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SUCCESS

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) Report 2018-19



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# ACRONYMS

CAT	Community Awareness Toolkit
CDD	Community Driven Development
CDLD	Community Driven Local Development
CIs	Community Institutions
CIF	Community Investment Fund
CO	Community Organisation
CRP	Community Resource Person
CMST	Community Management Skills Training
CPI	Community Physical Infrastructure
DRR	Disaster Risk Reduction
EU	European Union
EY	Ernst & Young
GoS	Government of Sindh
JDC	Joint Development Committee
KPIs	Key Performance Indicators
IGG	Income Generating Grant
IMI	Institutional Maturity Index
LMST	Leadership and Management Skills Training
LSO	Local Support Organisation
M&E	Monitoring and Evaluation
MHI	Micro Health Insurance
MIP	Micro Investment Plan
MIS	Management Information System
MTR	Mid Term Review
NRSP	National Rural Support Programme
PFM	Public Financial Management
PIM	Programme Implementation Manual
PINS	Programme for Improved Nutrition in Sindh
PPRP	Peoples' Poverty Reduction Plan
PSC	Poverty Scorecard
RSPs	Rural Support Programmes
RSPN	Rural Support Programmes Network
SRSO	Sindh Rural Support Organisation
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
TA	Technical Assistance
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UC	Union Council
UCBPRP	Union Council Based Poverty Reduction Programme
UCDP	Union Council Development Plan
VDP	Village Development Plan
VO	Village Organisation
WASH	Water, Sanitation and Hygiene
WISE	Water, Immunisation, Sanitation and Education

# EXECUTIVE SUMMARY

Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme is a European Union funded programme with a mandate to reduce household poverty through women empowerment. SUCCESS is a six year long programme (2015-2021). Being part of the Government of Sindh's Community Driven Local Development (CDLD) programme it is one of the largest community-driven development and poverty reduction initiative in Pakistan, implemented by the Rural Support Programmes Network (RSPN) in partnership with National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). The programme is successfully being implemented in the following districts of Sindh: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan.

While SUCCESS is designed based on the Union Council Based Poverty Reduction Programme (UCBPRP) which was implemented by the government of Sindh in four districts during 2009 to 2015. It also goes a step ahead in addressing the shortcomings that its predecessor faced. SUCCESS takes pride in employing the approach of social mobilisation and strengthening community institutions led by women that can sustain themselves so much so that their work is mainstreamed and acknowledged by the government itself. European Union remains committed to supporting Community Driven Development (CDD) led initiatives in other provinces of Pakistan - besides SUCCESS in the province of Sindh, it is also supporting the work of Sarhad Rural Support Programme (SRSP) in the province of Khyber Pakhtunkhwa and Balochistan Rural Support Programmes (BRSP) in the province of Balochistan.

This report is the third annual document of the SUCCESS programme highlighting the progress made towards achieving the objective of women empowerment through fostering Community Institutions. January 31, 2019 marked the completion of the three years of programme implementation.

Since this year is also the mid-term benchmark of the project duration, therefore a lot of emphasis has been put on reviewing the performance with a lens of "outcomes" i.e. the real meaningful change observed in the lives of the women from poor households rather than just counting the number of programme interventions passed on to these households. The chapter included in this report on "Emerging Impacts of the SUCCESS Programme" highlights the findings of three set of publications (Women Empowerment Study, MTR Survey and Echoes of SUCCESS) in terms of the impact that has been observed among the beneficiaries. The impact of the SUCCESS programme has been assessed and categorised broadly under: social empowerment, economic empowerment and politico-legal empowerment.

Until January 2019, in line with the set targets for year three of the SUCCESS programme, 550,102 households have been organised through the formation of 28,285 Community Organisations (COs), 3,295 Village Organisations (VOs) and 309 Local Support Organisations (LSOs). 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. The formation of community institutions is supported with capacity building of community leader in community management and leadership skills. A total of 59,516 women community members have received these trainings. The Community Institutions have continued developing household, village and union council development plans and initiated development activities for the empowerment of rural women. The two most important development activities aimed at increasing the household income are the revolving fund called Community Investment Funds (CIF) and Income Generating Grants (IGG). A total of 450 community institutions (LSOs/VOs) are managing CIF worth PKR 1.12 billion. A total of 37,604 poor households have taken loans from the CIF and have initiated income generating and asset building activities. Similarly, a total of 11,220 poorest

households have taken income generating grants for similar purposes. By the end of January 2019, a total of 117,373 poorest households and their 762,631 members have been registered for micro-health insurance services. In the field of technical and vocational skills, a total of 8,492 members, men and women, have been trained in the first three years of the programme. In addition to this, 213 schemes of Community Physical Infrastructure (CPI) are already completed out of the 667 initiated CPIs, improving the basic infrastructure and access to public services in the target rural areas benefitting more than 73,060 households.

It is evident from the findings of the internal as well as external assessments that due to the women-focused approach of SUCCESS programme, the confidence level among the women has increased manifold in the recent years. Women do not only articulate effectively the needs and potential of their households but now they also actively take part in formulating the local development plans for their communities. Within the household, their bargaining power and role in household decision making has increased. The rise in the household income through initiatives such as IGG, CIF and TVST has started translating into better education and nutrition for their children. Through CRPs and MHI, the women now understand the importance of pre-natal and post-natal care more than ever before. Men in the communities have started putting more trust in their women going out of the house and ensuring that their community needs are passed on to the relevant departments. The political awareness and empowerment among the women beneficiaries was manifested through their active participation in the General Elections of 2018.

