



EUROPEAN UNION



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

Third Interim Narrative Report (October 2017-September 2018)

Submitted to:

European Union Delegation to Pakistan

Submitted by:

Rural Support Programmes Network (RSPN)

3rd Floor, IRM Complex, Plot # 7, Sunrise Avenue (off Park Road),

Near COMSATS University, Islamabad, Pakistan

Phone: +92-51-8491270-99; Fax: +92-51-8351791

Website: www.rspn.org; www.success.org.pk

Facebook: www.facebook.com/successprogramme

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Acronyms

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

1. Description

This document outlines the progress made by the Rural Support Programmes Network (RSPN) from October 2017 to September 2018 in the implementation of the European Union (EU) funded “Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme – RSPN Component”. Section 1 gives a summary of the programme. Section 2 starts with an executive summary, reviews progress on activities and key achievements to-date and presents work plan for the next year, while section 3 highlights the relationship between beneficiaries/affiliated entities and other cooperation, Section 4 reports on whether visibility of the EU is being ensured in the programme.

1.1	Name of Coordinator of the grant:	Rural Support Programmes Network (RSPN)
1.2	Name and title of the Contact person	Khaleel Ahmed Tetlay, Chief Operating Officer, RSPN
1.3	Name of Beneficiaries and affiliated	Beneficiaries: National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP), Government of Sindh (GoS)
1.4	Title of the action	Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme RSPN Component
1.5	Contract Number	DCI-ASIE/2015/364-599
1.6	Start date and end date of the reporting period	October 1, 2017 – September 30, 2018
1.7	Target country(ies) or region(s):	Pakistan, Sindh
1.8	Final beneficiaries &/or target groups ¹ (if different) (including numbers of women and men):	Target Group: SUCCESS partner Rural Support Programmes (NRSP, SRSO and TRDP), Government of Sindh and District Governments. Final Beneficiaries: People and people’s organisations benefiting from the SUCCESS Programme: 770,000 households, 307 LSOs, 3,240 VOs and 32,400 COs.
1.9	Country(ies) in which the activities take place (if different from 1.7):	N/A

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

2. Assessment of Implementation of Action activities

2.1. Executive summary of the Action

The Specific Objective of the SUCCESS Programme's RSPN component is to promote a common approach in programme design, implementation, and the standardisation of processes to ensure that the programme delivery is efficient and effective. On purpose, this executive summary focuses on major challenges per result faced in the third year, notable issues, corrective actions and future pathways.

To achieve ER 1, '*SUCCESS programme delivery, efficiency and impact measured and reported timely*', RSPN continues to support RSPs on SUCCESS interventions. However, during the third year, RSPN undertook a new initiative namely an Institutional Maturity Index (IMI) Survey to assess the health of the community institutions (CIs) set up under SUCCESS. The survey results showed each of the three Community Institutions (CI) having less than 50% maturity. As part of the corrective action, the survey results were taken seriously and the specialist Social mobilisation RSPN has planned to do a review meeting with the RSPs field team and develop an action plan for follow up actions. RSPN suggested to the RSPs to strengthen social mobilisation units with adequate human and financial resources and then monitor closely. RSPN reiterated that the social mobilisation teams must invest their time in quality conversations and dialogues to inspire these rural women to take charge of their lives and of the decisions that affect them. At the policy level, it was highlighted that the LSOs' over-reliance on RSPs should be reduced by supporting them to develop external linkages through signing MoUs with line departments without waiting for the end of the SUCCESS programme.

Another key development with regards to ER 1 was effective employment of Management Information System (MIS) to track and report on the Key Performance Indicators (KPIs) of the overall SUCCESS Programme. The online dashboard, which has now a real-time user interface, showing a graphical presentation of the progress of 70 KPIs on a daily basis, is fully functional and available publically. The KPIs include indicators on social mobilisation as well as household interventions. The RSPN M&E and MIS team has additionally been working on developing assessment tools for each of the household interventions (Community Investment Fund, Income Generating Grant, Technical and Vocational Skills Training) that each report on progress against the target, showing graphical representation. In the third year of the programme, the teams successfully conducted assessments of Technical and Vocational Skills Training (TVST), and have successfully developed tools for Community Investment Fund (CIF) and Income Generating Grant (IGG). These tools will be implemented in the next year to track the beneficiaries and assess the benefits they accrue from these interventions.

With regards to ER 2, '*SUCCESS programme implementation methodologies and process standardised across the partner RSPs, in order to guarantee quality and improvements*', the RSPN team has also been performing regular quality control spot check visits in randomly selected intervention areas and providing feedback for course corrections during the implementation of the SUCCESS Programme. Notably, social mobilisation activities such as the formation of CO/VO/LSO are on track in terms of targets as well as the quality of processes being followed in mobilising the rural poor. 521,850 households (81% against the target) are organised into 27,436 COs (83% of target), 3,195 VOs (95% of target) and 275 LSOs (85% of target) without any significant difference among the three RSPs. However, in terms of year three, the household intervention of IGG and CIF the progress is slow in all RSPs. SRSO has not begun the disbursement of IGG yet. The achievements of the interventions against their targets are given below:

CIF: Rs. 642 million against target of Rs. 1,306 million (49%), CIF sub grants have been transferred to 284 Community Institutions against target of 1,438 i.e. 20%. A total of 19,348 against a target

92,359 households have taken CIF (21%) loans. 81% of the beneficiaries invested CIF in livestock, 16% in small village level enterprises and 3% in agriculture inputs.

IGG: 2,619 (6%) women from the poorest households got income generating grants from their VOs. 76% of the beneficiaries invested in livestock, 21% in small village level enterprises and 3% in agriculture inputs. A total of Rs. 124million (18%) have been sub-granted to VOs and LSOs. Overall progress is slow especially in NRSP.

CPI: 419 (25%) CPI against target of 1,665 have been initiated and 99 CPIs have been completed.

MHI: 688,606 people including 204,154 women, 244,491 children and 213,786 men covered through a micro health insurance scheme, to reduce household health expenditures and provide access to health services. A total of 3,959 patients treated with an amount of 58.6 million (29% claim ratio) so far. In terms of targets, this reaches to 79% of targeted households.

While for the sub-granting and disbursement of CIF/IGG, notification of the CIs by government authorities and the opening of bank accounts remained an issue in the first two years. The issue of notification of CIs was taken up at the highest level with Chief Secretary Sindh, on the directives of Chief Secretary and Secretary of Social Welfare to the Deputy Commissioner now this issue is resolved. Similarly, the issue of opening of bank accounts was taken up with bank branches at the local level, bank head office and state bank of Pakistan. As result now the banks have started opening of CI accounts. The CIs now have accounts in 36 branches of 12 banks.

Moreover, it was repeatedly observed that TVST trades are typical and conventional in nature and most of the training for women was basic stitching and sewing. It was observed that from one village around 8-10 women were participating in training on basic/domestic stitching and sewing. Such training sessions would not be able to increase the income of beneficiaries but would instead saturate the little market that they might have. Through the field visits, it was observed by the M&E Officer that diversification within the trade could also be beneficial. For instance, within the training on stitching and sewing if the focus was on specialised stitching and sewing of school uniforms perhaps, then the market value of the skill would increase. There is a need to explore new options which could be income generating for rural communities which RSPN and implementing partners are exploring with the training institutes. In this regard meeting were held with training providers to improve the quality of training and linking with local markets.

For some trades like embroidery and hand crafts, business development groups are now being formed and linked with markets for bulk sale and purchase. It was also observed that there are limited employment opportunities for vocational training participants. The target group especially women are mostly not literate and landless *haris* and most of them opt for home/village based skills. To increase trade portfolios new trade of livestock and agriculture management is added. In addition to this male members from the poor households are being included in training that have skills needed in the local markets. Also, the targets for vocational training are too high and budget per participants is too low. These issues were discussed with RSP field team and management and revised strategy with lower targets will be developed after the MTR team.

Notable developments with respect to ER 3, '*Evidence from the work of RSPs and rural communities generated and lessons documented*', include the '*Annual Socio-Economic Baseline Survey*', internationalisation of the lessons and a new study on '*Pathways To Social and Economic Empowerment of Rural Women*'.

Annual socio-economic baseline survey in the research union councils in district Tando Allahyar is part of a quasi-experimental randomised control trial. The baseline survey was

conducted by the RSPN and it was met with several chandelles and it was decided to outsource the second round of survey to specialised survey firm.

To take the documented lessons from research in SUCCESS to the international audience, RSPN collaborated and worked with the staff from Sustainable Places Research Institute, Cardiff University, UK, on issues of poverty reduction, local governance, and public policy reforms. This collaboration led to the successful publication of a research paper titled “on Challenges of research in rural poverty: Lessons from large field surveys” in a prestigious international journal, namely *Development in Practice*. This paper highlights lessons learnt during the data collection of two large field surveys; Poverty Score Card and Socio-economic Baseline surveys, undertaken under the SUCCESS programme.

A thematic study on “Pathways to Social and Economic Empowerment of Rural Women through the SUCCESS Programme” has been awarded to Enclude (consulting firm) through a competitive bidding process. This study will be in two rounds: the first round started in 2018 and the second round will take place in the beginning of 2021. The scope of the assignment is that Enclude will undertake a study to analyse the relationship of women’s social and economic empowerment at three levels; household, immediate community and at the local levels, and changes in poverty status, in the context of the SUCCESS programme in Sindh. The study would include assessment of community institutions fostered by the SUCCESS programme, particularly with respect to reaching out and including the very poor and marginalised groups to take collective self-help initiatives and empowering them to understand their basic rights and demand from the authorities. The study will also investigate the poverty reduction and empowerment dynamism. The study is also expected to provide feedback to RSPN/RSPs’ on the SUCCESS programme, as well as to inform the policymaking process for improving women’s social and economic empowerment in Sindh. Enclude, has submitted their first report draft in September 2018, and the report is currently under review. The study is expected to complete in November 2018 and will be disseminated in December 2018.

In addition to the above activities under ER 3, extensive advocacy activities were also undertaken during the third year by supporting the TA team to formulate the Poverty Reduction Strategy and CDLD policy to aid the GoS, which paved way for the official endorsement and launch of the PRS and CDLD policy by the GoS. This year also saw increased interaction and linkages being developed between SUCCESS partners and government authorities through the issuance of official MoUs with line departments, recognition of the local initiatives and JDCs, and scaling up of the UCBPRP.

SUCCESS has touched new heights through extensive outreach and scaling up of its engagement with multiple stakeholders to achieve ER 4, *‘Evidence based recommendations advocated and communicated with stakeholders, including policy makers, donors, and development community, to recommend/promote successful community development approaches within the country and beyond’*, in the year three of the programme. Firstly, RSPN developed a Global Communication and Visibility (C&V) Plan for SUCCESS along with a detailed activity work plan for the duration of the programme. The now finalised plan is a result of various consultative meetings between the partners and EU communications team and incorporates feedback from all relevant stakeholders. In light of the approved C&V plan, RSPN Communications team is now providing technical support to RSPs to align their work plans with the Global C&V plan for SUCCESS, addressing a gap in the previous years. Also, communication mix products including documentaries on SUCCESS Programme interventions, short human-interest stories, video infographics and jingle music videos were added in year three to highlight the SUCCESS intervention on social media and newspaper articles on print media based on the new C&V plan.

Among other notable activities that led to deeper reflection and engagement of the stakeholders were an international and national exposure visits. The international exposure

visit to Tajikistan was a great learning experience for the participants as they witnessed equal participation of women in all sectors such as education, health, environment, and especially business, which demonstrated the high level of women empowerment in Tajikistan as compared to the inequality in Pakistan. The participants learnt about the collaboration between different sectors like education, health, and community physical infrastructure, and saw the active support of the community in resolving their own issues such as setting up of health emergency funds and renovation of schools. The linkage between the government and local authorities and the community institutions was strong and they worked in collaboration to improve socio-economic conditions of their area. The community institutions directly communicate with the authorities at every level of the public sector and are hence progressing at all fronts.

