

Sindh Union Council and Community Economic
Strengthening Support Programme

SUCCESS is funded by the European Union

MAKING NEW STRIDES TOWARDS WOMEN EMPOWERMENT IN SINDH

Third Annual Key Performance Indicators (KPI) Summary Report 2018-2019



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INTRODUCTION

SUCCESS is a six-year European Union (EU) funded programme with a mandate to reduce household poverty in Sindh¹ by empowering women. It is one of the largest community-driven development and poverty reduction initiatives in Pakistan. Through SUCCESS, the EU is also helping the government of Sindh to formulate and implement a province-wide Poverty Reduction Strategy and Community Driven Local Development Policy.

SUCCESS is being implemented at community level by the Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). The technical assistance provided to the government for policy implementation is delivered by Ernst and Young (EY).

This document summarises the findings of the third annual KPI report of the SUCCESS programme, which documents the progress made during the period February 1, 2018 to January 31, 2019².

As of January 2019, in line with the targets set for year three of the programme, SUCCESS has organised over 550,000 women representing their households (65% of the total households in the programme districts) into 28,285 Community Organisations (COs). Thus each CO represents an average of 19 households. Representatives of these COs have in turn formed 3,295 Village Organisations (VOs), and the VO representatives have formed 309 Union Council-level Local Support Organisations (LSOs).

All these community institutions are run and led by almost 60,000 women community leaders who have been trained by the RSPs in management and leadership skills. The Community Organisations have started their own saving programmes and as of Jan 2019 the overall cumulative community savings has reached to PKR 46.7 million (over EUR 270,000).

Using a Poverty Scorecard (PSC) methodology, poor members from Community Organisations with a score of 0-23 are offered a development package to start income generating activities. Each CO member prepares a Micro Investment Plan (MIP) to increase her household income. Based on the MIP, the poor households (with a poverty score of 0-23) are provided with interest free loans from the Community Investment Fund (CIF), which are managed by the Local Support Organisations. The poorest households (with a poverty score of 0-12) are provided with a one-time Income Generating Grant (IGG), managed by the Village Organisations (VO), as well as micro health insurance to protect them from health shocks. Women and men from the

poor households (with a poverty score of 0-23) are also provided with technical and vocational skills training to prepare them for (self) employment.

As of January 2019, about 38,000 households received interest-free loans worth PKR 551 million from the CIF and more than 11,000 households received income generating grants worth PKR 147.5 million. Most of the beneficiaries have invested these in livestock purchases and rearing costs (83%) followed by micro enterprises (9%) and purchase of agriculture inputs (8%). More than 762,000 people from about 117,000 poorest households have been registered for micro-health insurance services and over 7,000 women and 1,000 men have been trained in technical and vocational skills. In addition to this, 213 Community Physical Infrastructure schemes (CPI) related to water, sanitation and link roads have been completed by the Village Organisations (VO) with technical support from the RSPs. These benefit around 73,000 households.

Under the SUCCESS Technical Assistance component, in year three the Government of Sindh approved the Poverty Reduction Strategy (PRS) and the Community Driven Local Development (CDLD) policy. It also extended the CDLD policy to an additional six districts and is currently working on the Roadmap for the implementation of the PRS.

Joint Development Committees (JDCs), headed by the Deputy Commissioners and Assistant Commissioners, and comprising heads of government line departments, elected representatives, and representatives of LSOs and Rural Support Programmes (RSPs) have been formed in all 8 districts and 33 talukas. The objective is to create synergies between the Community Institutions (CO/ VO/ LSO) and local authorities with the aim to improve public services and supplies to the poor households.

In terms of communication and advocacy, various communication products were developed and a number of events were organised at national, provincial and local level with communities. The research team has completed several studies to document and disseminate lessons and evidence on the programme interventions and their effectiveness and outcomes. The aim here is to further encourage stakeholders by sharing the objectives and achievements of the SUCCESS programme in reducing poverty at household level by empowering rural women.

With continued support from the EU and the Government of Sindh, it is anticipated that the SUCCESS programme will continue making positive strides in the lives of rural women of Sindh in the future, hopefully even more than it has seen in the first three years of the programme.

¹SUCCESS is being implemented in the following districts of Sindh: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan.

²The full report is available at success.org.pk/index.php/annual-reports-category/success-annual-kpi-reports/

SOCIAL MOBILISATION LEADING TO **WOMEN EMPOWERMENT**

The central idea behind social mobilisation is that people - including poor and women - have an innate potential to help themselves. Moreover, they can better manage their limited resources if they organise themselves. Once people are organised into properly functioning self-governing institutions, they can use those institutions as a platform for effective implementation of all kinds of community development initiatives.

The SUCCESS programme aims to reduce poverty in rural areas by empowering women in their household and communities. It focuses on building a network of women-only community institutions leading to social empowerment. The rural women have to first get organised, identify an honest and sincere leader, adopt the discipline of savings to generate their own capital and meet on a regular basis to identify the potential of each poor household, through a household-level micro-investment plan. The role of SUCCESS partner RSPs, in collaboration with RSPN, is to help communities form those three-tiered community institutions, namely: Community Organisations (COs), Village Organisations (VOs) and Local Support Organisations (LSOs).

As of January 2019, 550,102 households represented by women were organised into 28,285 Community Organisation (COs), 3,295 Village Organisations (VOs) and 309 Local Support Organisations (LSOs). Around 26,500 COs have started their saving programmes and the total savings as of January 2019 stand at PKR 46.7 million.

Emerging Impact:

The social mobilisation efforts of the Rural Support Programmes have been one of the biggest influencers in encouraging women to join the SUCCESS programme. The Women Empowerment Study conducted by Enclude mentions that social mobilisation efforts has enabled the community women to communicate and convince their kin and neighbours of the programme's mandate, and immediate, short and long-term benefits. Prior to SUCCESS, both men and women in the community were critical of women working as polio workers, as lady health workers, as social organisers, since they have to visit villages as part of their duty. Now women from these very communities have started engaging in the social, economic and political activities at their mohalla and village levels. Many women received consent from their menfolk to go out and work with RSPs only after they realised this was the only way they could participate in SUCCESS activities and benefit from the programme. Today, social perceptions are gradually becoming more supportive of women working.