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 major policies and strategies in poverty reduction and community-driven local development (CDLD). 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 are mandated to ensure provision of local and municipal services, formally, and related policies at the Provincial level, to institutionalise this process. In carrying out this role, during Year three of the SUCCESS programme,

the TA Component has submitted and got approval on the Poverty Reduction Strategy (PRS) and the Community Driven Local Development (CDLD) policy and the completion and submission of the Roadmap to the government of Sindh for implementation of the PRS. Moreover, the Monitoring & Evaluation (M&E) framework for the PRS and CDLD policy implementation has also been conceptualised and an agreement with Government of Sindh entities is awaited.

In order to create synergies among the Community Institutions (CO/ VO/ LSO), local authorities and externally supported development investment, 41 Joint Development Committees (JDCs), headed by the Deputy Commissioners and Assistant Commissioners comprising head of government line departments, elected representatives and representatives of LSOs and RSPs have been formed, at district and taluka level in all the target districts. These JDCs play a key role in creating linkages between the communities and the government line departments to enable the people to convey their demands for services themselves and government service department to respond the community demands.

In terms of communication and advocacy, a number of stakeholder events were organised at national, provincial and local level with communities to showcase the objectives and progress of the SUCCESS programme in empowering rural women and reducing poverty at household level. These events and workshops have garnered significant coverage in the electronic, print and social media. Additionally, newsletters, policy briefs and blog stories have been regularly published in order to promote SUCCESS programme throughout the year. A 13-episode long radio programme in Sindhi was also aired on local FM channels. The social media presence of SUCCESS programme, during year three, has also engaged more audience than ever. The highlight of which was the campaign run in collaboration with one of the biggest photojournalism blog group in the country, called Humans of Pakistan.

The Research team at SUCCESS has initiated and completed several studies, from an academic perspective, on women empowerment and the effectiveness of different SUCCESS programme interventions in the target areas of Sindh. This has



immensely helped RSPN and the partner RSPs in coming together and discussing the findings with a view to suggest improvements in the implementation of the project. Moreover, some of the research work have been published in reputed journals, newspapers and presented at national and international conferences throughout the year.

Regular field visits were arranged for both the government officials, community representatives as well as the RSP members within and outside of Sindh in order to promote cross-learning and experience sharing. During the reporting period, the National Convention of the LSOs, Annual RSPs Strategy Retreat, Experience Sharing & Lessons Learning Workshop and SUCCESS's participation in different cultural programmes provided a platform for both introspection as well as publicising the efforts made under the project.

During the third year, Management Information System (MIS) has strengthened even further to

provide real-time updates on the progress and significantly assist in tracking of the project implementation on the ground. Mobile App tools were developed and heavily employed for spot-checks and assessment purposes. Since the reporting period also marked the completion of half the project life, Mid Term Review (MTR) was contracted by the EU to an external evaluator which is due to submit its findings by the mid of 2019. Moreover, EU's external performance monitoring also kicked off during the reporting period. Both these activities, in conjunction, will be helpful to RSPN and the RSPs in paving the way for improvement in the remainder of the project duration.

With the support of 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 what it has seen in the first three years of the programme.



# WHO WE ARE



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

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

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



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





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



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

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



Established in 1998, the Thardeep Rural Development Programme (TRDP) is a not-for-profit organisation, registered under Societies Registration Act XXI, of 1860. TRDP is working in arid regions of Sindh. TRDP is implementing SUCCESS programme in Dadu and Jamshoro districts. TRDP also implemented UCBPRP in the district of Tharparkar.

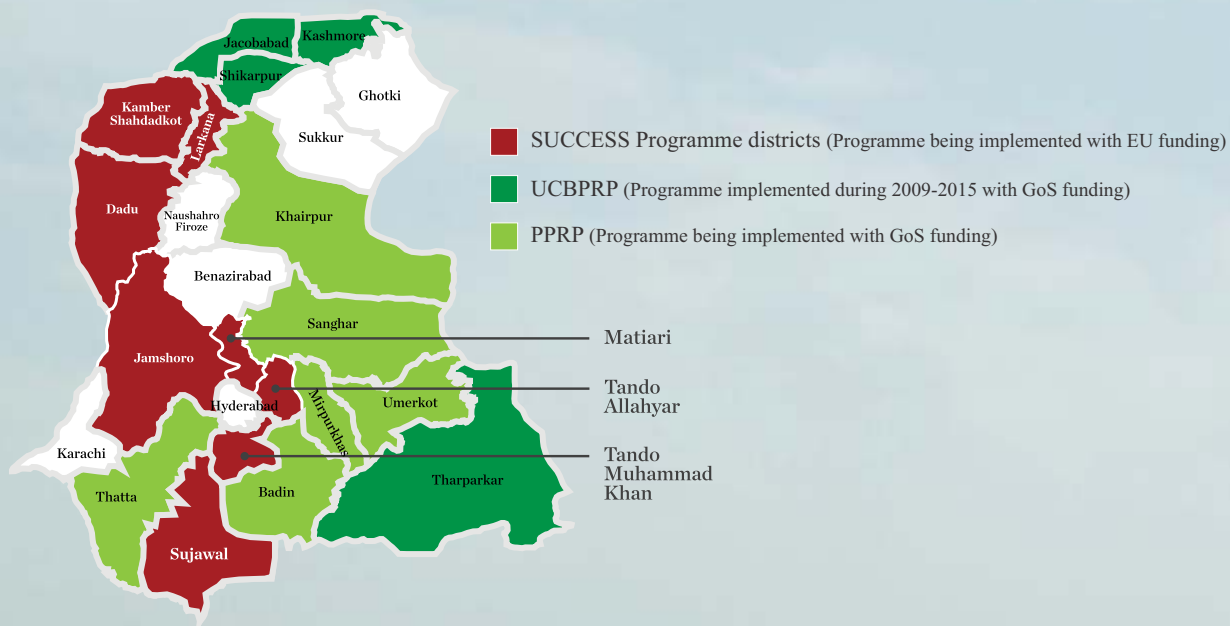


Established in 2003, the Sindh Rural Support Organisation (SRSO) is the major Rural Support Programme in Northern Sindh. SRSO is headquartered in Sukkur and is a not-for-profit organisation registered under Section 42 of Companies Ordinance 1984.

