drawing on lessons learnt from the first socio-economic baseline was submitted in an international journal namely "Development in Practice" and is at the second stage of review currently.

The research team also made new headway to get their research findings to the international audience at the prestigious academic platforms through the London School of Economics and Political Science (LSE). Within the reporting period, two articles of the RSPN research team were published with the LSE South Asia Section.

The RSPN's Business in Box Initiative, a socially responsible micro-franchising experiment was well received by the Dawn Newspaper as a feature article and Global South Magazine published from Finland. Later, the article was theoretically enriched with the relevant literature on entrepreneurship and its due to

appear as a chapter in a book on social innovation in 2018. This was made possible with the active collaborative spirit at the RSPN that resulted into a knowledge exchange and working relationship with the Sustainable Places Research Institute at the Cardiff University, United Kingdom. This Institute at the Cardiff University has expertise in rural development and RSPN is actively engaged with the institute to take this working relationship to a regular co-production of knowledge on areas of mutual interest. To further strengthen this relationship and work on joint academic research, Team Leader Research of the SUCCESS visited the institute from September to November 2017. The visit was sponsored through a grant by the Charles Wallace Trust and British Council of Pakistan. In addition to working on joint papers, the Team Leader Research gave two presentations about SUCCESS to the students and the faculties at the Cardiff and Sussex Universities, UK. Besides, the Team Leader Research also registered and participated in the Annual Conference of British Sociological Association and had meetings with the staff of the Welsh government dealing with the overseas development assistance in Uganda.

To share observations and reflections from the field, a new series of 'Researchers' Diary' was initiated. The Diary has covered issues such as open defecation, challenges faced during the course of social mobilisation, rural urban migration, saving practices and benefits of SUCCESS interventions. An article on building water resilient communities involving communities in sustainable water use policy was published in a leading national daily. Another article, in a national daily, highlighted the significance of community role in improving children's enrolment in schools.

A detailed case study titled 'Escaping the Mighty Man: The long struggle of Siddique Solangi from Bonded Labour to Freedom' was completed. The study helps to understand the struggle of the poor in a deeply entrenched feudal social structure in rural Sindh. In addition, baseline narrative household studies are also being carried out in 20 households by the research team to understand the present socio-

economic status of the households and then to track the transformational change in households with the roll out of NRSP's interventions under the SUCCESS Programme.

The RSPN management including the SUCCESS programme Manager and the Chief Operating Officer have been actively responding to the calls from the local and international academia for research collaboration. The Programme Manager delivered a talk on community development to the students of the National University of Science and Technology (NUST), Islamabad. RSPN also hosted and arranged research interviews of a researcher from the British Columbia University, Canada. In addition, research interns from the Habib University and Mehran University of Science and Technology were hosted at the RSPN Islamabad office and at the National Rural Support Programme Office Hyderabad, respectively. The research team and the Chief Operating Officer also visited the Pakistan Institute of Development Economics, delivered a talk about RSPs participatory community development approach and interacted with the students. Another similar talk and interaction was also conducted with the faculty and students of the Department of Anthropology, Quaid-i-Azam University, Islamabad.

The SUCCESS website features a separate section for research publications. RSPN field researchers and others regularly document, report and share their insights by publishing content on it. Some of the content relates to the challenges that communities face while complying with the demands of the SUCCESS programme while others highlight the modest gains that the communities have been able to reap so far. In a way, the research section on this website provides a live analysis of on the ground situation and different highs and lows of this development journey of communities.

The research team also contributes to the MER Resource Group meetings sharing different approaches and trends in research.

Key Findings from the socio-economic baseline survey undertaken in the two rural union councils (UCs) namely Dad Khan Jarwar and Masoo Bozdar, tehsil Chamber, district Tando Allahyar from June 26 to September 02, 2016, under the research component of the SUCCESS programme.

Large investments are required in public infrastructure on supply side but more so in governance systems so as to improve education, health, transport, income generating activities in the area. In addition to improvement in public services, a large room also exists for awareness-raising among ordinary citizens to turn them into active citizens that are aware of their basic rights and hold their public office holders accountable. Community-driven development approach involving civil society organisations to complement and supplement the public services by working at the grassroots level with communities may foster the pace of change in the lives of rural communities by changing their perception, culture and behaviour towards life in this development journey.