For the national exposure visit, Chitral was chosen to be a place of learning and exposure because of its experience of working with the community institutions fostered by Aga Khan Rural Support Programme and Sarhad Rural Support Programme for nearly three decades. The participants learnt about the successful operations of the gemstone handicraft businesses and how the communities in Chitral are earning by value added to the local resources available. They also learnt about the credit-worthiness of the members who take loans and that social collateral has always worked in the small well-knit communities of Chitral. They also witnessed the impressive level of women mobility which has led to the progress of communities and noted that one of the most important factors behind easy mobility for women is setting up of counterpart male community institutions as well.

With the culmination of a successful, albeit challenging, the third year of the SUCCESS programme, the RSPN and the Implementing partners have learnt from the challenges, successes, and best practices, and with the MTR proceedings underway, look forward to a better and even more successful fourth year.

2.2 Outcomes, Expected Results and associated Activities

Progress on the key outcome indicators under the specific objective of the programme logframe of the RSPN component is as following:

Indicator 1 *A common implementation approach and methodology adopted by all the SUCCESS implementing partner RSPs:*

All three partner RSPs have adopted a common implementation approach and are following the implementation methodologies outlined in the Programme Implementation Manual (PIM), the Monitoring & Evaluation framework, Community Awareness Toolkit (CAT), and associated tools developed in year 1 and reported in the First Interim Report (MoV-1). These manuals and associated tools that were developed proved to be instrumental in harmonisation of the programme implementation across the three partners.

Indicator 2 *Percentage of project outputs, which are reported as achieved, or on track:* The overall project outputs are being continuously tracked through an online MIS dashboard, issues discussed and follow up actions undertaken through quarterly progress review meetings and regular monitoring visits by the RSPN/RSPs M&E teams in the field. A snapshot of the progress as of September 2018 against the targets of year 3, ending January 2019, on key performance indicators is presented below:

Social mobilisation: 521,850 households (81% against the target) are organised into 27,436 COs (83% of target), 3,195 VOs (95% of target) and 275 LSOs (85% of target) without any significant difference among the three RSPs.

Notification of Community Institutions and status of bank accounts: Overall 85% of VOs and 78% of LSOs have received notifications from the district authorities (Deputy Commissioner) in favour of the VOs and LSOs formed as of September 2018. SRSO lags behind with 58% LSOs notified by district authorities and needs to expedite the process of LSO notifications.

Overall 35% of VOs have opened their bank accounts with a higher proportion of VOs (51%) in NRSP and lower proportion of VOs (25%) in SRSO. However, overall 73% LSOs have successfully opened bank accounts, with 97% in NRSP and 64% in TRDP 58% of LSOs in SRSO programme area. Opening of bank accounts remained a challenge in the first two years of implementation due to stringent rules and regulation enforced by the banks, unavailability of bank branches in rural areas, and in some cases, non-cooperation of bank branch at the local level and capacity issues in bank branches. However, notification and opening of bank accounts for the Community Institutions were resolved by mid of second year of implementation to a great extent as a result of meetings with local bank branches and their higher ups at headquarters, reaching out to multiple banks especially micro finance banks.

Community Trainings: This includes Community Management Skills Training (CMST) for office bearers of COs, Leadership Management Skills Training (LMST) for VOs and LSOs, Training of Community Resource Persons (CRPs) and Activist Workshops. Overall achievements against targets as of January 2019 ranges from 88% for LMST to 77% for CMSTs. SRSO needs to improve progress for training of CRPs (49%) and community bookkeepers (38%), NRSP and TRDP are on track.

Programme Interventions: This includes, Community Investment Fund (CIF), Income Generating Grants (IGGs), Micro Health Insurance (MHI), Technical and Vocational Skills Training (TVST) and Community Physical Infrastructures (CPIs):

CIF: Rs. 642 million against target of Rs. 1,306 million (49%), CIF sub grants have been transferred to 284 Community Institutions against target of 1,438 i.e. 20%. A total of 19,348 against a target 92,359 households have taken CIF (21%) loans. 81% of the beneficiaries invested CIF in livestock, 16% in small village level enterprises and 3% in agriculture inputs.

IGG: 2,619 (6%) women from the poorest households got income generating grants from their VOs. 76% of the beneficiaries invested in livestock, 21% in small village level enterprises and 3% in agriculture inputs. A total of Rs. 124million (18%) have been sub-granted to VOs and LSOs. Overall progress is slow especially in NRSP.

CPI: 419 (25%) CPI against target of 1,665 have been initiated and 99 CPIs have been completed.

The CIF, IGG, and CPI are sub-granting to community institutions. As a requirement of the project, the community institution can only get sub-grants once these institutions are registered/notified by the government authorities and have institutional bank accounts.

- **Registration/Notification of CIs:** This is a requirement of the EU and an important indicator of CI institutional development and maturity. The Social Welfare Act, which is the easiest Act under which CIs can be registered, charges Rs. 10,000 fee for registration with Rs. 2,000 as annual renewal fee and has numerous procedural requirements, which become a financial burden on the poor members of the CIs and requires reporting which is difficult for them to do. Under the SUCCESS programme after taking up the issue at the SPDC by EU and RSPs to the Chief Secretary Sindh, The Chief Secretary and social welfare department directed the Deputy Commissioners in each SUCCESS district to notify the community institutions formed under SUCCESS. Banks in SUCCESS areas are now opening institutional/CI accounts, based on the government Notification.
- **Bank Accounts:** It took more time than expected in developing mechanisms for notification of the community institutions and opening bank accounts due to stringent rules and regulations enforced by the banks, unavailability of bank branches in rural areas, long procedural time taken to issue cheques once accounts are opened, in some cases non-cooperation of bank branch at the local level, and capacity issues (in terms of human and space) in bank branches. However, notification and opening of bank accounts for the Community Institutions have been resolved by mid of second year of implementation to a great extent and financial utilisation is taking pace now. The steps taken to resolve opening of bank accounts included: Meetings with local bank branches and their higher ups at headquarters, reaching out to multiple banks especially micro finance banks. Now the CIs have accounts in 36 branches of 12 banks. In the case of CIF and IGG disbursement to beneficiaries from the CI bank accounts, significant delays are caused by the process of banks issuing limited cheque books with only ten cheques each at the start, which does not cover the number of individual CIF loan demands or IGG demands of CO members. The banks take up to three months to issue the next cheque book. For this reason, the NRSP transfers the entire CIF amount into an LSO account, following which, the amount of the first batch of loan demands, collected by the LSO, is transferred by the LSO from its own account to NRSP 'project clearance account'. Individual loans are then disbursed to the clients from this 'project clearance' account. In NRSP's case the women CO members go to the bank branch and are issued a PIN number by the bank, against which they collect their loan amount. In SRSO areas, funds are transferred to the LSO account and the LSO then transfers batches of loan amounts to a Mobicash account (mobile banking), which disburses directly to clients. The SRSO system is in a testing phase. In the case of TRDP, the LSOs themselves manage this entire process of CIF lending, through their own account. As TRDP targets are not as large, the pressure of achieving them allows the organisation to implement the programme, as is.

- Secondly, the targets for SUCCESS were set high based on the experience of UCBPRP implementation (where there was no sub granting) without understanding the complexities and time taking process in sub granting. Now it is time to undertake re-planning and set realistic targets and budget for the remaining period.

MHI: 688,606 people including 204,154 women, 244,491 children and 213,786 men covered through a micro health insurance scheme, to reduce household health expenditures and provide access to health services. A total of 3,959 patients treated with an amount of 58.6 million (29% claim ratio) so far. In terms of targets, this reaches to 79% of targeted households.

TVST: 4,785 people (81% of them women) have been trained in various technical and vocational skills training. The overall progress is slow, 8% of the targets set for the year ending at 2019 have been met. In the first year the procurement process of service provider for vocational training took more time than expecting. The TVST component was also slowed down by the management after review of the initial batch of TVST beneficiaries. The initial assessment showed that most of the women beneficiaries opted for traditional trades, basic trades (e.g. tailoring) which has limited marketability. The progress was slowed down to review and undertake dialogue with communities and market actors to diversify the training trades. Another key issue is in design of the TVST where the target is too high and cost per trainee is too low. The TVST component still needs to be redesigned with more profitable and socially accepted trades, increased duration, and reduced targets.

Joint Development Committees (JDCs): All partners have successfully facilitated forming all the targeted joint development committees at Taluka and District levels.

- JDCs were notified between May 2017 and January 2018 in all eight districts and 33 of Talukas of the programme area.
- 28 of the 41 JDCs have held one meeting each and one has held two meetings.
- The membership of the JDCs includes 260 officials of government departments, 118 LSO members, 46 elected representatives and 87 representatives of RSPs and other civil society organisations.
- RSPs have trained LSO members in 35 JDCs to participate in these committees.
- LSO members have presented Village Development Plans in 28 JDCs and Union Council Development Plans in 24 JDCs.
- Various government departments have signed 23 MOUs at district and taluka-level for collaboration with RSPs and community institutions. Departments entering into MOUs include those responsible for health, education, drinking water, social welfare, local government, agriculture, forestry, livestock, elections (in 2017) and civil administration.

Implementation of 21 activities has started as a result of these MOUs. "Implementation" means that some benefit (including awareness raising) has started accruing to the people as a result of a contribution from a government organisation. Some of the key activities are:

- In all the eight District, there was collaboration with the Forest Department for a campaign for plantation and rallies/walks with communities
- In Jamshoro District, there was an enrolment campaign with the Education Department, supported by exchange of information on out-of-school children (comparing government data with PSC survey data) and functional and non-functional schools.
- In Matiari districts, there was collaboration with the Department of Health for Measles campaign

- In Sujawal During the general elections 2018, the LSO leaders and CRPs were formally engaged by the election commission for maintaining discipline at women polling stations.
- In Tando Allahyar, one closed school was reopened after raising the issue at the JDC meeting by LSO representatives.
- In Tando Muhammad Khan Taluka of Tando Muhammad Khan District: (i) Health Department: government vaccinators and CRPs are doing routine immunisation jointly. (ii) Education Department: CRPs are mobilising communities for enrolment and retention of children and the department is trying to ensure presence of teachers. A closed school was re-opened.
- In Johi Taluka of Dadu District, the Forest Department provided plants to LSOs, either free of cost or on subsidised rates.
- In Sehwan Taluka of Jamshoro District, there was a joint campaign with the Election Commission of Pakistan in 2017, supported by the National Database Registration Authority, for people to obtain Computerised National Identity Cards and register as voters. There was also collaboration with the Assistant Commissioner's Office to enable people to obtain domicile certificates, which are important for obtaining employment and admission for higher education in government institutions.

The idea of JDCs is an innovative platform for building linkages among the line departments and community institutions. The objective of JDCs, as stated in the Financing Agreement, is "to advocate for access to essential public services and for planning, implementation and monitoring of local development plans". JDCs at the district and taluka levels in SUCCESS include representatives of government departments, local government, community institutions, RSPs and civil society organisations. The JDCs are notified by Deputy Commissioners; they are chaired by the Deputy Commissioner at the district level and the Assistant Commissioner at the taluka level.

Part of the efficacy of the JDCs depends on the initiative of these chairpersons, who have wide-ranging and time-consuming administrative responsibilities and limited (and sometimes uncertain) tenures in office. Moreover, the district and taluka heads of line departments that are responsible for service delivery do not report to these administrative officials and work according to their departmental rules rather than ad hoc instructions from the civil administration. The departments work with RSPs and community institutions after signing district-level Memoranda of Understanding (MOUs) with respective RSPs for undertaking specific activities in collaboration with the respective RSPs is however instrumental.

Our research shows that the JDCs, are yet in its initial stage and there is a long way to make them effective in the stated objective. The key challenge on the part of government is how to include the community needs in the annual development planning process of the government. The existing Rule of Business for government departments does not include participation of community institutions in development planning and implementation process. The second issue is the ownership of community institutions as an official partner in development. The third issue is limited human and financial capacity of line departments to engage with community institutions. Though the Poverty Reduction Strategy and CDLD policy approved by the government of Sindh adopts the JDC model of SUCCESS to all the districts but there is a limited awareness about this document and policy at the district level. To make the JDCs effective, following are the key recommendations:

- Amendment in the Rules of Business and/or departmental policies and procedures to provide supplies and services of line departments through the community institutions.