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



# WHERE WE WORK



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

08

NUMBER OF DISTRICTS

NRSP	04
SRSO	02
TRDP	02

316

NUMBER OF UNION COUNCILS

NRSP	121
SRSO	99
TRDP	96

33

NUMBER OF TEHSILS/TALUKAS

NRSP	14
SRSO	11
TRDP	08

14,708

NUMBER OF SETTLEMENTS

NRSP	7,600
SRSO	3,800
TRDP	3,308

1,545

NUMBER OF REVENUE VILLAGES

NRSP	672
SRSO	429
TRDP	444

5.7 million

TOTAL POPULATION COVERED

NRSP	2,218,401
SRSO	1,849,246
TRDP	1,635,104

849,802

NUMBER OF HOUSEHOLDS

NRSP	333,421
SRSO	267,823
TRDP	248,558

POVERTY SCORECARD SURVEY COVERAGE

# WHAT WE DO

## SOCIAL MOBILISATION

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

## COMMUNITY INVESTMENT FUND

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

## INCOME GENERATING GRANTS

**60,959** households will benefit from **IGGs**

TECHNICAL &  
VOCATIONAL  
**SKILLS  
TRAINING**

**108,000** people  
will be trained

COMMUNITY  
PHYSICAL  
**INFRASTRUCTURE**

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

RESEARCH &  
**ADVOCACY**

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

MICRO HEALTH  
**INSURANCE**

**25%** of the poorest  
households will  
benefit from insurance

**A PRS AND CDLD  
POLICY FOR SINDH**

The **GOVERNMENT OF SINDH**  
will develop and implement a  
budgeted **POVERTY REDUCTION  
STRATEGY** and a **COMMUNITY  
DRIVEN LOCAL DEVELOPMENT  
POLICY** for **SINDH**



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# EMERGING IMPACTS OF SUCCESS



Three main sources of documentation are available as of now for assessing the extent to which the SUCCESS programme interventions have impacted its beneficiaries.

The first source is an external in-depth report commissioned by RSPN/SUCCESS, called “Study on Pathways to Social and Economic Empowerment of Rural Women through the SUCCESS Programme” (referred to hereafter as “the Women's Empowerment Study”), and completed in December 2018 by Enclude Consultants. This study used a qualitative research approach and assessed three aspects of women's empowerment; namely: social empowerment, economic empowerment and politico-legal empowerment.

The second source is a survey report called “Impact Assessment and Sustainability Survey”, commissioned by the European Union (EU) Mid Term Review (MTR) Consulting Firm. The survey was conducted in January 2019 using a sample of 1,684 respondents, selected through multi-stage stratified cluster sampling against each intervention of the SUCCESS Programme. Though the survey report completed in April 2019 but the sample is drawn from the SUCCESS beneficiaries of SUCCESS interventions implemented as of September 2018.

The third source is a collection of case studies of 120 women beneficiaries (12-15 each from 8 SUCCESS districts) of SUCCESS published as “Echoes of SUCCESS” series. Each case study describes how a woman grew up, the kind of misfortunes she and her family experienced, and the steps she took to make life better. Each of the case studies – and many more observed in the field – illustrates a journey from deprivation to dignity.

## Social Impacts

SUCCESS's social mobilisation efforts have been one of the biggest influencers in encouraging women to join the programme and it triggered empowerment despite weak relational and societal power relations. With regular meeting sessions, the voice of the women has amplified and men have started putting trust in their women more than ever. The instances of domestic violence are diminishing because women have now access to a platform where they can raise their voices.

Following is a summary of the key findings and conclusions from the Women Empowerment Study:

1. The all-women nature of community institutions was one of the most significant factors in the men's consideration for consenting to women's participation in various meetings. The tangible benefits of income generation also played a powerful

role in the process of acceptance. After organising and overcoming obstacles, women reported greater access to banks, markets, medical facilities and their children's schools, among other services. More women have started cellular phones for updates, communication and connectivity. "Most women at VO and LSO levels have full support from their immediate family, and in most cases it is the family members (spouse, father, mother, brothers) who provide them protection, and shield them from cruel comments from surrounding communities and women have won recognition within their communities, both as leaders and members of COs and VOs".

2. Women's awareness of social issues and basic rights has increased as a result of greater exposure as well as the programme associated with awareness raising sessions on critical social issues. "Many respondents were clear that they understood the significance of family planning and childbirth spacing, its role in women's health, and its contribution to family welfare and prosperity. They were equipped with the necessary information regarding mother-child healthcare, food and nutrition, cleanliness, hygiene and education". Women had become more aware about civic rights, obtained CNICs, knew about the importance of registering their marriages and the birth of their children, and were more aware that early marriages and early child births can lead to health issues. "A significant number of respondents indicated that it was the first time that they participated in the General Elections held in 2018".
3. The study observed significant changes in household decision making. Women reported an enhanced role, individually or jointly with their husbands, in decisions related to household repair or building, raising livestock, purchasing assets, children's education and marriages, and engaging in micro enterprises. "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 few mentioned by our respondents) – conventionally dominated by men – on their own."

4. At a relational level, women empowerment is increasingly being manifested both in person as well as in community. Women exclaim the effectiveness of social mobilisation and community institutions by saying that they have found "an agency, agenda and platform" to make their communities a better place. They said that their spirit was rejuvenated, and they have "found a purpose and courage to fight illiteracy, and the ascribed, associated roles and behavior towards women that prevailed in the society".