As the SUCCESS Programme is rolled out and programme interventions are offered to the communities, changes in socio-economic status of the communities will be traced through annual baseline surveys and life histories collected through ethnographic field studies. Finding of this research will be shared through publication of policy briefs, research papers, newspaper articles and through SUCCESS programme website from time to time.

SINDH POVERTY REDUCTION & **CDLD POLICY** AND BUDGET FRAMEWORK

TECHNICAL ASSISTANCE COMPONENT

The technical assistance (TA) component of SUCCESS is the policy component, which is being 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, prior to finalisation of the Financing Agreement for SUCCESS, the Government of Sindh requested the EU to extend the scope of the TA component and to change the overall purpose to support the Government of Sindh in development and implementation of an overall provincial Poverty Reduction Strategy (PRS) that would address poverty in both urban and rural Sindh, in addition to the CDLD policy.

During Year Two of SUCCESS, the TA team continued to undertake consultation with a range of stakeholders, research-based policy development, and a collaborative liaison with the Planning and Development Department (P&D), UCBPRP, other government line departments, and key stakeholders including the RSPs in development of the PRS and CDLD Policy.

During the fifteen-month development process of the draft PRS, the following activities were undertaken:

- Consultation meetings with senior officials of P&D and other line departments, District administrations, local government, UCBPRP team, expert advisors on CDLD and rural poverty including RSPs and other NGOs, academia and research institutes, and urban poverty experts, throughout 2016-2017
- A series of specific consultation workshops on 'the way forward' for poverty reduction. This included workshops in districts held in July and August 2017, a workshop with UCBPRP on the way forward in October 2017, a workshop specifically with RSPs for their input to the PRS and CDLD Policy in October 2017, and a workshop on 'Urban Poverty and Rural-Urban Linkages: The Way Forward' held in Karachi in November, 2017, bringing together relevant stakeholders to aid the TA team in development of the draft PRS.



SOCIAL MOBILISATION
IS AT THE **HEART OF CDLD**
AND **COMMUNITY-BASED**
APPROACHES

- Development of a set of selected 'research working papers' by the TA Team experts. This included:
 - research on overall poverty data
 - a paper on linkages to SDGs
 - a research paper on the concept of rural growth centres (which included extensive GIS-based analysis of settlement clusters, together with mapping of roading, irrigation and communications networks, location of schools and health centres – in order to pinpoint potential location of improved services and facilities, to better support clusters of surrounding villages)
 - a research paper on the role of local government in CDLD
 - a research paper on urban poverty, focusing on the concept of urban economic clusters and enterprise development for SME co-operatives
- An analysis of GoS expenditure, including analysis of ADP and recurrent budget expenditure across districts and analysis of 'pro poor' expenditure in both the ADP and in the recurrent budgets of selected line departments. The TA Team used a definition of 'pro poor' for this exercise as being those programmes and activities which are aimed to directly impact poverty at the household level. This analysis enabled the GoS to determine the level of 'pro poor' expenditure being directed to address poverty, and variations of expenditure across districts, in comparison to the incidence and level of poverty in those districts.
- An analysis of institutional and PFM systems and processes, in order to identify the optimal institutional framework for PRS and CDLD implementation, and to develop the PFM and budget framework for the PRS and CDLD policy implementation.

During the course of development of the Draft PRS and CDLD policy, the TA Team worked in collaboration with the Planning and Development Department (P&D) of the GoS in development of the PRS, discussing potential directions and ideas as they evolved. On 20 November 2017, the TA Team presented 'the Indicative PRS' at a meeting with the P&D, to seek guidance and endorsement of the

proposals, before final compilation into the Draft PRS and CDLD Policy.

As of 31st January 2018, the TA Team had completed the Draft PRS, which was about to be submitted to the Government of Sindh for approval in early February 2018.