On the economic front, the social mobilisation process has been effective in inculcating the importance of generating savings for micro investments. On the policy front, by virtue

The RSP's Three-Tiered Social Mobilisation Approach



Local Support Organisation - LSO

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



Village Organisation - VO

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



Community Organisations - CO

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

TOTAL HOUSEHOLDS ORGANISED

TARGET ACHIEVEMENT

643,638 85% 550,102

TOTAL

(FEB 2016-JAN 2019)

NUMBER OF COMMUNITY ORGANISATIONS FORMED

TARGET ACHIEVEMENT

33,098 85% 28,285

TOTAL

(FEB 2016-JAN 2019)

NUMBER OF VILLAGE ORGANISATIONS

TARGET ACHIEVEMENT

3,349 98% 3,295

TOTAL

(FEB 2016-JAN 2019)

NUMBER OF LOCAL SUPPORT ORGANISATIONS

TARGET ACHIEVEMENT

315 98% 309

TOTAL

(FEB 2016-JAN 2019)

of coming together and discussing the possible solutions of their problems, the women are becoming more aware of their political surroundings. A significant number of respondents in the Enclude study indicated that in 2018 they had participated in General Elections for the first time.

The SUCCESS beneficiary women have also started to use technology, particularly the mobile phone, for updates,

communication and connectivity. At a relational level, women empowerment is increasingly being manifested both on a personal level as well as a community level. The instances of domestic violence are diminishing because women now have access to a platform where they can raise their voices.

WOMEN LEADERSHIP IN COMMUNITIES AND PUBLIC PLANNING

The SUCCESS programme provides its beneficiary women with a platform to challenge the traditional concept of leadership that favours elderly men, religious clerics or wealthy men. SUCCESS helps build leadership capacities through the following activities:

Community Management Skills Training (CMST)

Once the COs are formed and women leaders (presidents and managers) are elected, they are trained to manage the organisation. The Community Management Skills Training lasts three days and includes content on the process and importance of social mobilisation, CO management skills, CO record keeping, development of household micro investment plans, how to use the community awareness toolkit and the approach and interventions of the SUCCESS programme.

Leadership Management Skills Training (LMST)

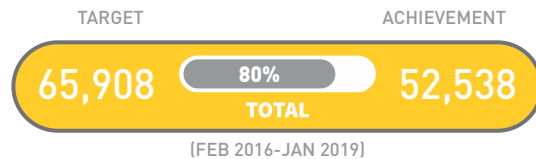
Similar to the CO leaders, the Presidents and Managers of the VOs and LSOs, once selected, receive Leadership Management Skills Training. The topics focus more on the technical aspects and activities of the programme, such as development of the Village Development Plan (VDP), management and implementation of Micro Health Insurance (MHI), Technical and Vocational Skills Training (TVST), Community Physical Infrastructure schemes (CPI) grants, Community Investment Funds (CIF) and Income Generating Grants (IGG).

Trainings of Community Resource Persons (CRPs)

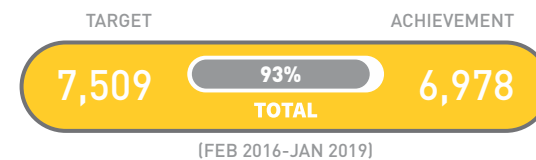
The Community Resource Persons (CRPs) are, preferably, women who are literate and active members of their communities. The CRPs can take initiative and mobilise fellow community members to promote community development as a means to help reduce poverty at the household level. The RSPs and community institutions engage the CRPs to organise communities into COs, carry

out routine monitoring of CO meetings and assist with record keeping and savings schemes. They also deliver awareness sessions to the communities on health, education, sanitation and civic rights using the Community Awareness Toolkit (CAT). This has been specially designed as a means to empower women to use and implement under the SUCCESS programme.

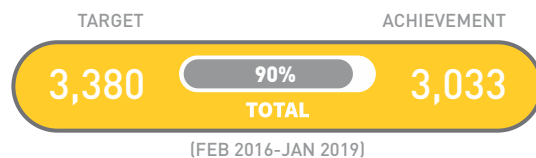
NUMBER OF COMMUNITY MEMBERS TRAINED IN COMMUNITY MANAGEMENT SKILLS TRAINING (CMST)



NUMBER OF COMMUNITY MEMBERS TRAINED IN LEADERSHIP MANAGEMENT SKILLS TRAINING (LMST)



NUMBER OF COMMUNITY MEMBERS TRAINED AS COMMUNITY RESOURCE PERSONS (CRPs)



As of January 2019, a total of 84,464 awareness sessions have been conducted by the CRPs on critical cross cutting issues such as education, health, sanitation, disaster risk reduction and nutrition in the eight programme districts.

Emerging Impact:

The Women Empowerment Study conducted by Enclude credited these leadership trainings with building the confidence of these leaders to demand better public services, and in some cases accountability, manage complaints and resolve conflicts. This has been possible by exposing them to other cultures; enhancing their ability to speak up at forums; allowing them to try out new roles; providing space to directly interact with senior government officials and by expanding their contact base and networks. The women trained in CMST and LMST were found to be less shy and more vocal as compared to the rest of the women in the communities. This is also why SUCCESS has started to support the political recognition for these leaders, especially the LSO leaders in forums such as Joint Development Committees (JDCs).

Joint Development Committees in Numbers

- JDCs were notified between May 2017 and January 2018 in all eight districts and all 33 talukas of the programme area.
- 29 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 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.