- Amendments in the district budget making rules and process to include needs identified by community institutions through Village Development Plans, and Union Council Development Plans.
- selection of sectors and departments considered appropriate for partnership with community institutions and RSPs;
- identification of activities eligible for the proposed modality (or activities excluded from it);
- adequate (possibly enhanced) resource allocation for priority sectors and departments;
- A minimum core unit of RSPs staffed with District Manager, Monitoring Officer and accountant in each district and two Social Mobilisers in each field unit of the district for facilitating linkages with government departments and monitoring community institutions after the closure of SUCCESS.

The Technical assistance team while working on the PRS and CDLD road map for implementation may consider the above recommendations.

For the RSPs, the JDC meetings have led to recognition and trust building of RSPs and community institutions with the govt. line departments and support in implementation of the SUCCESS and other projects. It has also helped in notifying the community institutions that helped in opening their bank accounts and access the SUCCESS resources. However, the key challenge for the RSPs remains continuous orientation of the frequently changing government officials about the concept of JDCs and need of community participation in the development process.

For the communities, the JDCs have been appreciated by the representatives of the local support organisations (LSOs) as a forum that elevates them as equal and powerful to hold those in power. The research participants said “it was unbelievable for us to sit alongside high officials such as Deputy and Assistant Commissioners. This made us realise that we have gained power.” The key challenge for the women representatives of LSOs who are mostly not literate and from the poor households to assert the communities’ needs and demands in the male dominated powerful committees. To improve the demand side, which is represented by the community institutions and the RSPs, so that it can elicit a minimum set of services from selected government departments, it is important to consider the following points in coming years:

- Regular capacity building of LSO representatives in developing and updating their VDPs/UCDPs and advocating and articulating these needs at the JDC meetings
- Training community representatives as the village-level extension agents of line departments, who would be supported by community members who benefit from their services.
- Regular interaction with and orientation/exposure visits for JDC members to the community institutions and their initiatives.
- paying the operational costs of incremental government support for additional outreach among the rural poor in the long run post project

Indicator 3 *Level of satisfaction of SUCCESS Programme partners with RSPN's contribution in identified areas:*

The partner RSPs have shown high level of satisfaction with RSPN's contribution in the design of the programme, support in standardisation of approaches, communication of the work to wider audience and regular supporting supervision during the programme implementation. This was evident from the second annual evaluation report of the SUCCESS component

published in the first half of third year. The second external evaluation report ranked the programme overall at 4 on a scale of 1 to 5, signifying major strengths of the approach, good design feature, and high quality of results delivered and adopted by implementing partners (MoV-2). The annual evaluation activity for the third year, however, is not being done due to the Mid-Term Review being conducted by European Union. An annual evaluation would have been duplication of activity and a wastage of resources and time. The MTR has been launched and an assessment of the RSPN component is expected from the MTR. However, RSPN in collaboration with partner RSPs have done a self-evaluation exercise recently.

Activities and Expected Results

Start-up project activities:

The RSPN component of the SUCCESS Programme has four expected results, with respective indicators, and corresponding activities to achieve them. The start-up activities were planned and completed in year one. The First Interim Report included detailed progress on these activities (MoV-1). However, in year three a new activity was added as “RSPN SUCCESS Programme Staff training/exposure/participation in conferences” in order to respond to staff capacity building. During the reporting period, the two field researchers attended a training workshop on research methods in Islamabad arranged by the Sustainable Development Policy Institute (SDPI).

Expected Results:

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

Logframe Indicators:

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

The first two indicators of ER 1 have been achieved in the first year of the programme and have been reported in the First Interim Report (MoV-1). With respect to indicator 1.3, Annual Key Performance Indicator (KPI) reports for the first and second year has been published and disseminated widely among all relevant stakeholders and year 3 report is due once the RSPs 3rd year completes in Feb 2019.

Activities:

The following activities have been completed in the first year and detailed progress have been reported in the First Interim Report (MoV-1).

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

A1.2. *Development of a common M&E framework for the RSPs with key performance indicators for the SUCCESS Programme*

A1.3. *Training of RSPs M&E staff on M&E framework and baseline approaches and methodologies and KPI reporting.* Following activities under ER -1 are ongoing activities and progress in the year is presented here:

A.1.4. Technical support to RSPs in implementation of the M&E framework

Building upon the second year's support extended by RSPN to the RSPs for implementation of the M&E framework, the M&E activities have 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.

RSPN core and RSPN SUCCESS technical and management team members undertake regular field visits which cover various aspects of the SUCCESS programme. The coverage includes, but is not limited to: the implementation of social mobilisation activities including programme introductions; formation of Community Organisations (COs), Village Organisations (VOs) and Local Support Organisations (LSOs); Community Management Skills Training (CMST), Leadership Management Skills training, Community Awareness Toolkit (CAT) sessions; development of household level and village level development plans, and further roll out of household level interventions: Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational Skills Training (TVST), Micro Health Insurance (MHI) and Community Physical Infrastructure (CPI), and progress review meetings in the field with RSP programme staff.

Supervision and support is also provided to RSP staff through 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. The social mobilisation activities and trainings, and implementation of interventions such as CIF and IGG grant disbursement, MHI card distribution, and TVST training are also monitored through M&E tools. For instance, Monitoring and Evaluation teams use the quality control checklists in the field to ensure that all relevant steps are being covered by the field teams, as prescribed for the relevant programme activities in the Programme Implementation Manual (PIM) for the SUCCESS Programme. In addition, visits to TVST centres are undertaken to check whether the centres are of a certain standard. Moreover, field visit reports documented as 'Notes for Record (NFR)' contain the field observations; these are shared with RSPs and include follow on points that require actions. (MoV-3)

To check whether those community institutions that have been formed for over the first two years are performing well, the RSPN M&E team, in consultation with the implementing partner RSPs as well as the participating RSPs of resource group meetings, prepared an Institutional Maturity Index (IMI) tool. The tool includes 14 indicators for COs, 18 indicators for VOs and 17 indicators for LSOs (depending on their functions). On the basis of the response, an institution is then allocated score on a four point scale (0-3). For each type of community institution the scores on their respective indicators were then summed to give each community institution an Institutional Development Score. With a scale from zero to three for each indicator, the maximum possible result was 42 for CO, 51 for VO and 54 for LSO. Scoring levels were classified as: Below 25% (D); 25% to 50% (C); 50% to 75% (B); over 75% (A).

The IMI exercise started in December 2017 and the final report has been developed and shared with partners. This report presents the results of the Institutional Maturity Index (IMI) survey that covered 239 randomly selected community institutions including 30 LSOs, 68 VOs and 141 COs from the eight programme districts of the SUCCESS programme. The assessment of the community institutions was analysed in terms of their organisational motivation, performance and capacity. In addition, the assessment also looked into the impact of external factors on the performance of community institutions. The M&E officers based at the district level and supervised by Monitoring & Evaluation Managers of Rural Support Programmes (RSPs) collected the data.

The results show overwhelming success of the community institutions in terms of the inclusion of the households in the lower bands of the poverty score card - below 23 as well as over 60% of one of leadership position (either president or manager) are among the poor households. Over 80% of the mobilised women do unpaid domestic chores. Finding a literate woman becomes relatively easier at the LSO level as 25% of the general body members are literate. Whereas, only 6% women are literate in COs. This also means education level helps upward mobility and participation among the rural women with literate women more likely to excel by joining high tier community institutions.

Low literacy leads to almost non-existent saving records in COs despite 90% of the COs are involved in savings. Though almost all COs run a savings programme, however not all the CO members actually participate in savings. Encouraging to find that most of the savings are used for health emergencies through internal borrowing among members.

The results confirm that mobility of women is relatively easier for older women as per dominant social norms. Despite youth bulge in the country and more so in the rural population, the programme appears to attract relatively older women on the whole and in particular at the LSO level. Older women, between 31 to 60 years comprise three fourth of the LSO membership. However, along with age, this could be due to the difference in exposure levels of the LSO members. Among the executive members of the LSOs, 50% of the members have received some kind of training through other organisation. Younger members of the LSOs might not replace these older ones any sooner because only 17% LSOs conduct annual elections.

Most of the community institutions lack in interconnectivity, mutual accountability and their linkages with other service providers. The IMI survey results show that one fifth of the LSOs do not share their progress with the respective VOs and almost half (47%) of the LSOs share their progress but informally. LSOs struggle to cope with their reluctance to approach government departments and rely too much on RSPs. As per the results, only 2 LSOs submitted any resolution to any government department while in the same period, 18 LSOs submitted different resolutions to RSPs.

Through self-help initiatives, implementing 24 out of 21 resolutions, LSOs have been successful in addressing a number of issues of public interest such as tree plantation, issuance of CNICs, enrolment of out of school children in schools and women and children immunisation.

The survey results also provide an opportunity for mutual learning among the RSPs. TRDP is ahead of the two other RSPs. In all of the three tier community institutions formed under the SUCCESS programme; COs, VOs and LSOs, the community institutions fostered by TRDP perform better followed by SRSO and then NRSP in all indicators of the IMI index.

On the one hand, at a time when the programme is almost half way, the IMI results of the three community institutions show a worrying picture with each of them having less than 50% maturity. On the other hand. For example, the report identifies district Dadu having most of the LSOs relatively scoring high on the index and district Sujawal having scoring least. Since the sample covers all the eight programme districts, the report gives a room for a dialogue with the RSP staff at each district and taluka levels how to improve the maturity scorings of these community institutions.

On the whole, the report calls for immediate action by RSPs. Social mobilisation is easier said than done as it requires substantial investment of time and resources. The social mobilisation unit teams should be strengthened with adequate human and financial resources and then monitored closely. These teams must invest their time in quality conversations and dialogues to inspire these rural women to take charge of their lives and of the decisions that affect them.

At the policy level, the LSOs over reliance on RSPs should be reduced by supporting them to develop external linkages without waiting for the end of the SUCCESS programme (MoV-4).

A1.5. Annual reporting on common programme KPIs

In order to report on the overall SUCCESS Programme performance, a set of common Key Performance Indicators (KPIs) were developed for the overall SUCCESS Programme in consultation with the implementing RSPs and were made part of the M&E framework. An online dashboard has also been developed, which provides real time data and tracks the progress on these KPIs. Upon completion of the second year of the RSPs component in Feb 2018, RSPN published an annual report on the Key Performance Indicators (KPI) for 2017-18. (MoV-5). The annual KPI report, in addition to reporting on the KPIs and achievements of the programme, also includes the work of all SUCCESS partners (GoS, RSPs, Technical Assistance component, and Community Institutions) and donor (EU) in promoting the CDD approach in Sindh. The report has been printed and disseminated through digital and print mediums to all stakeholders, including government officials, particularly to advocate and highlight the work of SUCCESS Programme.

A1.6. Up-gradation and Maintenance of MIS/GIS mapping to track KPIs

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 publically. The KPIs include indicators on social mobilisation as well as household interventions.

Using the Computer Assisted Personal Interviews (CAPI), applications have been developed to assess the IMI and TVST. This has vastly reduced the burden of conducting cumbersome paper 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.

The RSPN M&E and MIS team has additionally been working on developing assessment tools for each of the household interventions (CIF, IGG, TVST) that each report on progress against the target, showing graphical representation. In the third year of the programme, the teams successfully conducted assessments of TVST, and have successfully developed tools for IGG and CIF.

A sample TVST assessment of those beneficiaries who have completed their training has been carried out, and the data will be analysed to produce an analysis report on the utilisation of the training, whether there has been any increase in the income of the beneficiaries post training, and should the trades be diversified or not.

The assessments for CIF and IGG beneficiaries are likely to begin in the fourth year of the programme.

[ER 2: SUCESSS programme implementation methodologies and processes standardised across the partner RSPs, in order to guarantee quality, coherence and improvements](#)

Logframe Indicators:

- 2.1. Similar Implementation Manual/Guidelines adopted by SUCCESS partner RSPs
- 2.2. Number of SUCCESS RSPs staff trained on Programme Implementation Manual

2.3. Quality Control Plan developed by RSPN and adopted by RSPs

The Programme Implementation Manual (PIM), quality control plan developed by RSPN at the start of the programme remained instrumental in order to standardise the implementation methodologies and process across the three RSPs. A total of 221 relevant programme implementation and management team members have been provided training on the PIM. RSPN is providing continuous supportive supervision to the RSPs for improvement wherever needed.