The MTR survey findings show that:

- (i) Majority of the women (68%) do not face any problem regarding the purchase of household items.
- (ii) 54% women stated that they are not facing any challenges while visiting markets and about spending money that the women had earned.
- (iii) 57% of the women stated that they are not facing any hurdles in spending the money they have earned.

The MTR survey report concludes that programme is contributing to a change in the attitude and practices of communities. It has effectively contributed to community empowerment, as women from disadvantaged rural backgrounds have established institutions and are currently searching for sustainable community initiatives, along with deliberating communal issues and benefits.

The Echoes of SUCCESS brought some very inspiring stories where organised women owed their victory to the social mobilisation approach. Shehla, the President of CO Suleman Khaskheli 2, District Matiari, exclaims that initially it was not possible to call and gather the women for these meetings for the fear of "discrimination against those women who attended these meetings." Some of the earlier meetings, she said, were spent discussing "how to handle the men's reaction rather than sitting to solve the vital issues prevalent in their daily lives". But now she says, this phase has passed and "Their taunts do not bother us any more". The Manager of CO Khushi, Larkana District, Imam Zadi, reflects that from this platform she has been able to assist people in her village more than she ever could. In addition to helping members of her CO with their accumulative savings process, Imam has also been helping male members of her village as well.

## Economic Impacts

There is strong evidence from the MTR survey, Women Empowerment Study as well as from the Echoes of SUCCESS case studies series that women's incomes increased as a result of CIF loans, IGGs and vocational skills training. The beneficiaries of CIF invested in purchase of livestock, setting up small village level enterprises, expanded existing business and invested in agriculture inputs. According to the MTR survey report the CIF and TVST interventions have increased the family incomes of the beneficiaries in range of over PKR 6000 to 12000 per month as explained later in the report as well.

Women used the increased incomes in different ways, including reinvesting in their businesses, purchase of consumer durables (such as solar panel, television, refrigerator, washing machine, fan, mobile phone, furniture and utensils ) and improved diet for the family. They also spent more on education and health and some of their personal needs (such as small jewellery items, new clothes and shoes). Women's contributions and the resulting recognition enhanced their access to and control over productive assets. Their role in household economic decisions has also broadened to include decisions about setting up micro enterprises and purchasing and selling livestock.

The MTR survey reported that the CIF and IGG invested in livestock has contributed in increasing the household asset base. Out of the 355 sample households who invested in livestock, 29% have one off-spring, 21% have two off-springs and 2% have 3 off-springs from their livestock. 82 households have sold the livestock they have bought through CIF loans at an average of PKR 17,276 to repay their loans and kept the off-springs.

The technical and vocational skills training component has brought additional income for the poor households through employment creation. Accordingly to the MTR survey out of the 323 sample TVST beneficiaries, 65% reported as self-employed and have started their small business after the completion of the training and 7.5% (3% in private sector, 0.5% in public sector and 4% employed part time) have got employment with private and public sector.

The Women's Empowerment Study noted that "The very act of identifying, prioritising, and managing ... a community infrastructure scheme developed the CO and LSO members in meaningful ways. It has

developed women's understanding of how community infrastructure, especially roads, are a must for a community to prosper and grow. According to the respondents, they were encouraged to take decisions by RSPs despite resistance from the community men, and applied for the CPI scheme." Women recognised the power of working together, and how unity, leadership, and management skills contributed to empowerment.

## Political Empowerment and Policy Level Impact

There are two main aspects of political empowerment in the context of SUCCESS, one in the realm of politics and the other in local governance, as it affects service delivery. In relation to the former, "An absolute majority of [women] indicated that this was the first time in their life that they had participated in the [2018] elections" (Women's Empowerment Study). Women felt obliged to their community institutions for assisting them in obtaining their CNICs and guiding them on the voting process. Moreover, several LSO presidents were approached by various candidates and their political allies for mobilising votes in their support. The involvement of women in politics in these ways is a significant development in the feudal and traditional context of the project area.

Organised women have used community institutions, especially the VOs and LSOs, to articulate their development issues and reach out to government departments for addressing them. At the same time, many government officials have recognised the value of working through VOs and LSOs. Progress has been evident in terms of obtaining birth certificates and CNICs, voter registration, school enrolment, family planning practices, deliveries arranged in hospitals, vaccination (including for polio), tree planting campaigns and livestock vaccination. These are not systemic changes but they are useful local initiatives in the space created by women's mobilisation.

SUCCESS also reached a significant milestone in March 2018, with the approval of the multi-sector Poverty Reduction Strategy and CDLD Policy by the Government of Sindh and its official launch at a major multi-donor provincial development conference. Additionally, in October 2018, GoS decided to rename the UCBPRP initiative as the People's Poverty Reduction Programme and extend it with its own resources to the remaining rural areas of the province.

# SUCCESS AS OF JANUARY 2019



**849,802**  
Households Covered by  
Poverty Scorecard Survey



**550,102**  
Organised  
Households



**28,285**  
Women Community  
Organisations (COs) Formed



**3,295**  
Women Village  
Organisations (VOs) Formed



**309**  
Women Local Support  
Organisations (LSOs) Formed



**52,538**  
Women CO Leaders  
who received CMST



**6,978**  
Women VO/LSO Leaders  
who received LMST



**3,033**  
Women Community  
Resource Persons (CRPs) Trained



**287**  
LSOs with Community  
Investment Fund (CIF)



**163**

VOs with Community Investment Fund (CIF)



**37,604**

Households Benefiting from CIF



**1,124 million**  
Amount of CIF (PKR) given to LSOs/VOs



**11,220**

Households Benefiting from Income Generating Grants (IGG)



**148 million**  
Amount of IGG (PKR) given to beneficiaries



**117,373**  
Households Insured through Micro Health Insurance



**213**

Community Physical Infrastructures (CPIs) completed



**73,060**

Households benefiting from CPIs



**8,492**  
Beneficiaries of Technical and Vocational Skills Training (TVST)



# SOCIAL MOBILISATION LEADING TO **WOMEN EMPOWERMENT**

## Our Approach

It is universally recognised that the administrative and political pillars of the State are neither adequate nor mandated to reach each and every poor rural household. As poverty exists at the household level, without support and interventions targeted at household level, the rural poor cannot rise above the level of subsistence. The experience of the distillation of successful poverty reduction initiatives worldwide demonstrate that without fostering a 'social pillar' to supplement and complement the two existing pillars of the State, the rural poor can neither be empowered nor enabled to improve their socio-economic status. Hence there is an inherent need to mobilise and organise the poor into their own institutions, as potential partners to government.