The JDCs include representatives of local government authorities, line departments and representatives of women-only Local Support Organisations. This is a brand-new initiative that seeks to involve the organised communities directly in government development planning. Using the JDC platforms, the government line departments, have entered into MOUs with RSPs. Thus far, various

government departments have signed 23 MOUs to collaborate with RSPs and community institutions. Implementation of 21 activities across the 8 districts has started as a result of these MOUs. The activities include collaborating with community institutions for tree plantation campaigns, immunisation of children and women, enrolment of out-of-school children, opening of closed schools, voter registration and obtaining CNICs for women. Most of these are one-off activities for specific purposes and have not engaged community institutions as expected in the stated objective of JDCs “to advocate for access to essential public services and for planning, implementation and monitoring of local development plans”

A number of steps could be considered for improving community-government linkages during the remainder of the project through the JDCs and other means. The key challenge on the part of the government is how to include community needs in the annual development planning process of the government. The existing rules and procedures of government departments do not cater to the participation of community institutions in development planning and implementation processes. The second issue is the ownership of community institutions as an official partner in development. The third issue is the limited human and financial capacity of line departments to engage with community institutions. Although the Poverty Reduction Strategy and CDLD policy approved by the Government of Sindh adopts the JDC model of SUCCESS for all districts, there is limited awareness about this document and policy at the district level so far.

For the communities, the JDCs have been appreciated by the representatives of LSOs as a forum that elevates them as equal with those in power. Some LSO leaders observed, “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 illiterate and come from poor households, is to assert the communities' needs and demands in the powerful male dominated committees. For this in the coming years the RSPs are planning more specific capacity building, sensitisation and exposure of the women community members of the JDCs.

WOMEN'S LEGAL EMPOWERMENT

As Megha exclaims, women are becoming more conscious of their “legal rights”. Therefore, some of the women in the community actively advocate the importance of having computerised national identity cards to help them in their hour of need. She preaches that women can claim their legal rights only when their legal status is defined in the government records and no one can challenge that based

on hearsay. This is particularly important for any legal proceedings including the matters of marriage, divorce and childcare so that the rights of the women (or her children) are not usurped that easily.

(Megha, Village Umer Machee, District Tando Muhammad Khan)

ECONOMIC EMPOWERMENT OF WOMEN

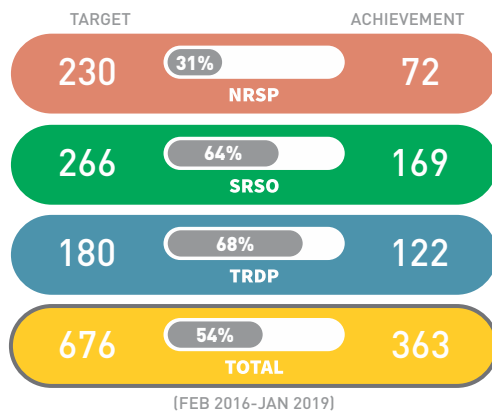
The SUCCESS programme has diverse components which in aggregate are directed towards improving the economic conditions of the women. The most important of them all are the provision of Income Generating Grants (IGG), Community Investment Funds (CIF), and Technical and Vocational Skills Training (TVST).

Income Generating Grant (IGG)

The main purpose of the Income Generating Grants (IGGs) is to provide assistance to the poorest community members through one-time cash grants and guidance so that they are able to start income generating activity to increase their household incomes.

Due to the delays experienced in opening bank accounts for the LSOs and VOs, the target of IGG sub grants was as low as 54% by the end of year three. However, the three RSPs are picking up speed and the targets are being met at an increased pace since the opening of the bank accounts issue was resolved during year three. After the sub-granting, the community institutions have been able to disburse 147.5 million PKR as IGGs among 11,220 number of the poorest households. The IGG beneficiary households have invested the IGG above all in livestock (88%) followed by micro enterprises (9%) and agriculture (3%).

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



Emerging Impact:

As per the Mid Term Review³ survey report, around 43% of the IGG beneficiaries stated that they have learned to manage livestock and/or own businesses in a better way, while 47% said that the livestock bought with the grants had yielded offspring and 11.6% said they have money to spend on transportation to purchase and sell livestock." The MTR report however, observed that the amount of the IGGs need to be increased and the investment options need to be linked with market needs.

Khanzadi from Village Mehmood Thaheem, District Matiari, speaking about her experience with IGG, exclaimed joyfully, "By the grace of Allah, I now have a goat." Within six months, Khanzadi estimated, the goat could have an offspring that she could bring up, sell and use the money to buy another goat. The rearing of goats allows to increase her household's asset base and nutrition through milk. Also, to Khanzadi, a goat is not just an animal, but a status symbol. She claims that her children can now get an education and hope for a brighter future for the family.

It is being observed that targeting interventions such as IGGs to the vulnerable and marginalised women members has the potential to restructure the prescribed roles and household perceptions of women's economic roles and responsibilities, as noted in the Women Empowerment Study conducted by Enclude. The respondents of the study highlighted that the livelihood of the people in the SUCCESS target districts mainly oscillates between livestock farming and agriculture. Both of these occupations are heavily dependent on rain water and because of a persistent shortage of water or floods in the area, the households are getting poorer. In such circumstances, a source of income

WITH INCREASED HOUSEHOLD INCOME, FAMILIES CAN NOW INVEST IN HEALTH!

With nine sons, and five of them attending school, Zarina and her husband have many mouths to feed and fee to pay. Joining her Community Organisation (CO) was Zarina's last resort and with her poverty score of six, Zarina was indeed eligible for the IGG in district Dadu. Today as Zarina tells her story, her husband has gone out of the village to buy more supplies for the store. The IGG gave them the push they needed to create a store that met the villagers' needs and

make enough profit that they have been able to save 100-150 rupees a day. The additional income generated through the shop allowed Zarina to pay for her treatment as she used to get frequent nose bleeds. The gratefulness shines out of her eyes and it is clear that the thankfulness Zarina possesses will give her the strength to continue the shop and ensure that she and her family can live a good life.

³This survey was conducted and shared with RSPN in the month of May 2019. However, the findings of the survey are based on the data until September 2018 and therefore are being disseminated through this report covering the reporting year 2018-2019.

such as an IGG is important for giving these households a kick start at balancing their household income and expenditures.