Activities:

The first five activities were completed under ER 2 in the first year and were reported in the First Interim Report (MOV-1). The following on-going activities continued in the second and third year of the programme. The detailed progress of second year was reported in the Second Interim Report (MoV-6) and the progress of the third year is as follows:

A2.6. Supportive supervision and quality control spot check visits

RSPN's technical and programme team have been conducting visits to the programme districts regularly. The purpose of these visits is to support the RSPs implementation team to ensure quality. During the reporting period the RSPN core and project staff members visited the NRSP, TRDP, and SRSO programme districts where the programme activities are being implemented.

The team reviewed the implementation and monitoring process with the field teams, trainings conducted for field teams, community trainings, and conducted assessments and provided feedback to RSPs SUCCESS management and teams in the field and the community institutions members and leaders (MoV-3). The RSPN team has also been performing regular quality control spot check visits in randomly selected intervention areas and providing feedback for course corrections during the implementation of the SUCCESS Programme. These quality control spot check visits result in communication of findings and recommendations to the project implementation team on important aspects of the programme implementation process according to the quality control plans. The results of these visits are communicated in writing through email, Notes for Record (NFR) and through sharing during weekly programme review meetings (MoV-3). Key lessons from these visits include:

- Overall, social mobilisation activities such as formation of CO/VO/LSO are on track in terms of targets as well as quality of processes being followed in mobilising the rural poor. However, in terms of year three household intervention of IGG and CIF the progress is slow in all RSPs. SRSO has not begun the disbursement of IGG yet. While for the sub-granting and disbursement of CIF/IGG, the opening of bank accounts remained an issue in the first two years. However, the issue has been resolved and now bank accounts are being opened. Moreover, it was repeatedly observed that TVST trades are typical and conventional in nature and most of the training for women was basic stitching and sewing. It was observed that from one village around 8-10 women were participating in training on basic/domestic stitching and sewing. Such training sessions would not be able to increase the income of beneficiaries but would instead saturate the little market that they might have. Through the field visits it was observed by the M&E Officer that diversification within the trade could also be beneficial. For instance, within the training on stitching and sewing if the focus was on specialised stitching and sewing of school uniforms perhaps, then the market value of the skill would increase. There is need to explore new options which could be income generating for rural communities which RSPN and implementing partners are exploring with the training institutes. It was also observed that there are limited employment opportunities for vocational training participants. The target group especially women

are mostly not literate and landless *haris* and most of them opt for home/village based skills. Also the targets for vocational training are too high and budget per participants is too low. These issues were discussed with RSP field team and management and revised strategy will be developed after the MTR team.

- To achieve the objective of increasing the incomes of the poor women beneficiaries of the SUCCESS Programme, it is also important to link the income generating interventions with each other. This has to be done when the Micro Investment Plan (MIP) of the beneficiary is being developed. While filling that out the social organiser, or the social mobilisation team needs to pay attention to what sort of income generating activity does the beneficiary want to do in case they get CIF/IGG, and what training would they want to take if they are eligible for TVST. For instance, a beneficiary wanting to learn to stitch and sew through the TVST component, may also be linked with the CIF/IGG grant to enhance the skill and make it marketable. She can purchase a sewing machine if she doesn't have one.
- Another observation has been a lack of information sharing among as well as between the community institutions. The CO must share its progress on development/social activities with its members and the VO it is a part of. Similarly, the VO must share information with the member LSOs, and the LSOs need to share their progress with the VOs that are their members, respectively. The sharing of information not only builds trust between the different stages/tiers of institutions, but also makes the members aware of the activities being carried out at all levels of the institutions.
- One of the emerging finding from the NFRs was low savings in the community organisations (CO), safe keeping and utilisation of savings. Since COs did not have bank accounts. It was extremely difficult to have bank accounts for COs due to distance, lack of literacy and banking procedures requiring account holders to make several trips. The communities are thus suggested to use savings through rotational committee system or through internal lending to its members.

A2.7. Organising RSPs strategic support group meetings (SMRT, GRG, M&E, SSRG, FACT, and FACE)

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

During the reporting period, two meetings of SMRT were held on 28 December, 2017 and 18 July, 2018 (MoV-7, MoV-8). Two meetings of FACE were held on October 24-25, 2017 and 26-27 June 2018 (MoV-9, MoV-10), two GRG meetings were held on 29 November 2017 and 19 July 2018 (MoV-11, MoV-12), one SSRG was held on 24 September, 2018 (MoV-13), and one M&ERG meeting was held on 8 May, 2018 (MoV-14). FACT meeting was not held during the third year.

A2.8. Organising National LSO conventions

In order to promote the work of the community institutions fostered by the Rural Support Programmes (RSPs) across the country, and to advocate their work and achievements to broader set of stakeholders, including policy makers, government authorities, donor agencies,

non-government organisations (NGOs), and other stakeholders, RSPN organises the National LSO Convention every year. The National LSO Convention for 2018 was held on the 12 September, 2018 and a detailed report is being produced on the proceedings and learnings from the event ([MoV-15](#)).

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

Logframe Indicators:

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

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

A.3.1. Action research on poverty dynamics

The research team at RSPN continues to collect, document, analyse, publish and disseminate insights about poverty dynamics. A quasi-experimental design of randomised control trial has been set up in two Union Councils of Tando Allahyar district and after the first annual socio-economic baseline survey (2016), the second survey was launched in April 2018. As part of the research design, this survey is 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 this round of data, the research tools were reviewed and revised in collaboration with Dr Andreas Landmann, Technical Advisor for the research from University of Mannheim, Germany and Dr Waqar Wadho (Lahore School of Economics). In view of the 2018 general elections, a section on political participation was added to know more about the factors which influence voting choices of the people.

SUCCESS hired a survey firm named Fincon for carrying out annual surveys in the research union councils. Data collection is complete and the firm is doing the analysis and report writing and will submit the draft report in November 2018.

RSPN collaborated and worked with the staff from Sustainable Places Research Institute, Cardiff University, UK on issues of poverty reduction, local governance, and public policy reforms. The Team Leader Research, SUCCESS, RSPN visited Cardiff University on a fellowship and co-authored two papers with Dr. Abid of Cardiff University; one on the need for public policy reforms in (reproductive) health sector to address issues of access in remote and rural areas of the country. The paper has recently been published recently in a prestigious international journal, namely *Development in Practice*² ([MoV-16](#)), the other on Challenges of research in rural poverty: Lessons from large field surveys. The second paper was successfully published as a research paper titled “on Challenges of research in rural poverty: Lessons from large field surveys” in a prestigious international journal, namely *Development in Practice* ([MoV-17](#)) in June 2018. This paper highlights lessons learnt during the data collection of two large field surveys undertaken under the SUCCESS programme. This paper was also accepted in the Annual conference of the Royal Geographical Society (with the Institute of British Geographers) that was held at Cardiff University from Tuesday 28 August

² The paper was prepared, submitted, reviewed and accepted for publication during the reporting period (Oct 2017-Sep 2017). However during finalizing this report it has been published (Nov 7) so we thought to report it here.

to Friday 31 August 2018. The paper was presented by Dr Abid Mehmood, Research Fellow at the Institute of Sustainable Places, Cardiff University, UK and the abstract of the paper was listed at its website ([MoV-18](#)).

In order to make sure that the documented learning is shared within the RSPs, the findings of the paper were presented in the all RSPs Monitoring and Evaluation Resource Group meeting.

The Research team leader delivered talk on "Breaking nexus among landlessness, poverty and lack of quality education in rural Pakistan: The "SUCCESS" approach" at the Centre for International Education, University of Sussex, on October 26, 2017. Another talk was delivered on "Poverty reduction in South Asia: Challenges and opportunities drawing on Pakistan's experience" at the Sustainable Places Research Institute, Cardiff University, on October 13, 2017.

Under the research component a MoU was signed with Lahore School of economics in February 2018 to conduct collaborative research in the area of community development and poverty reduction programmes.

The SUCCESS Research team Conducted fieldwork to collect the first follow up of the 20 longitudinal household qualitative studies and further undertook a second follow up of the studies. The report is under review and will be published soon. After the first follow up, the study has been published on the SUCCESS website ([MoV-19](#)).

Reflecting on the living styles and choices of the research site in Tando Allahyar, the research team also published an article titled "Development: the beggars of Tando Allahyar" in the leading English daily 'The Dawn' on June 3, 2013 ([MoV-20](#)).

The research team actively endeavoured to share its research and evidence-based policy work with the national and international audience and hence responded to the various calls for research papers

A paper titled "who will bell the cat? Challenges to citizen-driven local governance: A case study of SUCCESS programme in Sindh" was submitted for consideration in the 34th Annual Conference of the Pakistan Society for Development Economics to be held in Islamabad in December 2018. This paper shares the research findings about a study on the new governance innovation of Joint Development Committees, set up under the SUCCESS programme

To further the aim of strengthening community institutions and to share the research undertaken in the SUCCESS programme widely, the research team responded to a call for abstracts by the Sustainability and Development Conference at the University of Michigan (U-M), November 9-11, 2018. An abstract titled "Leveraging Community Institutions to improve Rural Governance: Insights from a poverty reduction programme in Pakistan" was submitted to the conference. This paper was to SUCCESS programme in Pakistan as an example of this approach as policy instrument for improvement of local governance particularly in Pakistan and broadly to the context of south Asia.

Moreover, the research team published emerging findings from the field at the London School of Economics' blog under the title "Exploring the many barriers to a girls' education in Sindh, Pakistan. London School of Economics and Political Science." ([MoV-21](#))

The SUCCESS Research team collected, documented and published a number of field observations as field diaries on the SUCCESS website ([MoV-22](#)). Furthermore, to hone their skills, the SUCCESS field researchers attended a workshop on research methods in Islamabad arranged by the Sustainable Development Policy Institute (SDPI).

The research team is actively looking for building stronger connections with the top academic institutions so as to leverage the SUCCESS programme and its interventions in generating evidence for local, national and international audience. At the moment, research collaboration and joint work is being planned with the University of Oxford and to reinforce collaboration with the Institute of Sustainable Places, Cardiff University in the UK.

A 3.2. Conduct Thematic Sectoral Study 1

Under the research component of SUCCESS, certain thematic and sectoral studies are to be carried out by outsourcing to third party research firms through a competitive bidding process. The first study topic is “Study on Pathways to Social and Economic Empowerment of Rural Women through the SUCCESS Programme” and it has been awarded to Enclude (consulting firm) through a competitive bidding process. This study will be in two rounds: first round started in 2018 and second round will take place in beginning of 2021.

The scope of the assignment is that Enclude will undertake a study to analyse the relationship of women’s social and economic empowerment at three levels; household, immediate community and at the local levels, and changes in poverty status, in the context of the SUCCESS programme in Sindh. The study would include assessment of community institutions fostered by the SUCCESS programme, particularly with respect to reaching out and including the very poor and marginalised groups to take collective self-help initiatives and empowering them to understand their basic rights and demand from the authorities. The study will also investigate the poverty reduction and empowerment dynamism. The study is also expected to provide feedback to RSPN/RSPs’ on the SUCCESS programme, as well as to inform the policy making process for improving women’s social and economic empowerment in Sindh. Enclude, has submitted their first report draft in September 2018 (MoV-23), and the report is currently under review. The study is expected to complete in November 2018 and will be disseminated in December 2018.

A 3.3. SUCCESS lessons learning visits and workshops

On March 13, 2018, a delegation of representatives from the GoS, UCBPRP, SUCCESS implementing partner district government, councillors, technical partners - EY, Enclude, IRM, ZABtech, and SDPI, Radio Pakistan and independent media observers conducted a lesson learning visit to Larkana and Kamber Shahdadkot followed by an experience sharing and learning workshop in Sukkur. (MoV-24)

Summary of the key lessons and challenges presented at the workshop are:

Successes to Highlight

- The Government authorities at district level have been extremely supportive in timely registration/notification of CIs, which remained critical to start 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 some of the closed schools, preparation of CNIC, registration of votes and health-related activities at community level.