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

The SUCCESS programme focuses on building a network of exclusively women's community institutions to expand the existing agency of women leading to social empowerment. 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 households-level micro-investment plan. The role of SUCCESS partner RSPs, in collaboration with RSPN, has the objective to help communities to

form the social pillar. At the neighbourhood level, 15-20 women representing an equal number of households form a Community Organisation (CO). The members live in proximity to each other and can meet on a regular basis to articulate their potentials, needs, and prepare household level micro-investment plans, pool their labour and resources, and plan and implement mutually agreed small-scale development activities. COs are federated into Village Organisations (VOs) for planning and coordination at the village level. VO members are

## The RSP's Three-Tiered Social Mobilisation Approach



### Local Support Organisation - LSO

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



### Village Organisation - VO

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



### Community Organisations - CO

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

nominated by COs, and their mandate is to seek out opportunities for village development, with the expectation that most, if not all, households will share the benefits from the collective actions of their VO. At the third tier, representatives from all VOs in a Union Council (UC) form a Local Support Organisation (LSO). LSOs as 'people's own institutions' combine the voluntary spirit, espouse the values of self-help and self-management of the organised communities and offer outreach to households via VOs and COs. As LSOs gain confidence and experience and develop capabilities, they will develop local networks to access resources as well as services for their members. LSOs have begun to interact with district line departments for improving access to public services. The next level of organisational development envisioned is to foster taluka and district level LSO Networks for greater interaction and advocacy with local stakeholders between public and civil society sectors.

### Progress

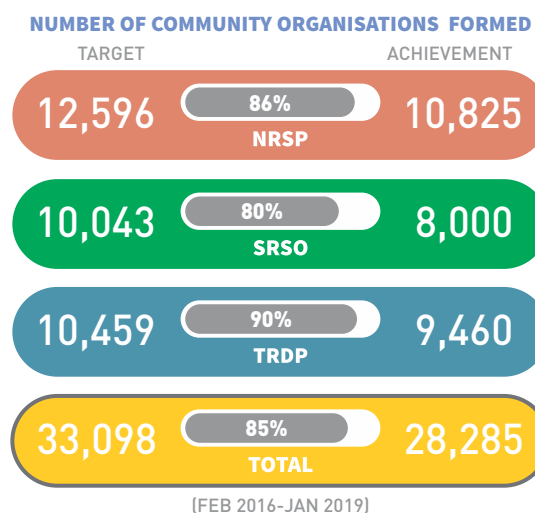
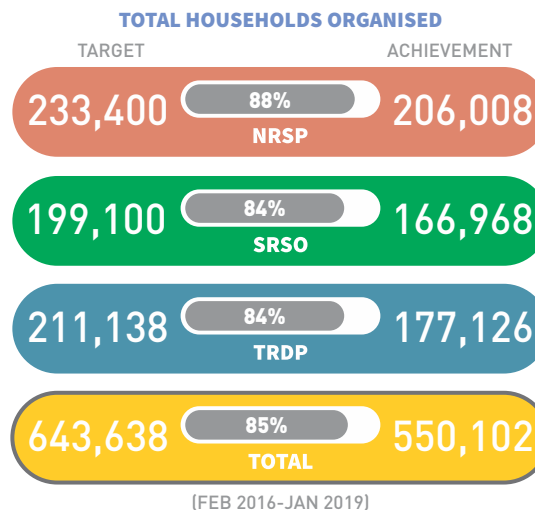
As of January 2019, 550,102 number of households represented by women were organised into 28,285 COs, 3,295 VOs and 309 LSOs. Among these community institutions, 3,223 VOs and 305 LSOs have been notified by the local authorities so far. As of now, five women's LSO networks have also been formed at the district level.

The community institutions have taken self-help initiatives in creating their own capital through regular monthly savings in their Community Organisations, collective actions for improving education, health and sanitation, as well as conflict resolution in their villages. 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

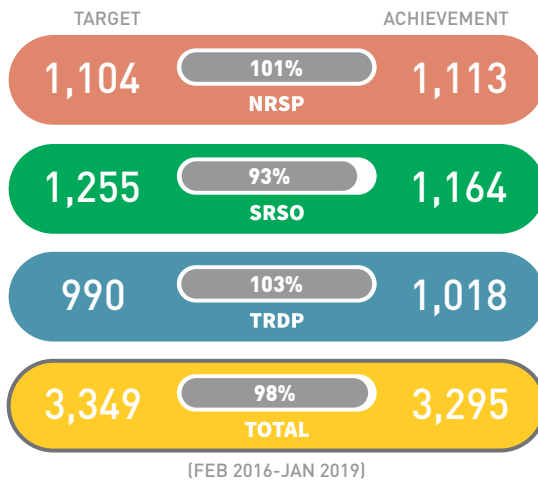
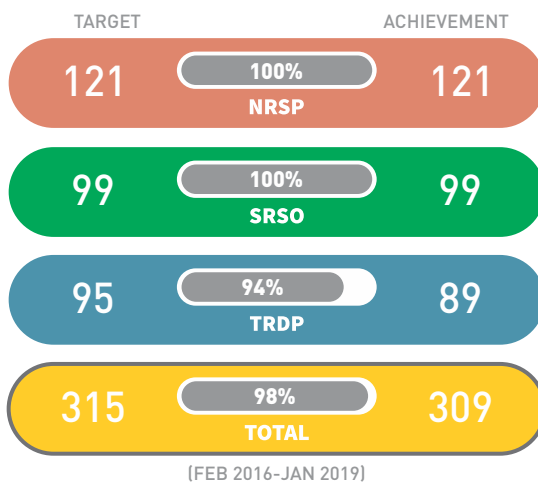
The Mid Term Review (MTR) survey findings suggest the programme is contributing to a change in the attitude and practices of communities. It has effectively contributed to community empowerment,