Community Investment Fund (CIF)

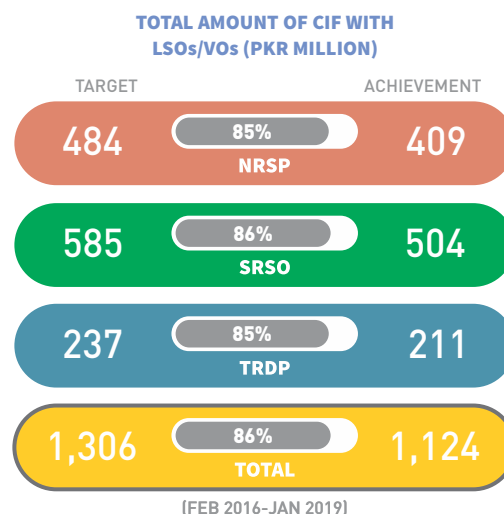
For the households accessing the CIF, the money received by the household is a loan, not a grant. It must be paid back so that the fund revolves, benefitting a maximum number of poor households and contributing to the sustainability of the community institution that manages the CIF. Also the money can only be used for income boosting activities. The collective management of the CIF by community institutions fosters a sense of ownership, builds trust and creates empowerment among the community members. This in turn strengthens the process of turning these grassroots organisations into stronger, functional, sustainable and more mature organisations of the people.

There has been a lag in the disbursement of these funds in the first two years of the programme due to the stringent policies adopted by banks for opening bank accounts. Now this issue has been resolved and the targets are being achieved speedily. The LSOs/VOs have disbursed loans worth PKR 551 million to 37,604 poor households by the end of year three. Most of the beneficiaries have invested the CIF amount in livestock purchases and rearing (82%) followed by micro enterprises (11%), and agricultural inputs (7%).

Emerging Impact:

The Mid Term Review survey report reflects that income increases at the household levels represents significant a

Reference to Survey Report	Sample Size	Increase (PKR)
Efficiency of CIF		
Increase in average monthly income from sale of livestock by-products	75	6,133
Increase in average monthly income from investment in new business	203	8,590
Increase in average seasonal (six-month) income from investment in agriculture	36	13,956
Effectiveness of CIF		
Increased income from livestock	149	11,338
Income from sale of livestock	82	17,276
Increase in average monthly income from investment in new business	203	8,590
Increase in average income from expansion of existing business	96	12,658
Increase in average annual income from investment in agriculture	238	272,956



contribution to both income generation and poverty reduction. The findings regarding the CIF is represented in the following table:

During the MTR survey, 95% to 100% of the beneficiaries in all districts said that the terms and conditions for the repayment of the loan are very easy. For the RSP staff, the CIF also help them enter the communities and get them mobilised. As per the report, the women considered this fund more authentic due to its transparency and ownership by the community group members. Women have confidence about the CIF amount and how it is spent. The MTR report however, emphasised on the need to diversify the investment options by the community members, link them with larger markets and increase the loan size.

The mechanism by which the CIF is disbursed to women has seen to be positively impacting their role in the financial management of the household. It has given them opportunities to have a control over both the assets and the spending and to have more say in the expenses that are directed towards the welfare of their children - education being the most important of them all. This has also led them to have more open communication and engagement with the markets as well. It is very encouraging that women are very clear on the objectives of the CIF and they aim to return the loan installments as soon as they can. It is increasingly observed that women after realising the positive impact of investments brought about by the CIF on their household incomes, are very much looking forward to seeking another round of the CIF in the coming months to give their incomes another boost.

However, some of the intended potential beneficiaries who are eligible to get CIF and IGG cannot avail the opportunity since their CNICs are expired/unavailable. Similarly, community members migrating within or outside of the programme areas also pose a challenge to the provision of the CIF and IGGs.

Technical and Vocational Skills Trainings (TVST)

The purpose of the Technical and Vocational Skills Trainings (TVST) is to design and implement demand driven training programmes that provide open access to the labour market and enhance income generating opportunities for the poor women and men, with regards to (self) employment.

As of January 2019, a total of 8,492 beneficiaries (85% women and 15% men), have been trained in technical and vocational skills. The beneficiaries opted for training in 37 types of technical and vocational skills: 16 of the trades focusing on garments, 6 on crop and livestock development, 4 on food processing, 3 on electronics, and 2 each in the beauty industry and computer-, automobile- and construction-related skills. Of the 37 skills, 20 types of training were selected only by women, 8 by men only, and 9 by both women and men.

The trainings can be clustered under 6 main categories: garments, beauty industry, food processing, automobile-related training, crop and livestock development, electronics and computer-related training as illustrated in the figure.

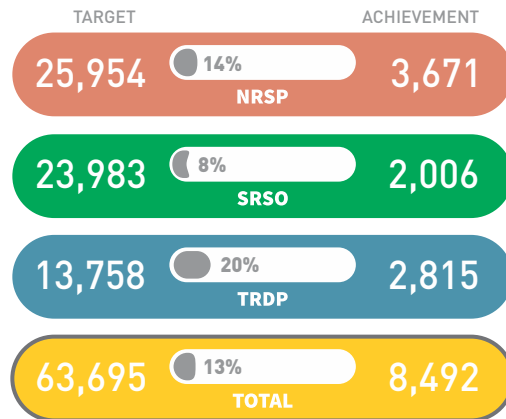
Emerging Impact:

The technical and vocational skills training component has resulted in additional income for poor households by creating employment. According to the MTR survey, of the 323 sample TVST beneficiaries, 65% reported as self-employed having started their small business after completing the training. 7.5% of the respondents (3% in the private sector, 0.5% in the public sector and 4% employed part time) have found employment within the private and public sector.

The monthly average income for sample beneficiaries is around PKR 4,300. It was highest in Matiari (about PKR 6,200 per month) and as low as PKR 2,545 per month in Tando Muhammad Khan. Moreover, the MTR report recommended to redesign the TVST component with more marketable trainings based on a market survey.