The proposed draft PRS outlines key principles, rationale, and proposed policy and strategies for poverty reduction in Sindh, along with the related

The consultations with stakeholders led to the emergence of various recurring key themes which were taken into account while developing the draft PRS. Some of the highlighted areas are:

- A combination of macro and micro level interventions is important because micro interventions alone will not resolve poverty. Community ownership is the key for sustainability of interventions hence poverty cannot be addressed without community engagement
- The three-tiered social mobilisation approach is at the heart of CDLD and community-based approaches
- There is insufficient data evaluating the impact of prior poverty reduction interventions, particularly to gauge the effect of micro-interventions on overall poverty conditions
- There is a need to take advantage of the benefits of agglomeration and economies of scale in the delivery of services, facilities and support aimed at reducing poverty. The visibility of the efforts undertaken by GoS in poverty reduction and CDLD is low and it is not widely known that GoS is funding some of the programmes run by RSPs and other providers
- A new paradigm in planning is needed, where government and communities work together for the alleviation of poverty
- Women empowerment is critical for poverty reduction
- Urban poverty and rural poverty are two different phenomena and require different methodologies and interventions
- Participation of local government and district government is significant
- Transparency and accountability measures should be integrated in the policy to minimise chances of corruption

PFM/budget framework and recommended institutional structures and processes for its implementation.

The proposed PRS and CDLD policy also aims to incorporate the long-term perspective of the Sustainable Development Goals (SDGs) in Sindh as the overall strategic framework for poverty reduction links itself exclusively with the SDGs. Looking ahead, the key proposed objectives for the PRS and CDLD policy that have been suggested are as follows:

- Facilitate local economic development that generates income-generating opportunities for the poor in rural and urban areas
- Facilitate improved access to physical assets, education, vocational skills training, primary health care, improved nutrition and social services, through improved consolidation and cost effectiveness of service delivery
- Increase participation of potential beneficiaries (the poor) and civil society in decision-making for their own development and in implementation of pro-poor programmes
- Effectively utilise the human capital asset created through community social mobilisation, for more effective planning to meet community requirements
- Improve efficiency of the government to deliver and monitor these (and related) programmes, through enhanced governance and accountability mechanisms
- Mainstream poverty reduction in GoS sectoral programmes and activities, and increase integration of GoS programmes for enhanced impact on poverty.

The following two key principles emerged from background research and consultation, to drive the TA Team's work on the PRS. These principles are:

1. Agglomeration is the key to rapid growth – hence growth centres are seen to be critical in poverty reduction.
2. A catalytic approach is needed to prioritize sectors and interventions, so as to reap maximum benefits beyond project periods and sustainability of the interventions in poverty reduction. For poverty reduction to be successful,

communities must be engaged in their own development.

The CDLD work of the RSPs working on SUCCESS and UCBPRP at district level provides the entry point for communities to identify and address their poverty reduction priorities.

The Draft PRS proposes three main strategies:

1. Building on CDLD as the foundation, with proposals for expansion of the UCBPRP to eventually include all the rural districts of Sindh, and with a proposal to re-design the overall programme to incorporate improved interventions
2. Addressing urban poverty through an emphasis on employment opportunities and enterprise development, focusing on the small towns in the rural districts and peri-urban areas, and on urban economic clusters
3. Rural growth centres (service hubs), where a more consolidated level of services and facilities can be provided at certain locus points, to better support clusters of surrounding villages, providing improved access to health and education services, facilities for agro-based business and better access to markets, and storage and distribution facilities.

The proposed PRS builds on the existing GoS experience. All costings for the PRS proposals and budget framework have been based on UCBPRP data. The PRS and CDLD programme proposals are all based on the need for an effective government-CSO partnership in mobilizing combined government and community efforts to reduce poverty.

LESSONS FROM THE TWO YEARS OF SUCCESS



LESSONS FROM THE TWO YEARS OF SUCCESS

The first two years of the SUCCESS Programme have been vital in establishing a strong base for the programme implementation of activities. These years have also shown various successes as well as challenges that the implementing partners can learn from for implementation of the programme in the subsequent years.

In the Draft Proposed Poverty Reduction Strategy for Sindh, the TA team establishes community engagement, and community-based approaches as the key to poverty reduction, and that social mobilisation is at the heart of community driven development approach. A women-centered approach not only empowers women but is the most effective way to reduce poverty at the household level. The TA asserts that while CDLD is the foundation, poverty reduction can only be achieved through a partnership between Government and community institutions.