**550,102** NUMBER OF **HOUSEHOLDS** REPRESENTED BY **WOMEN** WERE **ORGANISED** INTO **28,285** COs, **3,295** VOs AND **309** LSOs



as women from disadvantaged rural backgrounds have established institutions and are currently searching for sustainable community initiatives, along with deliberating communal issues and benefits. Moreover, a degree of empowerment has been reflected in their lives overall as well. The survey findings show that majority of the women (68%) do not face any problem regarding the purchase of household items and 54% women stated that they are not facing any challenges while visiting markets. About spending money that the women had earned, 57% stated that they are not facing any hurdles in spending the money they have earned (MTR Survey Report).



**NUMBER OF VILLAGE ORGANISATIONS****NUMBER OF LOCAL SUPPORT ORGANISATIONS**

Our internal and external assessments show that RSPs' social mobilisation efforts have been one of the biggest influencers in encouraging women to join the SUCCESS programme. Social mobilisation triggered empowerment despite weak relational and societal power relations. The Women Empowerment Study conducted by Enclude mentions that: social mobilisation efforts enabled community women to communicate and convince the programme's mandate, and immediate, short and long-term benefits, to their opposing kin and neighbours. Prior to SUCCESS, both men and women in the community were critical of women working as polio workers, lady health workers, social organisers, who would 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 were given consent by their men to go out and work with RSPs only after the realisation that their participation in SUCCESS activities is crucial to benefit from the programme. Hence, social perceptions are gradually becoming more supportive of women working.

SUCCESS programme has been successful in ensuring inclusion, diversity and integration through its social mobilisation approach. On the economic front, the social mobilisation process has been effective in inculcating the importance of mobilising savings for micro investments. On the policy front, by virtue 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 Enclude study indicated that it was the first time that they participated in the General Elections held in 2018. 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 in person as well as in community. Women exclaim the effectiveness of social mobilisation and community institutions by saying that they have found "an agency, agenda and platform" to make their communities a better place. They said that their spirit was rejuvenated, and they have "found a purpose and courage to fight illiteracy, and the ascribed, associated roles and behavior towards women that prevailed in the society".

With regular meeting sessions, the voice of the women has amplified and men have started putting trust in their women more than ever. The instances of domestic violence are diminishing because women have now access to a platform where they can raise their voices. Whilst interviewing women for the compilation of beneficiary accounts to be documented in the SUCCESS publication called "Echoes", some very inspiring stories owed their victory to the social mobilisation approach. Shehla, the President of CO Suleman Khaskheli 2, District Matiari, exclaims that initially it was not possible to call and gather the women for these meetings for the

fear of “discrimination against those women who attended these meetings.” Some of the earlier meetings, she said, were spent discussing “how to handle the men's reaction rather than sitting to solve the vital issues prevalent in their daily lives”. But now she says, this phase has passed and “Their taunts do not bother us anymore”. The Manager of CO Khushi, Larkana District, Imam Zadi, reflects that from this platform she has been able to assist people in her village more than she ever could. In addition to helping members of her CO with their accumulative savings process, Imam has also been helping male members of her village as well. One of the many cases that she shared was helping a drug addict who was on the cusp of death. The addict's wife is a CO member who came to Imam to finance her husband's medical and travel expenditures to Sukkur. “It was a bad situation for the woman too,” Imam narrates as the addict had also started abusing his wife. Considering it her duty, Imam treated the case

admirably and with the help of her CO savings provided assistance to the woman. Fortunately, her husband has been successfully rehabilitated and “there aren't any more cases of domestic violence in his household,” Imam expressed jubilantly.





## SELF-HELP GOES A LONG WAY...

It is 2 pm and the sun is blazing hot. “Assalam o Alikum Sir”, is the voice that echoed when Mr. Ghulam Sarwar, one of the two teachers, entered the tuition centre in the Paljani area of Matiari. This tuition centre is run in one of the classrooms of a nearby school during the afternoons. The classroom is equipped with a blackboard and the required furniture but the room needs urgent repair. There is no electricity but the four windows in the room keeps it airy. Currently, there are only 20 students sitting in front of Mr. Ghulam Sarwar; the rest of the students, most of whom come by foot, are on their way to the tuition centre. This centre started with an enrolment of 25 children almost six months ago and the strength has now gone upto a total of 60 students. Another teacher from the nearby village is also now coming and teaching with Mr. Ghulam Sarwar every day. The way this tuition centre came into existence is the credit of the women from CO, Haji Suleman Khaskheli in district Matiari.

Majority of the women in the SUCCESS target areas think that their hands are tied or they do not feel empowered is because of the fact that they are not educated (Women Empowerment Study by Enclude, 2019). For them, if they had been educated, they would have known their rights. They would have managed their households better and in a way which is more beneficial for the coming generations. This is why, majority of the women in the study responded that educating their children is their top most priority.