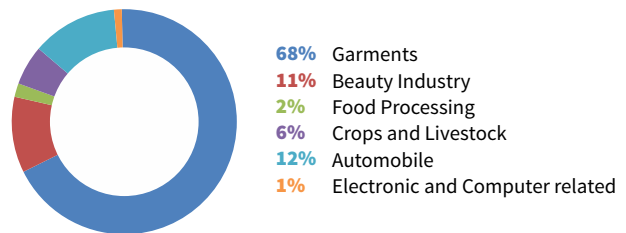
It is observed that most women enroll in the training for sewing and tailoring, since these are skills they are most

NUMBER OF COMMUNITY MEMBERS TRAINED IN TVST



(FEB 2016-JAN 2019)

TECHNICAL AND VOCATIONAL SKILLS TRAININGS (BY DISTRIBUTION OF TRADES)



familiar with, and they can immediately apply them within the home, both for stitching clothes for the family, and if possible to generate an income. Some beneficiaries are aware of the market linkages and are keen to share their skills with those who are unable to participate in the TVST trainings for whatever reason.

However, the increasing challenge faced by the SUCCESS team is to help the communities show interest in diversified trades and skills so that a saturation point in trades such as tailoring and embroidery can be avoided. Therefore, during year 3 of the programme, a lot of time and effort was devoted to creating potential linkages and diversification of trades especially through the awareness sessions conducted by the CRPs.

Skills Training: A Confidence Booster

Rukaiya, age 18, from Village Pyaro Magsi – District Larkana, sits beneath a fan powered by solar panels that she bought with the money she earned herself. Her goals were initially met with resistance. “I have six older brothers,” Rukaiya says “they thought, that it would be unsafe to allow their little sister to leave her house and return late into the evening.” Eventually her brothers did relent, although others in the village still protested. Now she makes five to six thousand rupees a month from doing embroidery on

dresses. Her earnings have considerably contributed to the household, even her brothers would come to her to buy groceries. Now she has greater ambitions for the future. “Maybe I will be able to do embroidery on more clothes with practice. Also, other girls in the village have been quite impressed with what I've managed to achieve and will probably go the same route. Maybe we can open a joint shop here in the village with all of us.”

Micro Health Insurance (MHI)

Twenty-five percent of the poorest households in the eight SUCCESS district have been provided with MHI covering in-patient costs for each household member up to PKR 25,000/- per annum. Under the project, the insurance company is paid, on average, PKR 1,000/- for an average household of six persons per annum as premium from the project.

As of January 2019, more than 762,600 people have been insured for coverage of hospitalisation costs. So far 5,575 patients have been treated and a total of PKR 79.6 million in claims have been paid. Most of the cases treated under the MHI include pregnancy or deliveries and ailments such as: hepatitis, stones, ulcers, abdomen pains, diarrhoea and malaria etc.

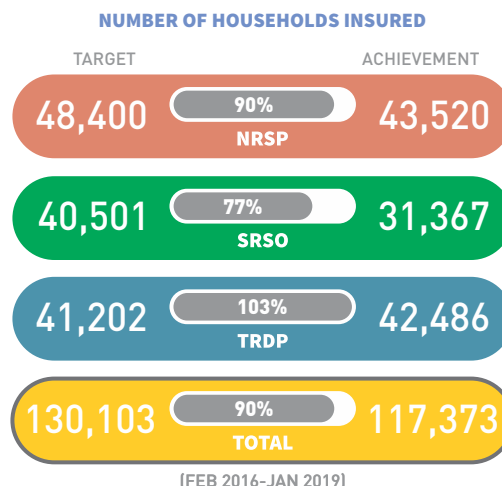
Emerging Impact:

The MHI cards, where used, are found to have immense benefits. The availability of MHI cards has encouraged communities to access qualified doctors and rely less on quacks available nearby. Also, those who used cards were reported to have saved their critical assets, such as livestock, and from high cost (both economic and social) borrowing from landlords and money lenders.

In more than 60 per cent of the cases, MHI cards have been used in gynaecology-related cases such as deliveries and more than 30 per cent in the cases of serious viral infections like diarrhoea in children. Here are few examples:

Ms. Fatima, an MHI card holder from Tara CO, UC Dabhoon, village Hari camp is one of hundreds of beneficiaries of the programme. She said, “Truly, I was lost when I came to know about my husband's ailment and the money required for the surgery. I was quite upset as I was not able to arrange the huge amount for the surgery but thank God I was a beneficiary of MHI. Therefore, my husband Jumo went through the surgery and treatment on the MHI card I received under the SUCCESS programme. Now once again, he is living a normal life with the family. I have really no words to express the gratitude for such great support.”

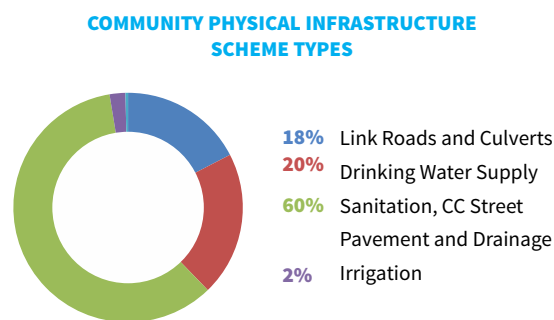
Asma Bibi aged 25 is a mother of six children and resident of UC Dabhoon, village Mohammad Khan, District Jamshoro. She suffered a lot as a result of an ovarian cyst. The gynaecologist recommended surgery which cost PKR 25,000. She had no idea how she could afford this until she received an MHI card under the SUCCESS programme. With this she underwent the surgical process. She stated, “I am extremely happy and feel lucky to be a part of this programme. For me, this was not just a support but perhaps a life-line which enabled me to live again a healthy life with my kids.”