- The formation of JDCs has created and strengthened synergies between the RSPs 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 participation of women members from the LSOs in JDCs is key to bring the community intuitions and government line department closer so that in future they could make effective linkages with the community institutions for providing services and supplies to the communities.
- 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 UCDPs 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.

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 of the banks in their respective area. However, most of the targets have been readjusted for year three.
- 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's for 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.
- 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 focuses 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 that community members get motivated to enrol in the new trades. 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 the implementing partner RSPs are reaching out to the markets, developing linkages as well as sensitising and encouraging trainees about market linkages.

- In some programme areas it has been challenging to find a woman CRPs who would be educated as per the criteria prescribed in the PIM. So far, a few of the CRPs did not meet the education criterion. However, this was tackled by amending the criteria of CRPs required and hiring the best possible local candidates on board of those available. Also, in certain cases, where women CRPs are not available at all, men have been hired. In some areas certain CRPs were engaged for multiple VOs.

A.3.4. Young Development Professionals (Research Associates)

A group of six YDPs were engaged in the communication, documentation and research work of SUCCESS from 20th May 2018 for a period varying from 3 – 6 months depending on individual YDP availabilities. The YDPs were expected to understand the length and breadth of the SUCCESS programme (MoV-25). For this purpose, they were acquainted with the work done by RSPN and the implementing partners in the field, the research and communication methodology of the overall programme, and were facilitated in field travel to document stories, case studies, blogs, photographs, and videos, and showcase them as knowledge products to project the reach of SUCCESS's work. The YDPs have been working on documenting human interest stories of every district from the lens of women empowerment, sectioning the stories into broader headings of social, economic, and legal empowerment of women, women leadership, and stories about the people behind SUCCESS. These series of books have been titled the Echoes of SUCCESS (MoV-26). The YDPs have been assisting the communications team in development of IEC material for social media and website, LSO convention, Annual RSPs Retreat and other advocacy events for SUCCESS. The YDPs also undertook field visits to assist communications team in the shooting and post-production of the SUCCESS's second documentary. The documentary is currently in the process of finalisation.

The YDPs in research team undertook three studies; one at the working of the Joint Development Committees, second the challenges faced by the SUCCESS MHI beneficiaries in materialising the insurance facility and the third, the characteristics of the rural youth in the programme districts. The input from the first study has been utilised in preparing a draft paper on Joint Development Committees. The other two studies are under preparation and will be finalised and then shared in December 2018.

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

Logframe Indicators:

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

Advocacy and communications activities are an integral part of a programme. Multiple activities have been undertaken throughout the reporting period, which has advocated the

efficacy and usefulness of the SUCCESS programme to various stakeholders at their respective levels. Some of the activities undertaken throughout the year have been reported below.

Activities

Some of the activities under ER 4 have been completed in the first year and reported in the First Interim Report ([MoV-1](#)):

A4.1. SUCCESS Programme launching workshop: Completed in year 1.

A4.2. Development of communication and advocacy strategy:

Keeping the importance of Communication and Visibility actions consistent, RSPN has now developed a Global Communication and Visibility Plan for SUCCESS along with a detailed activity work plan for the duration of the programme. The EU approved the Global C&V plan on 22 February 2018. The now finalised plan is a result of various consultative meetings between the partners and EU communications team, and incorporates feedback from all relevant stakeholders. ([MoV-27](#))

In light of the approved C&V plan, RSPN Communications team is now providing technical support to RSPs to align their work plans with the Global C&V plan for SUCCESS.

A4.3. Advocacy Workshops with government and other stakeholders

An integrated approach towards development and poverty reduction is necessary to ensure that the phenomenon of poverty is tackled in the best way possible. The discussion must go beyond the conventional spectrum of policy discussions and address rural-urban linkages in light of the rapidly increasing urbanisation on both urban areas, and urban areas within rural districts. In light of this, RSPN supported the SUCCESS Technical Assistance (TA) component to organise 'Urban poverty and Rural-Urban Linkages' Workshop on 13 November 2017, in Karachi. ([MoV-28](#)). The purpose of this workshop was to support the Technical Assistance Team to formulate the Poverty Reduction Strategy to aid the GoS, specifically focusing on the urban poverty component. This workshop brought together main stakeholders and experts for both urban and rural development and poverty reduction under one roof to discuss the best way forward for poverty reduction in Sindh.

A4.4. Showcase of SUCCESS Programme interventions at cultural events

In view of RSPN-SUCCESS's wide range of components, one of its key targets is to design diverse activities, which could highlight and bring forward the work undertaken by the rural communities of Sindh under the SUCCESS programme. Such events can generate a raft of benefits because they involve many different stakeholders. In light of this, RSPN participated in a cultural event, SUCCESS Sakafat Mela 2018, held on Sunday, 24 June 2018, at Pakistan National Council of Arts, Islamabad. The one-day event, in collaboration with Sakafat, managed to showcase artefacts, handicrafts and food stalls from all over the nation, which included Sindh Rural Support Organisation's (SRSO) Sartyoon Sang as well. More than 3,000 people attended this cultural event.

Apart from the stalls, RSPN also held a seminar on the topic of "Poverty Reduction through Women Empowerment", where a panel with diverse backgrounds was present to initiate a discussion regarding the potential and limitations of the 'social capital' of women to reduce poverty through women empowerment. Among the panellists were Ms. Vivien Rigler, EU Head

of Rural Development and Economic Co-Operation; Ms. Shandana Khan, CEO RSPN; Ms. Rehana Yaqoob, Deputy Director, Ministry of Human Rights; Mr. Ghazan Khan, Head of News One Media Islamabad; Ms. Fouzia Danish, President Local Support Organisation (LSO) Chirah. Sharing their views on numerous facets of women empowerment, these experts also proffered their valuable opinions and particularly focused on generating strategies for further improvement. The evening concluded with a blend of cultural performances, music and a theatre play (MoV-29).

Extensive pre-event, on-day, and post-event media coverage was given to SUCCESS Sakafat Mela'. A live radio show was broadcasted all over Pakistan by Suno FM 89.4 on 21st June 2018 at 9 am, interviewing RSPN representatives in detail about their work and the SUCCESS programme. Moreover, a press conference was arranged on 22nd June 2018 at Coffee Lucio, Islamabad, for more than 25 media representatives from the electronic media. RSPN and Sakafat representatives gave a detailed briefing about RSPN, SUCCESS, and the SUCCESS Sakafat Mela which was covered in 23rd June 2018 newspapers. On the day of the event, the media partners for the event were NEWSONE, WASEB, SUNO FM 89.4, and Samaa FM and they gave coverage to all the activities of the event. Interview of the organisers and head of RSPN were taken by the radio channels and other mainstream electronic media channels including Waqt TV, 24 channel, Express, Dawn, Samaa, Dunia TV, and Radio Pakistan. Post event reports, and photographs were printed in more than 25 newspapers and online agencies. (MoV-30)

In addition, an extensive social media campaign spanning over 45 days was undertaken to promote SUCCESS Sakafat Mela, SUCCESS programme, and RSPN initiatives. The event page attracted more than 6000 followers and attendees who were actively engaged by constant updates related to the event and the organisers.

Branding and marketing of the SUCCESS programme was done via flyers of event distributed to over 5000 households. Also, 500 invitations of the seminar with RSPN and SUCCESS programme branding were distributed to relevant stakeholders. More than 100 streamers of the event with RSPN branding were placed on strategic spots Islamabad and press invitations were sent out to more than 100 journalists and media persons.

A4.5. Collaboration for conferences on critical issues (women, education, health, sanitation)

RSPN collaborated on the Annual Conference on Rural Women Day in Pakistan with Potohar Organisation for Development Advocacy (PODA) held on October 16-17, 2017 in Islamabad. The two-day conference witnessed 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 politics rights. (MoV-31a)

RSPN, under the SUCCESS Programme, partly funded the 18th Annual Population Research Conference, organised by the Population Association of Pakistan (PAP). The conference titled, 'Population Growth and Investing in Human Resource Development', was held from December 20–22, 2017 at Government College University (GCU), Lahore. (MoV-31b)

A.4.6. Regional Experience sharing and learning visit to China

The Regional Experience Sharing and Learning Visit to India was planned for the third year, however, due to visa issues it could not take place, and instead the visit location was changed to Tajikistan and a visit was successfully undertaken from September 22, 2018, to October 3, 2018. During this visit, an 11-member Pakistan team visited Tajikistan for experience sharing and learning. The team included two representatives from the Planning and Development

Department of Government of Sindh (including one representative from UCBRPP/PPRP), two representatives each from NRSP, TRDP, SRSO, and three from RSPN.

The visiting team undertook field visits and met with community institutions (sub-village, village and union council level) in the Gorno Badakhshan Autonomous Region of Tajikistan where social mobilisation was initiated in 1998. During the meetings, focus was on women's empowerment, income generation, social sectors, and working with local authorities, and sustainability of community institutions. The exposure visit to Tajikistan was a great learning experience for the participants as they witnessed equal participation of women in all sectors such as education, health, environment, and especially business, which demonstrated the high level of women empowerment in Tajikistan as compared to the inequality in Pakistan. They observed that the women were actively involved in income generating activities and have their own micro-enterprises, with the support of AKF/MSDSP. The participants learnt about the collaboration between different sectors like education, health, and community physical infrastructure, and saw the active support of the community in resolving their own issues such as setting up of health emergency funds and renovation of schools. The linkage between the government and local authorities and the community institutions was strong and they worked in collaboration to improve socio-economic conditions of their area. The community institutions directly communicate with the authorities at every level of the public sector and are hence progressing at all fronts. The Community Institutions (CIs) like SUDVOs and VOs have sustained due to the savings of group members and undertaking of various other projects, which gave huge benefits to the people. In addition to this, the prolonged support of AKF/MSDSP played its role for the sustainability of these institutions. The trust level of people has increased over time due to the registration of their institutions with the government that also played its due part in the sustainability of these organisations. Another learning about sustainability of the community institutions was the realisation of the importance of these institutions in the community, and the awareness that if the community does not actively take part in the activities and operations of the CIs then the government would exclude them from planning phases. Hence, the people show keen interest as active members of the VOs to resolve their problems. It was also learnt that Community Institutions have become self-reliant and independent over time and are therefore self-sustainable. (MoV-32)

A4.7 Implementing RSPs/RSPN staff, GoS staff and CRPs visit to other RSP Areas

Exposure visits are planned under the SUCCESS Programme to allow the participants to directly observe the work and learn from the experiences of the other RSP in social mobilisation and social empowerment, and learn from active leaders of community institutions. The selected participants in the third year visited AKRSP area in Chitral from July 10 – 15, 2018. The visiting delegation comprised of officials and community persons from the Government of Sindh and members of SUCCESS team from the implementing organisations- TRDP, SRSO, NRSP, and RSPN.

Chitral was chosen to be a place of learning and exposure because of its experience of working with the community institutions fostered by Aga Khan Rural Support Programme and Sarhad Rural Support Programme for nearly three decades. The visit triggered reflective thinking and questions among the participants. During and after the visits, the participants shared their immediate and long-term take away to improve their work. Such reflections and take away were noted by the author and shared in the visit report (MoV-33). The participants learnt about the successful operations of the gemstone handicraft businesses and how the communities in Chitral are earning by value addition to the local resources available. They also learnt about the credit-worthiness of the members who take loans and that social collateral has always worked in the small well-knit communities of Chitral. They also witnessed the impressive level of women mobility which has led to the progress of communities, and noted that one of the most important factors behind easy mobility for women is setting up of counterpart male community institutions as well. They also visited the health facilities and

learnt that the local medical centre has a video conferencing facility which was connected with Aga Khan University Hospital in Karachi for providing psychiatric treatment to the patients. The centre was equipped with all necessary facilities and was therefore ensuring that health needs of the area were being met. The delegation learnt about the active participation of the women in Chitral in micro-entrepreneurship which has led to their massive empowerment.

A4.8. Annual RSPs Strategic Retreat

The Annual RSPs' Strategic Retreat is organised to provide a platform for the Rural Support Programmes (RSPs) to share their experiences, review strategic aspects of RSPs' work, and reflect on the way forward to consolidate and enhance the efforts for poverty reduction through community driven development. The Retreat also acts as a forum for strategic coordination, experience sharing, networking, and highlighting 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 the programmes for RSPs and their own ongoing programmes.