Women belonging to the CO, Haji Suleman Khaskheli, are no different. Under the SUCCESS programme, the organisation was formed and regular meetings started happening. The women started talking about the need for extra coaching outside of the school, in subjects specially English and Mathematics. These women unanimously decided that they will do everything in their power to help this center set up and keep it running. They went back home and talked to the male members of their households. Some responded positively albeit hesitantly, others brushed it off

entirely. Two well-educated male members of the village heard about it and were moved by the resolution of the women for bettering the education landscape for their next generations. They called for a meeting of all the men in the village to further brainstorm on the idea and check the feasibility. It took them a month in total but gradually everyone in the village seemed to be on board with the idea of setting up this tuition centre.

Mr. Ghulam Sarwar who himself is an intermediate pass teacher who also teaches at Paljani High School, showed interest in teaching the children in his village from 2 to 6pm every day. Each child is supposed to pay PKR 300 per month, however, sometimes families cannot save that much and request the teacher to waive or discount the fee for that month. It is not unusual rather it has become a norm. The parents are encouraged to not pull out their children due to lack of funds and pay whatever is possible. Often times whatever is collected is paid to the other teacher as an honorarium and Mr. Ghulam Sarwar hardly earns anything. Not really understanding the concept of investment, some women of the CO Haji Suleman Khaskheli, termed the education expenditure as a saving. One woman said, it has also encouraged us to think “if we can save money for the tuition centre, we can save money to pool in for the CO savings as well and that can benefit the entire community.” Another woman exclaims, “And why not? We, the women, are mostly willing to fight with our husbands to get a pair of earrings even. It is upon us that we also fight with them, if we have to, to help save for the education expenditure of our children.”

The centre started off with teaching only English and later it expanded to include subjects such as Sindhi and Urdu as per the demands of the students. Children from all age groups and classes attend this center, do their home-work and clear their concepts that they are having difficulty at school. Had it not been for the efforts of CO Haji Suleman Khaskheli, their children would have lost on a chance for better education.



# WOMEN LEADERSHIP IN COMMUNITY INSTITUTIONS

## Our Approach

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

Advancing this very point of view, SUCCESS programme provides an apt actualisation of how this notion of leadership is being cultivated with the goal of leading to positive, sustainable change. The idea lies in the local rural women leading the community institutions utilising the power of the collective versus the individual to promote development and hence women empowerment. The idea of cultivating leaders from within communities furthers the notion of sustainability as well, since these women not only know best the constraints they face in terms of social, economic and environmental vulnerabilities, but will continue to work to solve them once the external help in question departs.

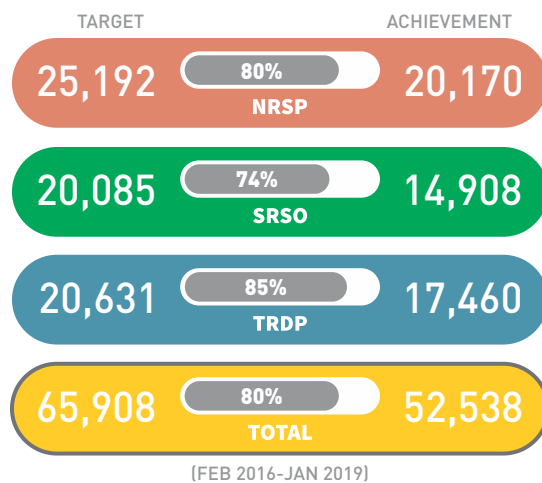
Keeping this idea of creating a cadre of women in community leadership role the SUCCESS programme helps in building leadership skills through the following three activities:

### Community Management Skills Training (CMST)

Once the COs are formed, and women leaders (Presidents and Managers) are elected, they are imparted with training on management of the organisation. The CMST is a three-day long training which is conducted through interactive lectures, group work, individual tasks and activities. The

trainings include content on the process and importance of social mobilisation, CO management skills, CO record keeping, development of household micro investment plans, community awareness toolkit and the approach and interventions of the SUCCESS programme. In the last three years of the SUCCESS Programme, a total of 52,538 women community leaders have been provided trainings through CMST events held by the partner RSPs in all eight districts.

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



**52,538 WOMEN COMMUNITY LEADERS** HAVE BEEN PROVIDED TRAININGS THROUGH **CMST**

### Leadership Management Skills Training (LMST)

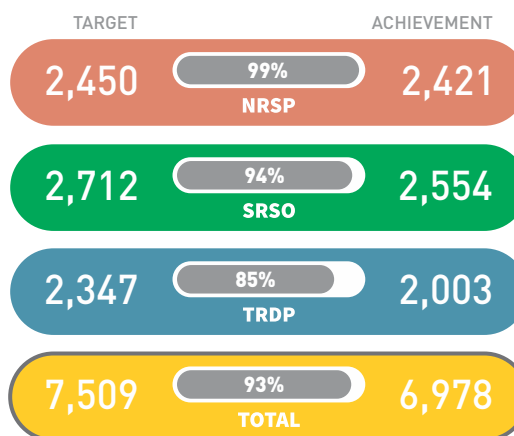
Similar to the CO leaders, the Presidents and Managers of the VOs and LSOs, once selected, are given Leadership Management Skills Training. The training includes interactive lectures, group work, individual tasks and activities. However, the content of the training is different than that of the CMST. The topics focus more on the technical aspect 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 (CPI) grants, Community Investment Fund (CIF) and Income Generating Grants (IGG). The LMST also covers the importance of monitoring and record keeping of these programme activities. In the last three years, a total of 6,978 women community leaders have been trained on LMST by the partners RSPs.

### Training of Community Resource Persons (CRPs)

One of the most vital elements to scale up and ensure the sustainability of the three-tiered social mobilisation process is the Community Resource Persons (CRPs). The CRPs are, preferably, women identified from the communities who are literate and active members of the community. The CRPs are willing to take self-initiatives and mobilise other community members of the village in promoting community development to help reduce poverty at the household level. The main characteristics that distinguish CRPs from other members of the community are that they are trustworthy, loyal and are committed to the development of their community and believe in bringing about betterment in the society. As of January 2019, 3,033 CRPs have been identified, trained and deployed by partner RSPs.