Successes to Highlight

- The Government of Sindh including local government and line departments have been extremely supportive in timely registration/notification of CIs, which remained critical for the sub-granting under the CIF and IGG interventions. The participation of Planning and Development Department, GoS in various workshops such as the National Convention of LSOs and Experience Sharing and Learning Visit and Workshops ascertains the public sector support towards the programme.
- The presence of District Administration and line department officials in activist workshops indicated their interest in the programme and showed their ownership of the programme. It has also helped the community to seek facilitation from the government line departments for campaign on school enrolment, opening of closed schools, preparation of CNICs, registration of votes and health-related activities at community level.
- The formation of JDCs has created and strengthened synergies between the Community Institutions (CO/VO/LSO) and the local administration/departments. In Dadu and Jamshoro districts these linkages have been bolstered after the line departments have been notified by the District Commissioners (DC) to sign MoUs with the RSPs for further collaboration as this would lead to efficacy in getting communities' demands fulfilled. The JDCs has also empowered the women of rural areas to be able to participate in a



**A WOMEN-CENTRED
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forum with the district authorities and bring their demands forward.

- The community managerial trainings have resulted in confidence building of community leaders. The development of training manuals in local language with pictorial presentation and interactive sessions has remained very effective in community and leadership managerial trainings as well as CAT sessions.
- The use of MIS has resulted in more transparent and accurate programme implementation. Strict real-time monitoring of data has reduced the risk of compromising the data quality. The availability of all the data including interventions, on a public dashboard speaks of the credibility and transparency of the programme.
- The development of household level MIPs, VDPs, and UCDCPs has helped sensitise the women towards the issues faced by the community members and come up with effective solutions. These plans have also enabled the community members to start self-help initiatives which have included school enrolment, cleanliness of village drives, health related campaigns and activities such as polio drives, civic engagement such as getting CNICs and birth certificates made, and registering for voting in the elections.
- The household interventions such as CIF, IGG, TVST, MHI have enabled not only members of CIs but also their families to increase their household incomes. Many beneficiaries of CIF and IGG have started their micro enterprises while some have invested the funds in buying and raising livestock from which they earn additional income. There have been various success stories of the beneficiaries in a short span of time.
- Specific to micro health insurance, the unavailability of hospitals that meet the criteria to empanel at Taluka level has resulted in low coverage of MHI beneficiaries benefiting from MHI. The insurance company has been working on including as many hospitals as possible in their panel that meet the quality criteria.
- In the household interventions such as CIF and IGG, some of the beneficiaries are migrating for labour work and this makes it difficult for the field teams to locate them during monitoring and verification visits. There is also a risk of using the IGG grants by beneficiary households for household's consumption purpose instead of income generating purposes as these are the poorest households. However, the field teams are vigilant and carry out strict monitoring of the beneficiary households regularly. The RSPN M&E team also carries out regular field monitoring and meets with beneficiaries.
- It has been identified by all implementing partners that the type of trade under the vocational training the women community members are willing to receive are very limited and focus majorly on tailoring and embroidery work, predominantly due issues of mobility, economic and cultural barriers to go out of the house and villages. New trades should be introduced and CRPs should create awareness about them in their CIs so community members get motivated to enrol in the new trades as currently the members are not aware that any other trades and skills, apart from their usual trades, could be beneficial. Another challenge is that of limited employment opportunities for vocational training participants. For this purpose, the implementing partner RSPs are reaching out to the markets, developing linkages as well as teaching the trainees about market linkages.

Challenges; and steps to overcome them

- In the realm of interventions, there have been various challenges identified by the implementing partners. First and foremost delays in opening of community institutions bank account and issues of 'cheques' resulted in delays of sub-granting for programme interventions. The RSPs leadership has taken up this issue with the higher authorities in their respective areas. However, most of the targets have been readjusted for year three.
- In some programme areas it has been challenging to find women CRPs who are educated as per the criteria prescribed in the PIM. So far, a few of the CRPs identified do not meet the education criterion. However, this was tackled by amending the criteria of CRPs required and getting the best possible local candidates on board. Also, in certain cases, where women CRPs are not available at all, men have been involved. In some areas certain CRPs were engaged for multiple VOs.

WAY FORWARD



WAY FORWARD



THE SUCCESS PROGRAMME IS NOT ONLY AIMING AT REDUCING POVERTY BUT HAS ALSO EMPOWERED WOMEN. NOW, WOMEN ARE TAKING CHARGE, EARNING THEIR LIVELIHOODS AND EMPOWERING EACH OTHER.

In the second year of the programme, the focus has been 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. As the SUCCESS programme moves forward into the third year, the priority remains on effectively implementing interventions and ensuring sustainability of the community institutions.