This year, the Retreat for the third year was held in Bhurban from July 2-4, 2018. Minister for Human Rights, Kashmir Affairs, Gilgit Baltistan, and States and Frontier Regions, Government of Pakistan, Ms Roshan Khursheed Bharucha was the Chief Guest at the event. The Ambassador of the European Union to Pakistan, His Excellency Mr Jean-François Cautain, Ambassador of Afghanistan to Pakistan, His Excellency Omar Zakhilwal, RSPN board Members, senior management of RSPN, Chief Executive Officers and senior management of RSPs, government representatives, donor representatives, corporate sector representatives, members of Local Support Organisations (LSOs), academics, media persons, and RSPN and RSPs' officials attended the event. During the event, all participants had an opportunity to review key strategic aspects of the RSP programmes focusing on community empowerment and poverty alleviation, as well as to interact with each other. (MoV-34).

A4.9. Communication Mix Products (Documentaries on SUCCESS Programme interventions, short human-interest stories, video infographics, jingle music videos, project presentations)

Based on the community and visibility plan this activity is added in year 3 to highlight the SUCCESS intervention on social and print media. The communication mix product includes a series of Human Interest Stories (SUCCESS Dairies), newspaper blogs/articles, video documentaries and photo stories.

To ensure timely and quality completion of the communication mix products, RSPN has engaged Black Box Sounds (BBS), a production house based in Islamabad to produce the specified number of products on an annual basis. The progress on the communication products is presented below:

- **SUCCESS Diaries:** These are short videos (3 – 5 minutes) on individual beneficiaries and aim to highlight the change SUCCESS programme has brought to the lives of the beneficiary. Four SUCCESS dairies are planned each year. During the reporting year, two SUCCESS dairies have been developed and disseminated on social media sites and major events organised by RSPN. The first two human dairies cover the impact of CIF, and self-help initiatives (MoV-35). The next two dairies are planned to be made public latest by December 2018 and will be on the beneficiaries of micro health insurance and income generating grants.
- **Blog Articles:** Over the span of the year, 16 **blog articles** will be written and published on the SUCCESS website or as opinion pieces in newspapers. Six blog articles in varying the use of English, Urdu and Sindhi and covering the topics of women empowerment, social mobilisation, health and education have been published so far

(MoV-36, MoV-37, MoV-38, MoV-39, MoV-40, MoV-41). Three other articles on the topics of health, financial inclusion, and community organisation are lined up for publication. The three remaining blog articles will be completed by the end of December, as planned.

- **Photo Stories:** Four **photo stories** will be produced by end of December, outlining various interventions and self-help initiatives in a pictorial form. Two stories have been completed (MoV-42, MoV-43). Remaining two will be completed by the end of December, as planned.
- **Music Video:** A **music video** was produced this year for the SUCCESS Sindhi jingle. The video features the original SUCCESS jingle in both Sindhi and Urdu (MoV-44), for wider public reach and is currently pending EU approval for visibility.
- **Documentary:** An annual video documentary will feature SUCCESS progress over the year. Since this year's will be the second in the series, it will feature an update on the original SUCCESS documentary (The Potential Within) made at the start of the programme and provide an overview of the impact of the programme so far. Subsequent documentaries will capture and highlight impact made on an annual basis. The post-production is in process currently and the documentary is due to be finalised by the end of December 2018.
- **Video Infographics:** Two **video infographics** planned each year will present important updates on KPIs in a visual format that is easy to digest and serves the purpose of being disseminated on various mediums. Since the development of animated video infographics by European Union have similar content, it would have been a duplication of activity and resources, and hence the video infographics under SUCCESS are not being produced. The resources available here now will be used to disseminate the SUCCESS dairies on local cable TV in Sindh.

In order to increase SUCCESS's reach and share inspirational stories to a wider digital media audience, RSPN has engaged Humans of Pakistan (HoP), Pakistan's biggest photojournalism blog on social media as part of the annual communication activities. Under this collaboration, HoP has published 15 human-interest stories on their social media pages (Facebook, Instagram and Twitter) to generate more awareness about SUCCESS on digital media hence leading to further engagement on SUCCESS's own digital channels. The most engaging post by HoP had an average 63,553 people reached per post with the highest post reaching out to 147,002 people and getting 13,329 reactions, comments, and shares.

A4.10. Bi-Annual SUCCESS Programme Newsletter

The bi-annual newsletter that features key achievements, progress, event reports, success stories and other relevant key information is one such publication. Two issues of SUCCESS planned for the year have been published already (MoV-45) (MoV-46) bringing the total number of published issues to five, so far. The sixth newsletter will be due right after its reporting period is completed in September 2018. 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 SUCCESS are widely disseminated to all stakeholders, including government officials, particularly to advocate and highlight the programme and CDLD initiatives taken under it.

A4.11. Media Campaign (Radio and Print Media)

Following on the last years radio campaign of Public Service Messages (PSAs) on FM radios in Sindh, this year a 13-episode radio magazine programme was produced in Sindhi that

comprises of various segments like reports, success stories, people's views, feedback from field staff and expert interviews. Each episode lasting 10-minutes was aired once a week on seven different FM radio stations corresponding to all SUCCESS districts. The magazine programme aimed to engage listeners based on a variety of information and formats presented, and increase SUCCESS's overall awareness among the Sindhi audience, and that beneficiaries will know more about SUCCESS in the larger context than just what their respective RSP is doing. For this work, RSPN hired Mercury Transformations (MT) as communication consultants. The MT team visited programme districts at the end of February to conduct interviews and record the programme. At the end of March, the programme finished its field recording. The programme was aired on seven selected FM radio stations from 23 July – 7 September, 2018. (MoV-47)

In addition to this, 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 (MoV-48). Moreover, on the occasion of International Women's Day on 8 March 2018, the CEO RSPN, Shandana Khan, participated in the Raabta Show again to talk about the struggles of the rural women in Sindh and how the SUCCESS Programme is helping them alleviate poverty (MoV-49).

A development journalist was engaged during the reporting period to develop a series of articles for well-reputed national newspapers as policy briefs. The purpose of this engagement is to let rural development initiatives influence the genesis of provincial and national development debate. Six articles were published during the reporting year (MoV-50). As a part of this assignment, the journalist travelled to the field twice, once to collect his stories, and once to conduct sensitisation sessions on development journalism for journalists at the local level. This pilot exercise was completed in Kamber Shahdadkot on 24th and 25th of September 2018. Depending on their utility and success, RSPN plans to repeat the exercise in other SUCCESS districts in the coming year.

A4.12. Documentation of LSO initiatives

RSPN in the reporting period has documented the work of ten LSOs in its LSO Initiatives Series to showcase the work these organisations are doing on their own for their people. Two other LSO initiatives are now in the process of finalisation and will be published in October 2018. In addition to the LSO initiatives, a compilation of LSO initiatives since the start of SUCCESS in the "LSO Initiatives Book 2018" was also published during this time to have a resource where all the initiatives are in one place for better access and research.

The LSO Initiatives contain case studies about the activities and achievements of the LSOs. The focus is on LSOs supporting member VOs/COs, advocating with the government for funds, creating social accountability for local governments, streamlining the management of local natural resources and strengthening local school and health systems. These LSO initiatives are published and disseminated widely in print and digital format. (MoV-51)

A4.13. Publication of RSPN annual report highlighting the SUCCESS Programme

Every year, RSPN published an annual report for its overall interventions. A considerable part of the report is devoted to highlighting the achievements of the SUCCESS Programme. The Annual Report 2017 has been designed, published, and shared with all relevant stakeholders in May 2018 and is available on RSPN website (MoV-52).

A4.14. Publication of Quarterly RSPs Social Mobilisation Outreach

The Outreach is a quarterly publication presenting an update on the overall Social Mobilisation progress achieved by all RSPs during the dedicated quarter. RSPN has published two issues of Quarterly RSPs Social Mobilisation Outreach during the reporting period of this report, the Outreach 35 and 36, which covers the three months from January to March 2018, is available on the SUCCESS website ([MoV-53](#)). The Outreach 37 from April to June 2018 is in process and will be published in the upcoming months. This output is produced by Core RSPN Communications Officer and since there was a switch in personnel, there has been a delay in the development of Outreach 37 and 38. However, now the new Communications Officer RSPN is on board, so the pending Outreach will be published by November 2018.

The Outreach newsletters feature key achievements, progress, success stories and other relevant information on promoting the CDD approach in Pakistan through the RSPs. The series include features on the SUCCESS Programme and are published and widely distributed to various stakeholders including policy makers, donors, NGOs and other stakeholders in both electronic and print form.

A4.15. Up-gradation and maintenances of SUCCESS website

The SUCCESS website (www.success.org.pk) was developed in the first year of the programme and is updated on a regular basis. At the start of each year, the website is reviewed thoroughly by the communication team of SUCCESS along with the technical team of the agency providing maintenance services, for upgradation and adding new features to the website. During the reporting period, the design was improved with categorisation in each component of the website to improve accessibility of information and visibility of the website. Moreover, the page loading speed was improved, and new features such as a real time programme dashboard is now a part of the website. The website is being updated from time to time to disseminate details about key programme events. It also contains news, reports, blogs, a photo gallery, a video gallery, a calendar of events, PDF copies of all publications, details about programme components, as well as graphical representation of the progress being made in terms of social mobilisation under the SUCCESS Programme. The SUCCESS website has more than 7,800 visits per month, on average.

A4.16. Printing of visibility items (e.g. folders, posters, note pads, photographs, etc.)

As per EU's Visibility Guideline, visibility items with the approval of EU have been used in various events and publications done so far. ([MoV-54](#))

To replenish the earlier stock of visibility items, RSPN initiated the production of four new types of visibility items for the year. During the reporting time, designs for four items of visibility were finalised and approved from the EU. These include diaries, key rings, tote bags, and USB wristbands for SUCCESS. Everything, except the diaries, have been made, where diaries are in the process of production and will soon be delivered to RSPN. RSPN will increase EU and SUCCESS visibility by sharing these visibility items and remaining from earlier years as visibility packages with stakeholders of the government, other partners and the media.

A4.17. Publications of research reports/ research papers/policy briefs and studies

This is linked with the research work mentioned in A3.1 and A3.2. Currently two studies are on various level of implementation stage. Once the studies are complete research and policy briefs will be published.

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

The logframe has not been changed.

Activity	Half-year 4						Half-year 4						Implementing body
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
A.4.6. Regional Experience sharing and learning visit to Afghanistan													RSPN
A4.7 Implementing RSPs/RSPN staff, GoS staff and CRPs visit to other RSP Areas													RSPN
A4.8. Annual RSPs Strategic Retreat													RSPN
A4.9. Communication Mix Products (Documentaries on SUCCESS Programme interventions, short human interest stories, video infographics, jingle music videos) (new activity added in year 3)													RSPN
A4.10. Bi-Annual SUCCESS Programme Newsletter													RSPN
A4.11. Media Campaign (Radio and Print Media)													RSPN
A4.12. Documentation of LSO initiatives													RSPN
A4.13. Publication of RSPN annual report highlighting the SUCCESS Programme													RSPN
A4.14. Publication of Quarterly RSPs Social Mobilisation Outreach													RSPN
A4.15. Up-gradation and maintenances of SUCCESS website													RSPN
A4.16. Printing of visibility items (e.g. folders, posters, note pads, photographs, etc.)													RSPN
A4.17. Publications of research reports/ research papers/policy briefs and studies													RSPN
A4.18 Media Campaign (Electronic) – New activity add in year 4													
Monitoring & Evaluation and Reporting													
Monitoring of programme activities of RSPN													RSPN
Annual Evaluation of RSPN activities (year 4)													RSPN
Mid-term review by EU													EU consultant
Six Monthly Progress reports													RSPN
Interim Narrative and Financial Report (Year 3 and 4)													RSPN
Annual Expenditure verification/audit of RSPN SUCCESS Programme (Year 3)													Audit firm

2.5. Budget Utilisation and Projection for the next year

This section is add in response to the comments on the last years Interim Report from EU. Summary of the budget utilisation of the reporting period and projection for the next years is presented in Table 2.