Community Physical Infrastructure (CPI)

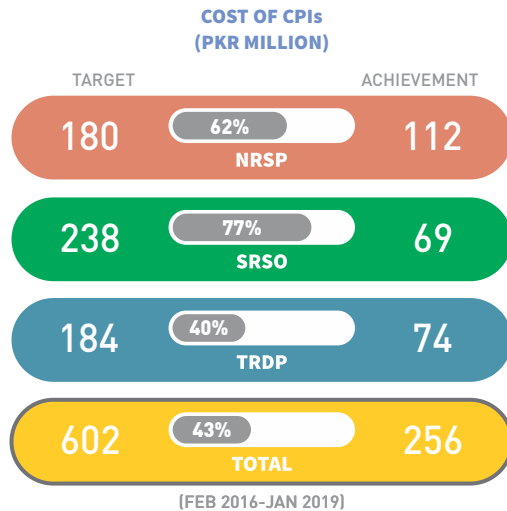
Community Physical Infrastructure (CPI) aims at improving the basic infrastructures and productive assets used by, and services delivered to, the targeted communities. The idea is that community members will benefit from improved community infrastructures to meet their basic needs and gain better access to public services. The communities identify and prioritise the need of the project themselves at village level in their Village Development Plan (VDP) and at union council level in their Union Council Development Plan (UCDP). They are also responsible for the implementation and maintenance of these community-managed projects.

As of January 2019, a total of 667 CPI projects have been initiated and 213 of these are completed. According to an estimate, a total of 73,060 households are benefitting from the completed CPI projects. The following graph shows the distribution of the completed CPI schemes with respect to their type:



Emerging Impact:

The MTR survey shows that around 20% respondents mentioned improved connectivity with other nearby communities as they can easily commute within the village and UC due to link road and improved streets etc. There was also variation in responses, because of the different types of CPI schemes. In Tando Mohammad Khan, 53% mentioned



that they have improved access, while in Jamshoro 32% reported saving time and money and 29% free drinking water. In Matiari, people showed more interest in other schemes i.e. improved educational facilities for girls.

The projects generate employment opportunities and are sustainable as there is a sense of ownership by the communities to maintain their newly acquired

infrastructural resources. Women actively take part in CPI scheme construction, supervision, dealing with contractors and play a leadership role by helping their members with the communal savings for their personal and community welfare and prosperity. The women say that they feel more able to handle their chores, manage household expenses, and take decisions in their family matters only because they were able to complete infrastructure projects (paved roads, hand pumps and sewerage lines were a few mentioned by our respondents) – typically the domain of men - on their own.

On the other hand, there are a few limitations as well which hinder the successful timely completion of the CPI projects. For example, in the NRSP districts specifically, there has been a high turn-over of engineering staff. This has resulted in delays in the implementation of CPI schemes. Moreover, drinking water was the need identified most by communities. In most areas of the programme districts, the quality of water was not drinkable (as determined by the quality test) and water treatment was costly. Therefore, due to the limited resources, despite the needs assessment, communities sometimes cannot fully benefit from the types of projects they are most in need of.

Community **Benefits** from **Improved Infrastructure**

“Our men were struggling to achieve road works with the concerned public line departments for two decades. We faced many problems because of the roads, e.g. our funeral proceedings were impacted, seasonal torrents created problems, and our children had difficulties going to school. When the village women were able to get this scheme for the village, the villager' gender perceptions of women's

participation in development transformed,” narrates Malookan. CPI has reduced our mobility constraints, and has given us the power to decide and act. It has also increased men's confidence in their women's abilities,' said Malookan with pride.

Malookan, President of CO Dharti, Village Barecha, Dadu

TECHNICAL ASSISTANCE (TA) COMPONENT OF SUCCESS

The role of the Technical Assistance (TA) component of the SUCCESS programme, implemented by Ernst and Young (EY) is to assist the Government of Sindh to develop and implement the Poverty Reduction Strategy and Community Driven Local Development (CDLD) policy. The RSPN works closely with this team, bringing field-level knowledge to the table and recommendations on how community institutions can be linked to local governments and other departments which are mandated to ensure provision of local and municipal services, and related policies at the provincial level. During Year 3 of the SUCCESS programme, the TA Component has completed delivery of three major outputs identified in its Terms of Reference (ToRs).

These major outputs relate to:

- **Result 1: Develop a dedicated provincial poverty reduction strategy for urban and rural Sindh.**
- **Result 2: Develop a dedicated provincial CDLD policy as part of the poverty reduction strategy.**
- **Result 3: Monitor and assess the impact of GoS policies and actions on poverty reduction, with a specific focus on the CDLD framework.**

Under Results 1 and 2, the three major output results achieved during Year 3 have included:

- Submission and approval by the Sindh Cabinet of the Poverty Reduction Strategy (PRS)

- Submission and approval of the Community Driven Local Development (CDLD) policy, which is incorporated in the Poverty Reduction Strategy
- Completion and submission of the Roadmap for implementation of the PRS.

Completion of the above outputs also represents achievement of most of the specific tasks identified under Results 1 and 2 in the TA ToRs, including:

- Development of the PRS and CDLD policy through participation and consultation
- Identification of the optimal institutional set-up for implementation
- A costed strategy and policy and dedicated budget framework
- A strategy for implementation (Roadmap)
- Communications strategy for implementation.

The remaining tasks for completion under Results 1 and 2 relate to ongoing mainstreaming of the PRS and CDLD policy.

The Poverty Reduction Strategy

Government of Sindh Decisions on the PRS and CDLD Policy

On 16 October 2018, the Cabinet formally approved and adopted the PRS, and agreed a proposed budget of PKR 72.5 bn for implementation over an initial five-year period, in addition to the funding for poverty reduction already announced, notably PKR 4 bn for expansion of the People's Poverty Reduction Programme (PPRP).

Following the Cabinet approval, the Chief Minister approved the following key actions:

- Selection of four target districts for potential pilot implementation of Rural Growth Centres including Badin, Tharparkar, Thatta and Sujawal. The notification was later amended with the addition of Larkana district.
- Responsible entities for PRS implementation were confirmed as:
 - o Strategy 1 – the PPRP, with nominated line departments for CDLD implementation
 - o Strategies 2 and 3 – the Urban (and Regional Planning) Directorate
- A within year transfer of PKR 500 m for the 2018/19 ADP as start-up funds for commencement of the RGC programme.