To ensure that the community institutions are working efficiently and are sustainable, an IMI assessment exercise was initiated in January 2018, which is an annual exercise to be carried out in all the COs, VOs, and LSOs. Similarly, assessments of all interventions will be carried out on an annual basis. In addition, the linkages with the government line departments are stressed upon to build a strong working relationship and the JDCs are one way to certify this.

The aim remains to promote the CDD approach through various components of the programme. The most wholesome method is to institutionalise the CDD approach, which has been a focus of the TA component of the programme through drafting the PRS and CDLD policy for the GoS. The first draft of the policy is almost ready and it is anticipated that the proposed policy would be ready to be implemented from year three onwards.

The PRS and CDLD policy, along with the SUCCESS Programme, also sets the stage and paves the way for additional EU-funded as well as other programme initiatives in the province of Sindh. These programmes range 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. Currently, two programmes by the EU have started in different districts of Sindh.

Union Council Based Poverty Reduction Programme (UCBPRP) Expansion

The SUCCESS Programme scales up the Government of Sindh's (GoS) Union Council Based Poverty Reduction Programme (UCBPRP) that was implemented in four districts between 2009 and 2015. Looking at the accomplishments of the SUCCESS Programme and UCBPRP Phase I, in May 2017, the Government of Sindh expanded UCBPRP, implemented by SRSO, to an additional six districts including Khairpur, Sanghar, Mirpurkhas,

Umer Kot, Badin and Thatta, with the total budget of Rs 4.9 billions.

With the expansion of UCBPRP, the GoS's CDD programme has now reached a total of 18 out of the 23 rural districts of Sindh. Within the next five years, the GoS funded UCBPRP Expansion and EU funded SUCCESS programme together will benefit a total of 1.83 million households (approx. 11.89 million people) in Sindh. The new phase of UCBPRP is aimed at targeting the poor through the process of social mobilisation, harnessing their potential and enabling them to build productive assets, reduce vulnerabilities and improve by and large, the condition of their village or locality.

The UCBPRP Expansion was launched on 8th January, 2018 in Larkana, in which the Chairman Pakistan People's Party (PPP), Mr. Bilawal Bhutto along with his team of MNAs, MPAs, Commissioner and Deputies participated. Under the programme, as of 31st January, 2018 71% targeted households have been organised, 76% COs, 61% VOs, and 7% LSOs have been formed.

Once the PRS and CDLD Policy will be formulated and institutionalised at the provincial level, the further expansion of UCBPRP to remaining districts of Sindh will be assured. Not only this programme, but the policy will also open the way for other such programmes that promote the CDD approach to be implemented in the province.

Collaboration with Other Programmes in Sindh:

Programme for Improved Nutrition in Sindh (PINS)

The social mobilisation approach to community driven development, adopted by the RSPN and RSPs under the EU supported SUCCESS and UCBPRP, has been considered as the building block for the design and implementation of the Programme for Improved

Nutrition in Sindh (PINS). PINS is a four-year programme developed by the EU, under the EU Commission Action Plan on Nutrition 2014, to support the GoS in addressing the issue of malnutrition in Sindh. It will be implemented in ten districts of Sindh, including all eight targeted districts of SUCCESS namely - Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan, and two additional districts – Shikarpur and Thatta.

It is being implemented by SUCCESS programme partners – RSPN, NRSP, SRSO and TRDP, with Action Against Hunger (ACF), Conseil Sante, Concern Worldwide and People's Primary Healthcare initiatives (PPHI) as programme partners. In addition to providing direct assistance to significantly and rapidly reduce malnutrition in rural Sindh, PINS is aimed at capacitating the GoS to efficiently implement its multi-sectoral Sindh Accelerated Action Plan for Reduction of Stunting and Malnutrition (AAP) – a six-year programme through the Planning and Development Department (PDD) with the objective of reducing stunting rate from the existing 48% to 40% by 2021.

It is anticipated that these new programmes in addition to the interventions through the SUCCESS programme will not only help improve the socio-economic status of the poor households, but also the quality of life of the rural poor. The programme started with the hope to mobilise women, to empower them, and change their lives for the better. Today, after two years of the programme, there are countless stories of women starting their own businesses, and claiming their space in the world. We hope to move forward with the same fervor in coming years of the programme.