Table 2: Budget utilisation of Year 3 and projection for Year 4

Activity No.	Activity Description	(Oct-2017 to Sep-2018)		Utilisation Rate (%)	(Oct-2018 to Sep-2019) Budget (EUR)
		Budget (EUR)	Costs (EUR)		
1	Human Resources	382,436	327,872	85.7	364,670
2	Travel	31,940	26,094	81.7	30,464
3	Equipment and supplies	2,047	1,287	62.9	8,373
4	Local office	29,849	21,639	72.5	38,112

5	Other costs, services	126,369	67,811	53.7	171,634
6	Other (Programme Costs)	200,804	159,044	79.2	259,054
7	Subtotal direct eligible costs of the Action (1-6)	773,445	603,748	78.1	872,307
8	Indirect costs (7% of direct eligible costs of the Action)	54,141	42,262	78.1	61,062
9	Total eligible costs of the Action (7+ 8)	827,586	646,010	78.1	933,369
10	Provision for contingency reserve	-	-	-	-
11	Total eligible costs (9+10)	827,586	646,010	78.1	933,369

Following are the key points about table 2:

- Overall the budget utilisation rate for the reporting period stand at 78%.
- Underutilisation in Human Resource (1) and Travel (2), other programme costs (6) is mainly due to changes in the exchange rate over the original budget.
- Underutilisation in other costs, services (5) is are some services are about activities that took longer time in completion than planned. These activities are in the final stage of completion and their payments will be made in the next one or two months:
 - Printing of Quarterly RSPs Social Mobilisation Outreach
 - Printing of LSO initiatives
 - Women's Empowerment Study
 - Expenditure verification/Audit
 - Printing of visibility items
 - Research on Poverty Dynamics (Data Collection Cost)
- The budget projection for the next year is mainly based on the last year's costs with adjustment for inflation, adjustment of exchange rates changes and savings from the last three years.
 - Budget for Human Resources (1) costs and Travel costs (2) reduced to adjust the expected change in the exchange rates for coming years.
 - Budget for replacement of laptops is added to the equipment costs (3) as these equipment needs replacement.
 - As the programme moves forward and the results need to be disseminated widely. Budget for a new activity of electronic media campaign is add under the visibility actions of other costs and services (5)

Overall the budget consumption for the last three years is 79%. The remaining funds and activities are adjusted for the next three years. The financial impact of the adjustment and re-alignment are limited to a transfer between items within the same main budget heading including cancellation or introduction of an item and a transfer between main budget headings involving a variation of less than 25% of the amount originally entered in relation to each concern main heading for eligible costs.

3. Beneficiaries/affiliated entities and other Cooperation

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

The main beneficiaries of RSPN under the SUCCESS Programme include the three RSPs, National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). Under this grant contract, the relationship of RSPN with the beneficiaries is largely that of supportive supervision and technical support in the implementation of SUCCESS Programme activities. This includes on-going assistance

in monitoring of the implementation processes, and as well as coordination support and communication of the SUCCESS.

The relationship is centred on facilitation for the implementation of the programme through standardised approach, and technical backstopping if and when an issue arises. RSPN also facilitates the beneficiaries in providing a platform to carry out planned joint activities such as joint procurement of a third party consulting firm for the baseline surveys, MHI and TVST component of the programme. The relationship also builds upon providing a channel of communication for implementation of programme activities and lesson learning, which RSPN promotes between the three RSPs, the TA, UCBPRP and Government of Sindh. The relationship has remained beneficial for RSPN as well as for the partner RSPs in implementation of the SUCCESS Programme as year three concludes. Monthly joint review meetings with the partner RSPs and EU; and quarterly joint review meetings with RSPs, UCBPRP, and TA team hosted by RSPN have helped in improved coordination among all the stakeholders and helped in resolving some of the field issues.

On the request of the TA team, RSPN helped the TA team to organise a consultative workshop with all the RSPs for their CDLD policy in October 2017 and for the urban component of Poverty Reduction Strategy with key stakeholders at Karachi in

November 2017. RSPN also organised joint review meetings to assess the progress of the SUCCESS programme before the Mid-Term Review, on 31 May 2018.

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

The relationship between RSPN and state authorities has developed positively as a result of the action. The provincial governments have been cooperative and have continued to participate in various activities under the SUCCESS Programme in year three as well.

The participation of the senior government representatives has created ownership of the programme. The awareness about the RSPs work is opening different venues of synergies between RSPs and other donor agencies as well as private sector. The participation of Government of Sindh representatives at the 'Urban poverty and Rural-Urban Linkages' Workshop solidified the government's commitment to supporting the work of RSPs.

The relationship between the local district government authorities and the implementing RSPs has also been strengthened. The feedback from the district teams has been positive and the teams have claimed that the local government officials were very open and willing to coordinate and work together with them for the benefit of participating local grassroots organisations, i.e. LSOs/VOs/COs. This cooperation can be seen in the Deputy Commissioners notification of community institutions and registration of LSOs by the social welfare department.

The district governments have also notified the Joint Development Committees at district and taluka level in all eight districts of SUCCESS. The key objective of a Joint Development Committee (JDC) is to create synergies between the Community Institutions (CO/VO/LSO) and local administrations/departments and externally supported development investment in the programme districts in the planning of SUCCESS interventions. The strong linkage has led to the line departments signing MoUs with the JDCs and respective RSPs for effective implementation of public service delivery plans. Moreover, the Government is increasingly recognised the efforts of the SUCCESS programme, such as the voter registration due to the efforts of the CIs.

This participatory planning approach will provide a learning platform for all actors concerned to avoid duplication of efforts and monitoring of collaborative efforts to influence 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.

It was also apparent in the time that the Government of Sindh Official, Mr. Athar Hussain Mirani, Additional Secretary Finance - Sindh, accompanied the Lessons Learnings and Experience Sharing Delegation on their visits to Larkana and Kamber Shahdadkot. The government official greatly appreciated the work RSPs and said that he was highly impressed by the progress made and the way community is engaged with the government administration and this could be a model system for Sindh by promoting the participatory approach. Moreover, Mr Abbas Baloch, Commissioner of Larkana, and Mr Shah Mir Bhutto, Deputy Commissioner of Larkana, extended their full support to the delegation and while Mr Baloch was extremely hospitable and arranged a lunch and discussion for the participants, Mr Bhutto participated in the Community activities.

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 2017. Looking at the accomplishments of the SUCCESS Programme and UCBPRP Phase I, in May 2017, the Government of Sindh expanded the Union Council Based Poverty Reduction Programme (UCBPRP) to an additional six districts including Khairpur, Sanghar, Mirpurkhas, Umer Kot, Badin and Thatta, with the total budget of Rs 4.9 billion. The Sindh Rural Support Organisation (SRSO) is implementing the UCBPRP Expansion. With the expansion of UCBPRP, the GoS's CDD programme has now reached 18 out of the 23 rural districts of Sindh. In 2018 the Chief Minister and cabinet has formally approved the Poverty Reduction Strategy and CDLD policy developed with the SUCCESS TA team. Within the next five years, the GoS funded UCBPRP and EU funded SUCCESS programme together will reach to all the 23 rural district of Sindh and rural areas of Karachi. Moreover, the close coordination with UCBPRP resulted in its adoption of the approach developed for the poverty scorecard survey developed under the SUCCESS Programme. The UCBPRP has also adopted the idea of Joint Development Committees in the UCBPRP expansion phase.

In addition to this, the EU has also initiated a four-year Programme for Improving Nutrition in Sindh (PINS), and this programme is aligned with GoS' Accelerated Action Plan for Reduction of Stunting & Malnourishment (AAP). PINS is being implemented in ten districts, including all the eight SUCCESS Programme districts and two districts of UCBPRP (Thatta and Shikarpur). PINS and AAP are using the platform of community institutions (CO/VO/LSO) fostered under the SUCCESS and UCBPRP programmes. The SUCCESS team has also provide the PSC survey data and list of community institutions with government Sindh and the EU funded PINS programme. These will help in integration of the nutrition programme of GoS and EU with community development programme of SUCCESS for better impact.

The relationship with the government has influenced the programme positively, in such a short amount of time. However, despite a good relationship with the government this approach needs to be institutionalised through a policy framework. This is where the TA-component of the SUCCESS Programme plays a role. The TA component has been assisting the GoS in preparing a Poverty Reduction Strategy and a CDLD policy to institutionalise this approach at the provincial government level. SUCCESS reached a significant milestone in March 2018, with the approval of the Proposed Poverty

Reduction Strategy (PRS) by the Government of Sindh (GoS) and its official launch on March 28, 2018 at a major multi-donor provincial development conference. The Government of Sindh with the TA team developed the Poverty Reduction Strategy (PRS), which is based on, and incorporates, the Community-Driven Local Development (CDLD) Policy. The proposed PRS and CDLD Policy is the culmination of a fifteen-month collaborative effort of the GoS and

SUCCESS TA Team. The Chief Minister, Syed Murad Ali Shah, officially launched the PRS, mentioning the Government's foundational efforts in poverty reduction through the Union Council Based Poverty Reduction Programme (UCBPRP), and noted the intention to extend that to cover all districts of Sindh. He also noted the proposal for introduction of Rural Growth Centres as a key initiative of the PRS. Earlier in the day, the GoS Chief Economist, Dr Naeem Zafar, had also spoken about the Government's aspirations regarding Rural Growth Centres as a key initiative in 'the way forward' and the GoS' intention to commence this strategy with three pilots starting in the Annual Development Programme (ADP) for 2018/19.

Furthermore, at the field level linkages have been made by the RSPs with Directorate Malaria Control Programme, Election Commission of Pakistan, PCRWR, Social Welfare Department, NADRA, Sindh Irrigated agriculture productivity enhancement project and Sindh Education Foundation.

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

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

The GoS, upon looking at the success of the CDD approach all over the nation, requested for assistance in developing the PRS and CDLD Policy framework to institutionalise the approach. For this purpose, RSPN has been continuously supporting the EU TA Team in coordinating with the Government and other stakeholders by organising workshops and meetings and providing input through the lens of the organisational experience gathered over years working on CDD approach, and documenting the knowledge products. The Poverty Reduction Strategy (PRS) has been approved by the Government of Sindh (GoS) and its official launch took place on March 28, 2018 with full support of the GoS. It is expected that with this policy in place, the government departments will be able to link their services with the community institutions and enable genuine demand of the people to meet supply and effectively promote the development of the rural poor.

Moreover, due to the notification of the District governments in Sindh, various line departments have signed MoUs with the implementing partners, and this would facilitate the processes and assist the community members to access the public services smoothly.

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

The SUCCESS Programme has been acting as a platform for RSPN as well as partners RSPs to explore avenues for synergies with other organisations. The EU funded programmes being implemented in different parts of Pakistan: PINS in Sindh, and Balochistan Rural Development and Community Empowerment Programme in eight districts of Balochistan, and also the UCBPRP expansion in Sindh by the GoS, are all closely linked to the SUCCESS Programme. The team members of SUCCESS have been participating in the workshops and ceremonies organised by these programmes to showcase support and learn the workings of these programmes in their areas and explore possible avenues of collaboration.

The team also organised a visit of the EU delegation comprising of Mr Bernard Francois and Ms Shohreh Nagchbandi to Sukkur, Larkana, and Qamber Shahdadkot, and the PINS programme's implementing partners were also taken along to witness the on-ground activities first-hand for effective execution of their programme. On September 28, 2018, the European

Union Head of Cooperation Mr. Milko van Gool, and Ms. Shohreh Naghchbandi visited field areas of EU funded projects SUCCESS, PINS, and ILTS.

In September 2018, a two-day Synergy Workshop for EU-funded Projects in Sindh was held in Karachi. The workshop aimed to improve complementarity and build synergies among EU-funded initiatives in Sindh, and to contribute to a comprehensive policy dialogue with GoS.