Major Strategies of the PRS

1. CDLD – the Foundation

- The CDLD Policy is incorporated and is a component of the PRS

- Continuation of a CDLD approach consists of:
 - o Building on and expanding the PPRP programme
 - o Mainstreaming and institutionalisation of a CDLD approach into line department activities.

2. Addressing Urban Poverty

- The strategy to address urban poverty emphasises 'urban within rural' – focusing on the small towns within rural areas of Sindh.
- The strategy focuses on targeting employment opportunities and enterprise development
- A key approach within this is utilising urban economic clusters as a means to facilitate initiatives in enterprise development.

3. Rural Growth Centres, or 'Service Hubs'

- This strategy consists of a new approach in the way forward to address rural poverty and development. It involves the development of focal points or villages that can serve as a centre for improved facilities and services to surrounding clusters of villages
- The intention is to consolidate services and facilities in these hubs, to provide growth and development opportunities.

The Roadmap for PRS Implementation

The Draft Roadmap was submitted to the GoS on 14 December 2018. The Roadmap sets out five Pillars for implementation of the PRS, including:

- Pillar One:** Programme Design and Rollout
- Pillar Two:** Legal and Institutional Framework
- Pillar Three:** Public Financial Management
- Pillar Four:** Monitoring and Evaluation
- Pillar Five:** Capacity Development and Communications.

The Roadmap spells out key programme focus and implementation issues, and includes a timetable for detailed steps over a three-year initial rollout period.



Karachi: (October 16th, 2018) Sindh Chief Minister Syed Murad Ali Shah presides over a cabinet meeting at New Secretariat

DATA DRIVEN APPROACH TO SUCCESS

The key evaluations and the studies carried out during the year 2018-2019 included:

Self-Evaluation Report 2018: The self-evaluation report assessed the relevance, efficiency, effectiveness, sustainability and impact of the programme. The evaluation concluded that SUCCESS is a well-designed and well-executed initiative with potentially far-reaching impact on pro-poor policy and the rural poor.

Women Empowerment Study: In 2018, a research report was commissioned and implemented by Enclude Limited, to study the extent of women's social, economic, political and legal empowerment as a result of various interventions carried out by SUCCESS. The results show that RSPs' social mobilisation efforts have been one of the biggest influencers in encouraging women to join the SUCCESS programme.

Institutional Maturity Index Report: The report covered 239 randomly selected community institutions, proving to be an important tool for both introspection and laying the groundwork for ensuring institutional development and sustainability of the community institutions.

Annual Key Performance Indicators Report: This report documents the overall progress and presents the results, lessons learnt during the past programme implementation and how the programme is directed to unfold in the coming year.

Study on Micro Health Insurance: The research team conducted a study on challenges and enablers to the utilisation of Micro-Health Insurance in SUCCESS programme. The study results show that MHI cards, where used, had immense benefits.

Study on Joint Development Committees: Considering the current challenges and shortcomings, this study provides recommendations for the effective working of Joint Development Committees and sustained linkages with the government moving forward.

Quasi-experimental research study: A quasi-experimental design of randomised control trial has been set up in two

Union Councils of Tando Allahyar District. The research is being conducted in collaboration with the University of Mannheim Germany and Lahore School of Economics, Pakistan, leading to real-time course corrections in the programme.

Simultaneously, RSPN supported two major M&E activities, mainly the External Performance Monitoring mission (which begins in March 2019) and the Mid-term Review of the SUCCESS programme. While RSPN and SUCCESS appreciate the time and expertise provided that will help the programme to improve, it was a challenge to host the two missions back to back. Sometimes, it takes an exceptional investment of time to get each mission acquainted with the programme on the ground, including the structural and cultural barriers, to use as a context to see and measure the impact in the field. Therefore, constant feedback and sharing of information was warranted.

Developing a knowledge base

The SUCCESS research team actively endeavours to share its research and evidence-based policy work with the national and international audience. Research papers were presented at Lahore University of Management Sciences, Cardiff University, University of Exeter and Tampere in Finland. Research papers were published in research publications such as Development in Practice; websites of universities such as London School of Economics; and newspapers such as "The Dawn".

Management Information System

A Management Information System (MIS) has further strengthened the monitoring system by providing real-time updates on the progress and significantly assisting in tracking project implementation on the ground. Mobile App tools were developed and heavily employed for spot-checks and assessment purposes.

ADVOCACY AND COMMUNICATION

In order to highlight the work done by the communities and the RSPs with the support of the EU, RSPN arranges workshops, learning visits, conferences, produces publications and documentaries, in close coordination with the media. Publications include SUCCESS Newsletter (a bi-annual publication that features key achievements); Outreach (a quarterly publication that focuses on the overall

Social Mobilisation progress of RSPs); LSO Initiatives (case studies of LSOs on their own self-help initiatives); and Echoes of SUCCESS (human interest stories narrating the experiences of beneficiaries and the implementing team).

Nine opinion pieces on SUCCESS interventions were also published in major English, Urdu and English newspapers

such as The News, Nawa-e-waqt and Sindh Express. Additionally, six articles were published during the reporting year by a journalist who was approached by the programme. 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. The programme was aired on seven selected FM radio stations from 23 July to 7 September, 2018.

A music video was produced in early 2018 for the SUCCESS Sindhi jingle. The music video was aired on eight local

Sindhi cable networks, spread over 15 days in December 2018 and January 2019.

In order to increase SUCCESS's reach and share inspirational stories to a wider digital media audience, RSPN engaged Humans of Pakistan (HoP), Pakistan's biggest photojournalism blog on social media. Under this collaboration, HoP has published 15 human-interest stories on their social media pages (Facebook, Instagram and Twitter).