**KEY
PERFORMANCE
INDICATORS (KPIs)
(2016-2018)**

KEY PERFORMANCE INDICATORS (KPIs) - (2016-2018) STATISTICAL ABSTRACT

Table 1.A Poverty Scorecard Survey Coverage

RSP	District	Number of Tehsils/Taluka	Number of Union Councils	Number of Revenue Villages	Number of Settlements	Number of Households
	Tando Allahyar	3	26	82	1405	82,586
	Tando Muhammad Khan	3	28	152	1687	72,939
NRSP	Sujawal	5	37	336	3221	99,864
	Matiari	3	30	102	1287	78,032
	Total	14	121	672	7,600	333,421
SRSO	Larkana	4	47	173	1457	121,019
	Kamber Shahdadkot	7	52	256	2343	146,804
	Total	11	99	429	3,800	267,823
TRDP	Dadu	4	66	303	2231	170,360
	Jamshoro	4	30	141	1077	78,177
	Total	8	96	444	3,308	248,537
Grand Total		33	316	1,545	14,708	849,781

Table 1. B Poverty Scorecard Survey Coverage

RSP	District	Total Population covered			Total Households organised		
		Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	524,113	530,989	101%	51,544	42,044	82%
	Tando Muhammad Khan	555,091	480,998	87%	49,234	37,072	75%
NRSP	Sujawal	668,338	655,417	98%	60,719	54,705	90%
	Matiari	505,698	540,100	107%	47,109	40,435	86%
	Total	2,253,241	2,207,504	98%	208,606	174,256	84%
SRSO	Larkana	836,241	836,522	100%	68,501	58,083	85%
	Kamber Shahdadkot	1,012,948	1,012,724	100%	91,565	80,558	88%
	Total	1,849,189	1,849,246	100%	160,066	138,745	87%
TRDP	Dadu	1,144,490	1,144,490	100%	104,893	106,716	100%
	Jamshoro	490,406	490,406	100%	59,003	42,527	71%
	Total	1,634,896	1,634,896	100%	163,896	149,243	91%
Grand Total		5,737,326	5,691,646	99%	532,568	462,244	87%

Table 1. C Poverty Scorecard Survey Coverage

RSP	District	Total Households organised within PSC 0-23			Total Population represented by COs		
		Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	41,584	29,265	70%	276,571	286,599	104%
	Tando Muhammad Khan	42,767	29,918	70%	292,972	234,976	80%
NRSP	Sujawal	67,226	46,736	70%	352,175	353,289	100%
	Matiari	36,446	23,578	65%	266,853	249,968	94%
	Total	188,023	129,497	69%	1,188,571	1,124,832	95%
SRSO	Larkana	45,073	36,860	82%	459,201	414,801	90%
	Kamber Shahdadkot	75,259	58,641	78%	620,461	561,631	91%
	Total	120,332	95,501	79%	1,079,662	976,432	90%
TRDP	Dadu	67,296	68,447	102%	704,881	716,064	102%
	Jamshoro	36,012	24,083	67%	369,949	266,644	72%
	Total	103,308	92,530	90%	1,074,830	982,709	91%
Grand Total		411,663	317,528	77%	3,343,063	3,083,973	92%

Table 2. Social Mobilisation Outreach

RSP	District	Women's Community Organisations (COs) formed			Women's Village Organisations (VOs) formed			Women's Local Support Organisations (LSOs) formed		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	2,206	2,117	96%	208	200	96%	21	22	105%
	Tando Muhammad Khan	2,337	2,036	87%	220	245	111%	23	22	96%
NRSP	Sujawal	2,810	2,769	99%	265	308	116%	30	29	97%
	Matiari	2,129	2,137	100%	200	200	100%	24	24	100%
	Total	9,482	9,059	96%	893	953	107%	98	97	99%
SRSO	Larkana	3,857	3,171	82%	482	432	85%	26	21	81%
	Kamber Shahdadkot	4,679	4,109	88%	585	493	83%	27	24	85%
	Total	8,536	7,280	85%	1,067	925	84%	53	45	85%
TRDP	Dadu	6,583	5,525	84%	483	542	112%	50	26	52%
	Jamshoro	3,026	2,618	87%	254	254	100%	27	20	74%
	Total	9,609	8,143	85%	737	796	108%	77	46	60%
Grand Total		27,627	24,482	89%	2,697	2,674	99%	228	188	82%