The SUCCESS implementing partners developed synergies with various other actions. They all necessary support/information to FAO for project titled Improved Land Tenancy in Sindh. They also developed working relationship with MCB bank for providing services for online disbursement of CIF & IGG amount to beneficiaries under Sub grant to VOs/LSOs. In education, the partners established 330 learning centres (Non-formal) in district Tando Allahyar and Tando Muhammad Khan through private partner Multinet (Pvt) limited for education through tablets in areas where schools are not available. Moreover, it established six Adult & Adolescents learning centres in Tando Allahyar and Matiari for education to more than 1200 learners in partnership with Sindh Education Foundation. SUCCESS also collaborated with Subai Pakistan project and arranged a field visit for parliamentarians.

The PSI funded (Family Planning) project, FOSI funded (Demanding Access to Quality Education) project, and GoS funded Accelerated Action Plan (AAP) Project for Reduction of Stunting and Malnutrition in Sindh are being implemented in Jamshoro district through LSO/VO/CO formed under SUCCESS Programme.

SUCCESS also collaborated with Water Aid in Pakistan for hygiene education /campaign through CIs in seven LSOs of Tando Muhammad Khan and with Abadgar Sugar Mills (Pvt) limited Tando Muhammad Khan for provision of 1,000 plants for planting through LSO. Furthermore, it linked up with Engro Chemicals (Pvt) Limited for provision of zero tillage ploughs and awareness sessions and it also developed linkages through LSOs in Tando Allahyar with local NGO (RDF) for Fuel Efficient stoves.

In the academic sector, internship opportunities were provided to students of Mehran University, Habib University, Cardiff University, University of Central Asia Kazakhstan, PIDE, and LSE Lahore.

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

RSPN has not received any previous EU grants in strengthening the same target group in SUCCESS districts. However, RSPN has recently received grants for the implementation of the ER 3 component of the Programme for Improved Nutrition in Sindh (PINS) project. The programme will be implemented in ten districts of Sindh of which eight are SUCCESS programme districts. During the design of the PINS programme, various consultation meetings were held with key stakeholders to supplement and complement the work of SUCCESS.

4. Visibility

Visibility and communication is one of the key area of the RSPN component. The communication activities of the first half of year three are being implemented and the detail progress has already been presented under Results – 4 above.

In addition to this the Social Media progress made by SUCCESS is substantial. 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 is 28,000 while the success website has more than 7,800 visits per month, on average. The SUCCESS Twitter handle

@SUCCESSinSindh has been functional since the beginning of this reporting year generating significant engagement for relevant content. 9,226 tweet impressions were generated for the month of September 2018. In April 2018, an Instagram account for SUCCESS was setup at [Instagram.com/successinsindh](https://www.instagram.com/successinsindh) focusing solely on visual content and beneficiary stories, and presenting a strong picture for Sindh and women empowerment in Sindh. The account has generated good organic outreach and is currently followed by 548 actively engaged people from all across Pakistan.

Earlier this year, RSPN has submitted a proposal to display SUCCESS at the European Development Days 2018 (EDD 2018), Europe's leading annual forum on development. At the end of March, this proposal was accepted to showcase a programme stand titled 'SUCCESS in Rural Pakistan', under the topic 'Rural women/girls in Development' at the EDD Village and also showcased SUCCESS programmes' publications at the desk. The European Development Days (EDD 2018) took place at Tour & Taxis on 5-6 June 2018 in Brussels, Belgium. In addition to the stand display, Chairman RSPN, Shoaib Sultan Khan also participated in a panel titled 'Changing Women's Lives in the Rural World – Strengthening the Voice and Participation of Women and Girls in the Rural Economy' organised by the European Commission. RSPN team, also including a female leader from Kamber Shadadkot – Nadia Junejo, travelled to Brussels to organise the stand for SUCCESS programme at the EDD 2018. RSPN's representation at the forum helped bring SUCCESS, its stories and the EU's work in Pakistan in light to an international audience. Minister Press, Syeda Sultana Rizvi and Economic Minister, Omar Hameed from the embassy of Pakistan in Belgium visited SUCCESS at the EDD. Moreover, the SUCCESS programme received massive media recognition in leading newspapers of the country including Express Tribune, Jang, UrduPoint, APP, Business Recorder, and Corridor.

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

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

No Objection

Name of the contact person for the Action:

Khaleel Ahmed Tetlay, Chief Operating Officer

Signature:

Location: 3rd Floor, IRM Complex, Plot # 7, Sunrise Avenue (off Park Road) Near COMSATS University, Islamabad, Pakistan

Date report due: By Nov 30, 2018

Date report sent: Nov 08, 2018

Annexure

Annex – 1 List of Means of Verification

Ref	Title
MOV-1	First Interim Report https://success.org.pk/wp-content/uploads/2017/10/First-Interim-Narrative-Report-October-2015-September-2016.pdf
MOV-2	SUCCESS External Evaluation Report by Izhar Hunzai https://success.org.pk/wp-content/uploads/2018/07/SUCCESS-RSPN-Annual-Evaluation-Year-2.pdf
MOV-3	Notes for Record (<i>available on request</i>)
MOV-4	IMI Study Final Draft (<i>available on request</i>)
MOV-5	Key Performance Indicators Report https://success.org.pk/wp-content/uploads/2018/06/KPI-Report-2017-18.pdf
MOV-6	Second Interim Report https://success.org.pk/wp-content/uploads/2017/12/Second-Interim-Narrative-Report-Oct-2016-Sept-2017.pdf
MOV-7	22 nd SMRT Meeting Minutes (<i>available on request</i>)
MOV-8	23 rd SMRT Meeting Minutes (<i>available on request</i>)
MOV-9	October 2017 FACE Training Report-Minutes (<i>available on request</i>)
MOV-10	June 2018 FACE Training Report-Minutes (<i>available on request</i>)
MOV-11	November 2018 GRG Meeting Minutes (<i>available on request</i>)
MOV-12	July 2018 GRG Meeting Minutes (<i>available on request</i>)
MOV-13	September 2018 SSRG Meeting (<i>available on request</i>)
MOV-14	May 2018 M&ERG Meeting (<i>available on request</i>)
MOV-15	LSO Convention 2018 Report Draft (<i>available on request</i>)
MOV-16	Research Paper on the need for public policy reforms in (reproductive) health sector to address issues of access in remote and rural areas of the country draft https://www.tandfonline.com/doi/full/10.1080/09614524.2018.1541166?scroll=top&needAccess=true&
MOV-17	Research Paper on Challenges of research in rural poverty: Lessons from large field surveys https://www.tandfonline.com/doi/abs/10.1080/09614524.2018.1467881
MOV-18	Abstract of the paper “ Challenges of research in rural poverty: Lessons from large field surveys” http://conference.rgs.org/AC2018/116
MOV-19	Report on the first follow up of the 20 longitudinal household qualitative studies https://success.org.pk/wp-content/uploads/2018/05/First-Follow-up-of-the-20-Households-through-a-Qualitative-Longitudinal-Study-2.pdf
MOV-20	Article titled “Development: the beggars of Tando Allahyar” in the leading English daily ‘The Dawn’ https://www.dawn.com/news/1411724/development-the-beggars-of-tando-allah-yar
MOV-21	London School of Economics’ blog under the title “Exploring the many barriers to a girls’ education in Sindh, Pakistan.” http://blogs.lse.ac.uk/southasia/2018/05/16/exploring-the-many-barriers-to-a-girls-education-in-sindh-pakistan/
MOV-22	Research Field Diaries https://success.org.pk/index.php/research-category/researchers-diary/

Ref	Title
MOV-23	Exclude Study Draft (available on request)
MOV-24	Lessons Learning and Experience Sharing Visit Report 2018 https://success.org.pk/wp-content/uploads/2018/05/Lessons-Learnt-Experience-Sharing-Report-Year-2.pdf
MOV-25	Young Development Programme TORs https://success.org.pk/wp-content/uploads/2018/04/success-young-development-professionals-programme-comms-res-2018-tors_ss.pdf
MOV-26	Echoes of SUCCESS https://success.org.pk/index.php/echoes-of-success/
MOV-27	Global Communications and Visibility Plan SUCCESS https://success.org.pk/wp-content/uploads/2018/09/SUCCESS%20Global%20Communication%20&%20Visibility%20Plan.pdf
MOV-28	Event Report of Urban poverty and Rural-Urban Linkages Workshop https://success.org.pk/wp-content/uploads/2018/01/Urban-Rural-Linkages-Workshop-Report_Zara-Jamil_012218.pdf
MOV-29	SUCCESS Sakafat Mela Report https://success.org.pk/wp-content/uploads/2018/09/SUCCESS%20Global%20Communication%20&%20Visibility%20Plan.pdf
MOV-30	SUCCESS Sakafat Mela Media Coverage https://success.org.pk/index.php/in-news/page/3/
MOV-31a	The Conference titled Rural Women Leadership for Democracy and Sustainable Development https://drive.google.com/file/d/1LWwc7QpgPJyQB_qNn9caWqTEFNinBaCr/edit
MOV-31b	The conference titled, 'Population Growth and Investing in Human Resource Development' Report (available on request)
MOV-32	Regional Experience Sharing and Learning Visit to Tajikistan 2018 draft (available on request)
MOV-33	Exposure Visit to Chitral 2018 https://success.org.pk/wp-content/uploads/2018/09/Chitral-Visit-Report-2018.pdf
MOV-34	RSPs Annual Strategy Report July 2018 https://success.org.pk/wp-content/uploads/2018/08/RSPs-Annual-Strategy-Retreat-2018.pdf
MOV-35	Human Diaries (available on request) https://www.youtube.com/channel/UCUYqIuDfQq2Q9QIH2959fAQ
MOV-36	Blog article on "How Civilian Supremacy can be Attained" http://e.thenews.com.pk/pindi/3-23-2018/page28.asp
MOV-37	Blog article on "Fighting with Fates" https://www.thenews.com.pk/magazine/you/308154-fighting-with-fates
MOV-38	Blog article in Nawa-i-Waqt https://www.nawaiwaqt.com.pk/E-Paper/islamabad/2018-05-12/page-13
MOV-39	Blog article on "Transforming Girls' Education" http://e.thenews.com.pk/6-23-2018/nos_page13.asp
MOV-40	Blog article on "It takes a village" https://www.newspakistan.tv/it-takes-a-village/
MOV-41	Blog article on "Health for All (in Sindhi)"

Ref	Title
	https://success.org.pk/index.php/in-news/access-to-better-health-is-everyones-right-2/
MOV-42	Photo Story 1: A heart-warming profit https://success.org.pk/wp-content/uploads/2018/07/A%20heartwarming%20profit.pdf
MOV-43	Photo Story 2: Laying the foundations for a better future https://success.org.pk/wp-content/uploads/2018/09/laying-the-foundations-for-a-better-future.pdf
MOV-44	SUCCESS Jingle Duet Unlisted (available on request)
MOV-45	SUCCESS Bi-Annual Newsletter Issue 4 https://success.org.pk/wp-content/uploads/2017/11/SUCCESS-Issue-04.pdf
MOV-46	SUCCESS Bi-Annual Newsletter Issue 5 https://success.org.pk/wp-content/uploads/2018/06/SUCCESS%20Newsletter%205.pdf
MOV-47	SUCCESS Radio Magazine Programme https://success.org.pk/index.php/radio-magazine-programme/
MOV-48	Link to Raabta Show on GBV in Pakistan http://www.radio.gov.pk/programme/04-12-2017/special-discussion-to-highlight-gender-based-issues-and-its-solutions-in-pakistan
MOV-49	Link to Raabta Show on International Women's Day on 8 March 2018 http://www.radio.gov.pk/programme/08-03-2018/special-programme-rabta-on-international-womens-day-2018
MOV-50	Amir Hussain's article on "Journalism and Development" https://www.thenews.com.pk/print/373897-journalism-and-development
MOV-51	LSO Initiatives https://success.org.pk/index.php/lso-initiatives
MOV-52	Annual Report 2017 http://www.rspn.org/wp-content/uploads/2018/05/RSPN-Annual-Report-2017.pdf
MOV-53	Outreach 35 and 36 https://success.org.pk/wp-content/uploads/2018/04/Outreach_35.pdf https://success.org.pk/wp-content/uploads/2018/07/outreach_36.pdf
MOV-54	Visibility Items (available on request)