SUCCESS-FUL EVENTS AND **LEARNING VISITS**

RSPN arranges annual flagship events to advocate the programme to relevant stakeholders as well as exposure visits and learning visits for the staff from the three RSPs and local government authorities. Workshops and conferences are organised to collaborate on opportunities

that present a platform for rural-urban linkages in cross cutting dimensions of development. A calendar of all such activities is given below: **(colour code: conferences and dialogues, workshops, learning and exposure visits)**

March 2018
- Experience Sharing and lesson learning visit in Sukkur
June 2018
- SUCCESS Sakafat Mela
- Forum for Advancement of Communication Expertise
September 2018
- National Convention of LSOs
- Social Sector Resource Group
- Experience Sharing and lesson learning visit in Tajikistan

May 2018
- Monitoring & Evaluation Resource Group Meeting
July 2018
- Annual RSP's Strategic Retreat
- Social Mobilisation Resource Team
- Gender Resource Group
- Exposure and lesson learning visit in Chitral
October 2018
- Annual Conference on Rural Women Day with Potohar Organisation for Development Advocacy (PODA)
- Experience Sharing and lesson learning visit in Tajikistan

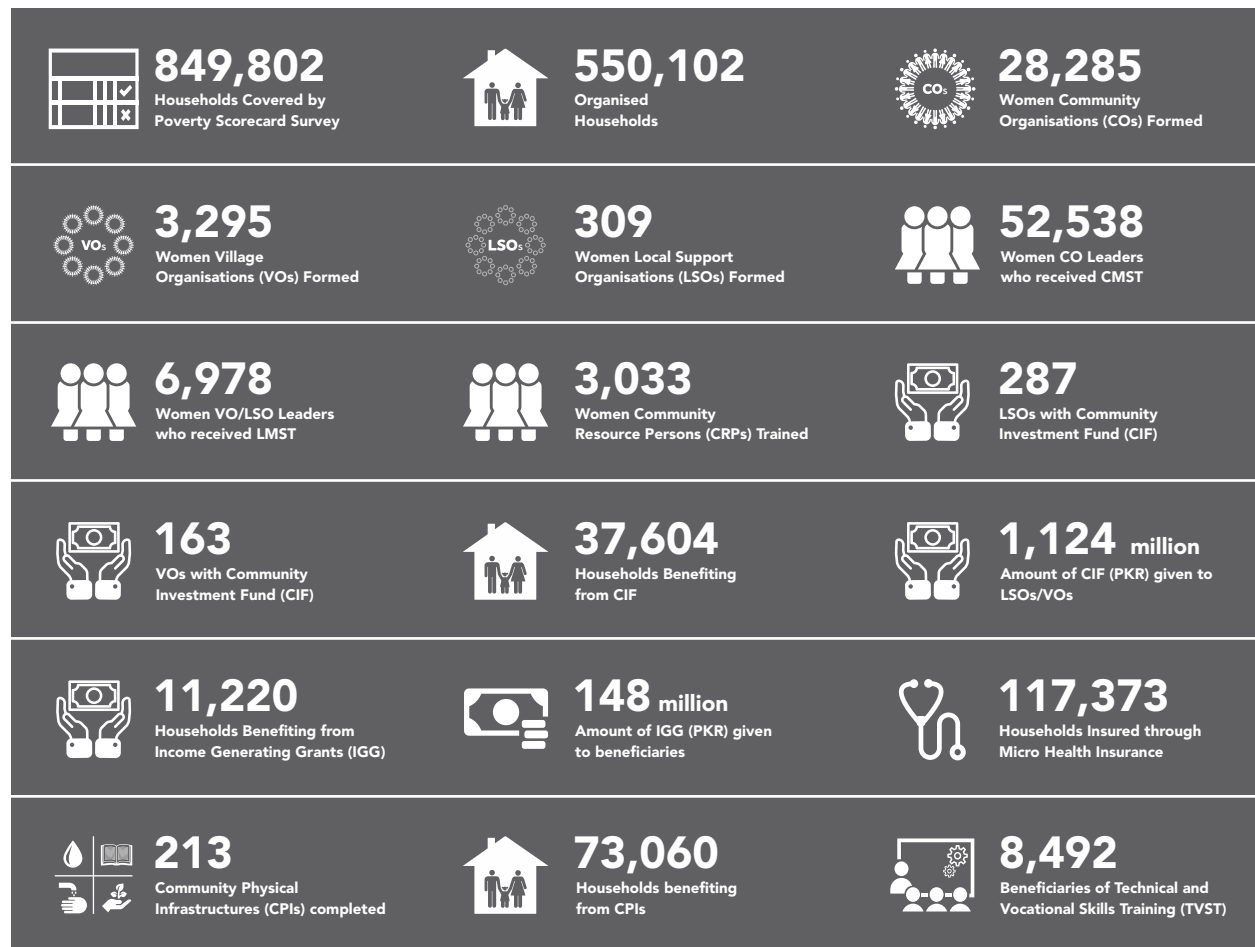
WAY FORWARD

During the first three years of the project duration, the key consideration was to focus on improved implementation and momentum of the household intervention. During the last six months of year 3 alone, the rate of target achievements was improved by more than 50%. Looking forward, more efforts will be concentrated in achieving the desired outcomes of the programme as a result of meeting the targets of beneficiaries getting the interventions.

Entering the second half of the programme duration, it is imperative that we start looking beyond the life time of this project for the beneficiaries and make an efficient design and work plan for its sustainability. For the institutional sustainability, the main thrust of the SUCCESS programme will continue to be fostering the viable community institutions (LSOs, VOs and COs) in the target districts. In terms of policy level input, JDCs are an important

component of sustainability and an effort is being made by the TA Component to revise the Rules of Business and other policies of the line departments to facilitate the role of JDCs in empowering communities for reducing poverty. For the environmental sustainability, a mechanism has been designed for the projects under the Community Physical Infrastructure component which will ensure that community institutions will have sufficient funds with them for the operation and maintenance of completed schemes. In terms of financial sustainability, it is viewed that charging an interest rate or services charges on CIF loan can cover the operational and inflation costs for the LSOs. Beyond the life of SUCCESS programme, a sustainability grant/fund and/or permanent development partnership with the government will be needed and talks are under way to finalise its proposed mechanism.

SUCCESS AS OF **JANUARY 2019**





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

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



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SUCCESS

Sindh Union Council and Community Economic Strengthening Support Programme

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