Table 3.A Training and Capacity Building

RSP	District	Number of Community members trained in Community Management Skills Training (CMST)			Number of Community members trained in Leadership Management Skills Training (LMST)			Number of Activists Workshops organised		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	3,806	3,927	103%	428	422	99%	19	19	100%
	Tando Muhammad Khan	4,032	3,610	90%	377	500	133%	17	17	100%
NRSP	Sujawal	4,846	4,897	101%	520	581	112%	24	23	96%
	Matiari	3,672	3,899	106%	415	435	105%	18	18	100%
	Total	16,356	16,333	100%	1,740	1,938	111%	78	77	99%
	Larkana	7,714	5,820	75%	1,041	818	78%	42	33	79%
SRSP	Kamber Shahdaskot	9,358	7,359	78%	1,243	1,023	81%	42	33	79%
	Total	17,072	13,179	77%	2,284	1,841	81%	84	66	79%
	Dadu	12,149	9,918	82%	999	841	84%	42	38	90%
TRDP	Jamshoro	5,373	4,500	84%	495	499	101%	24	26	108%
	Total	17,522	14,418	82%	1,494	1,340	90%	66	64	97%
	Grand Total	50,950	43,930	86%	5,518	5,119	92%	228	207	91%

Table 3.B Training and Capacity Building

RSP	District	Number of community members trained as Community Resource Persons (CRPs)			Number of Community Awareness Toolkit (CAT) sessions conducted by CRPs		
		Target	Achievement	%	Target	Achievement	%
NRSP	Tando Allahyar	195	209	190%	2,050	463	18%
	Tando Muhammad Khan	141	291	180%	1,801	293	-
	Sujawal	237	271	121%	2,484	1,959	-
	Matiari	189	232	106%	1,987	397	16%
	Total	762	1,003	132%	8,322	3,112	37%
SRSP	Larkana	482	213	41%	6,377	646	-
	Kamber Shahdaskot	585	286	45%	8,732	635	-
	Total	1,067	499	47%	15,109	1,281	-
TRDP	Dadu	402	330	100%	-	2,636	100%
	Jamshoro	200	170	72%	-	912	-
	Total	602	500	83%	-	3,548	-
Grand Total	2,431	2,002	82%	23,431	7,941	34%	

Table 4. Community Investment Fund (CIF):

RSP	District	Number of VOs/LSOs managing CIF			Total amount of CIF with LSOs/VOs (PKR million)			Number of households benefiting from CIF for productive asset building and income generation		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	17	9	53%	68.0	18.1	27%	4,845	731	15%
	Tando Muhammad Khan	18	3	17%	80.0	4.8	6%	5,130	260	5%
NRSP	Sujawal	27	5	19%	108.0	10.9	10%	7,695	601	8%
	Matiari	16	6	38%	64.0	8.5	13%	4,560	113	2%
	Total	78	23	29%	320	42	13%	22,230	1,705	8%
SRSO	Larkana	360	54	15%	144.8	68.5	47%	10,346	256	2%
	Kamber Shahdadkot	437	90	21%	226.5	115.7	51%	16,181	555	3%
	Total	797	144	18%	371	184	50%	26,527	811	3%
TRDP	Dadu	14	9	64%	56.0	33.4	60%	3,733	2,305	62%
	Jamshoro	8	5	63%	32	15.7	49%	2,133	1,042	49%
	Total	22	14	64%	88	49	56%	5,866	3,347	57%
Grand Total		897	181	20%	779	276	35%	54,623	5,863	11%

Table 5. Income Generating Grants (IGG)

RSP	District	Number of VOs/LSOs managing IGG sub-grants			Total amount of IGG sub-grants with LSOs/VOs/COs (PKR million)			Number of households benefiting from IGGs for productive asset building and income generation		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	119	13	11%	30.6	2.2	7%	2,360	165	7%
	Tando Muhammad Khan	122	4	3%	31.5	0.72	2%	2,424	60	2%
NRSP	Sujawal	193	13	7%	49.6	1.50	3%	3,823	132	3%
	Matiari	104	7	7%	26.9	0.75	3%	2,072	59	3%
	Total	538	37	7%	139	5	4%	10,679	416	4%
SRSO	Larkana	226	51	23%	41.4	29.0	70%	2,963	-	0%
	Kamber Shahdadkot	226	64	28%	64.8	25	39%	4,635	-	0%
	Total	452	115	25%	106	54	51%	7,598	-	0%
TRDP	Dadu	300	26	9%	6.6	6.6	100%	2,700	383	14%
	Jamshoro	200	21	11%	67.9	3.6	5%	1,800	198	11%
	Total	500	47	9%	75	10	14%	4,500	581	13%
Grand Total		1,490	199	13%	319	69	22%	22,777	997	4%

Table No. 6 Technical and Vocational Skills Training (TVST)

RSP	District	Number of community members trained in TVST			Women	Men
		Target	Achievement	%		
	Tando Allahyar	2,871	47	2%	47	-
	Tando Muhammad Khan	2,949	70	2%	70	-
NRSP	Sujawal	4,651	31	1%	17	14
	Matiari	2,521	20	1%	-	20
	Total	12,992	168	1%	134	34
SRSO	Larkana	4,472	157	4%	157	-
	Kamber Shahdadkot	6,995	254	4%	254	-
	Total	11,467	411	4%	411	-
TRDP	Dadu	5,324	265	5%	260	5
	Jamshoro	2,360	256	11%	243	13
	Total	7,684	521	7%	503	18
Grand Total		32,143	1,100	3%	1,048	52

Table 7. Micro Health Insurance (MHI)

RSP	District	Number of households insured			Number of Females Insured	Number of Males Insured
		Target	Achievement	%		
	Tando Allahyar	8,044	4,580	57%	16,233	14,983
	Tando Muhammad Khan	8,262	5,946	72%	19,036	20,623
NRSP	Sujawal	13,032	9,919	76%	34,404	31,756
	Matiari	7,062	3,235	46%	8,383	8,531
	Total	36,400	23,680	65%	78,056	75,893
SRSO	Larkana	10,004	7,359	74%	27,686	29,856
	Kamber Shahdadkot	17,994	14,807	82%	45,325	47,891
	Total	27,998	22,166	79%	73,011	77,747
TRDP	Dadu	28,146	21,548	77%	84,719	85,723
	Jamshoro	10,000	7,595	76%	25,695	25,444
	Total	38,146	29,143	76%	110,414	111,167
Grand Total		102,544	74,989	73%	261,481	264,807

Table 8. Community Physical Infrastructure (CPI):

RSP	District	Number of CPIs initiated			Number of households benefiting from CPIs	Cost of CPIs (PKR million)		
		Target	Achievement	%		Target	Achievement	%
NRSP	Tando Allahyar	85	14	16%	1,552	29.8	5.8	19%
	Tando Muhammad Khan	74	13	18%	1,163	25.9	5.8	23%
	Sujawal	103	6	6%	370	36.1	2.0	6%
	Matiari	82	8	10%	948	28.7	3.4	12%
	Total	344	41	12%	4,033	120	17	14%
SRSO	Larkana	244	34	14%	3,402	96.6	16.7	13%
	Kamber Shahdadkot	298	30	10%	3,570	118	12.7	8%
	Total	542	64	12%	6,972	215	29	14%
TRDP	Dadu	136	23	17%	1,357	59.1	10.7	18%
	Jamshoro	54	9	17%	468	23.4	4.0	17%
	Total	190	32	17%	1,825	83	15	18%
Grand Total		1,076	137	13%	12,830	418	61	15%

Table 9. Local Development Plans

RSP	District	Number of COs developed Micro Investment Plans (MIPs) for their member households			Number of VOs have developed the Village Development Plans (VDPs)			Number of Joint Development Committees (JDCs) formed at Taluka and District level		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
NRSP	Tando Allahyar	2,206	1,500	68%	47	88	187%	4	4	100%
	Tando Muhammad Khan	2,337	696	30%	180	43	24%	4	4	100%
	Sujawal	2,810	938	33%	287	96	33%	6	6	100%
	Matiari	2,129	706	33%	204	65	32%	4	4	100%
	Total	9,482	3,840	40%	718	292	41%	18	18	100%
SRSO	Larkana	3,857	1,946	50%	482	306	63%	5	5	100%
	Kamber Shahdadkot	4,679	2,573	55%	585	375	64%	8	8	100%
	Total	8,536	4,519	53%	1,067	681	64%	13	13	100%
TRDP	Dadu	4,346	2,640	61%	318	236	74%	10	10	100%
	Jamshoro	1,802	1,488	83%	198	210	106%	10	10	100%
	Total	6,148	4,128	67%	516	446	86%	20	20	100%
Grand Total		24,166	12,487	52%	2,301	1,419	62%	51	51	100%

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

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



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