The RSPs and community institutions engage the CRPs to organise communities into COs, do routine monitoring of CO meetings and assist in record keeping and savings. They also deliver awareness sessions to the communities on health, education, sanitation and civic rights. The common lack of awareness around these areas of important citizen rights not only makes the population of the rural Sindh more vulnerable but also acts as a deterrent in breaking the shackles of the deep-rooted poverty. Hence, in order to raise awareness among the

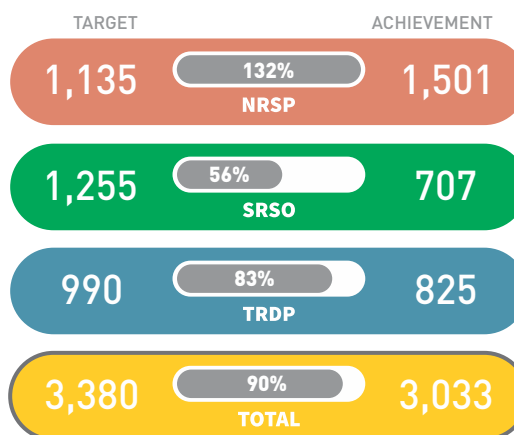
#### NUMBER OF COMMUNITY MEMBERS TRAINED IN LEADERSHIP MANAGEMENT SKILLS TRAINING (LMST)



(FEB 2016-JAN 2019)

#### 6,978 WOMEN COMMUNITY LEADERS HAVE BEEN TRAINED ON LMST

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



(FEB 2016-JAN 2019)

#### 3,033 CRPs HAVE BEEN IDENTIFIED AND TRAINED BY PARTNER RSPs

community members about critical social issues, RSPN developed a **Community Awareness Toolkit (CAT)**, through the lens of women empowerment, to use and implement under the SUCCESS programme. There are twelve CAT sessions in total and after their own training, CRPs conduct these session in the community with a view to sensitising and capacitating the rural women on cross-cutting issues that require attention.

The CAT sessions cover various topics, which widen the knowledge base of the community women and enables them to apply the lessons in their real lives. The knowledge and attitude of women influences their autonomy and overall status in the society, and through these CAT sessions, the knowledge of women is increased and their behavior is gradually changing to improve their social status and decision-making power. Furthermore, the various sessions enables these rural women to learn about their basic rights, gain knowledge about social issues, and induce confidence in them to raise their voice.

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

### Emerging Impact

Overall, assessing the importance of leadership roles among the SUCCESS women has shown incredibly encouraging behavioral shifts. The gradual exposure and community managerial trainings have enhanced the capacity and confidence of community institution leaders. The preparation of MIPs, VDPs and UCDPs has helped sensitise female members towards the implementation of their household and village development plans. To ensure sustainability and maturity of the Community Institution, timely interventions by these women leaders can turn refusals or lack of participation from the community into positive responses.

The Women Empowerment Study conducted by Enclude credited these leadership trainings for building the confidence in these leaders to demand better public service, and in some cases

accountability, complaint management and conflict resolution. This has been possible by exposing them to other cultures; enhancing their ability to speak up at various 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 play its role in the journey of political recognition for these leaders, especially the LSO leaders. According to the same report by Enclude, the LSO presidents were approached by various political elites during the 2018 election campaigns for [gathering] votes.

Training women leaders has not been without its challenges. In many villages it is a challenge to find a CRP that is educated in order to help the community institutions maintain their record and conduct awareness sessions effectively. This increases their reliance on RSPs' social mobilisers. It also affects the quality and maintenance of CO, VO and LSO record-keeping. So far, a few of the CRPs identified do not meet the quality criterion. However, this was tackled by amending the criteria of CRPs required and getting the best possible candidates on board to start the social mobilisation process. Also, in certain cases, where women CRPs are not available at all, men have been involved. In some areas pairing CRPs (e.g. husband/wife) has been introduced to overcome the low literacy and unavailability of CRPs.

Additionally, it was also identified that there was high turn-over of CRPs, which affects the CIs performance. RSP staff needs to further explore the reasons for the turn-over and try to correct them.

## WOMEN'S LEGAL EMPOWERMENT

Women empowerment is not confined to social or economic empowerment. It also extends to household empowerment and all the legal aspects of it. As Megha exclaims, it is now increasingly observed that women are becoming more conscious of their "legal rights". Therefore, including her, some of the women in the community actively advocate the importance of having computerised national identity cards to help them in the 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 the hearsay. Megha mentions that 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**



## A STORY OF A COMMUNITY RESOURCE PERSON

In an interview for Echoes, Khalida Parveen, CRP Veehar, district Larkana reflects on the effectiveness of CAT sessions. Initially, she most certainly underestimated how useful she would eventually become to her community. Trained as a Community Resource Person (CRP), she began organising CAT sessions in her village on various topics. Topics ranging from the importance of immunisation to family planning, subjects she had previously not known herself. Khalida Parveen notes that these sessions have encouraged people to pursue their basic rights. For example, 20 women in her village have acquired Computerised National Identity Cards (CNIC), which has allowed them to vote. Voter turnout, Khalida Parveen notes has also increased substantially in the recent elections as the villagers have realised, they

have a means of influencing local politics. “I have no doubt that soon they will be bringing their demands to the local politicians” she said smiling “after all they know it is their right.” She also relates, “The men would often wonder and grow suspicious, as they were not used to their women leaving their homes, let alone twice a month to go to meetings with other women. It seemed strange, but why should things remain the way they had for centuries? Soon they saw that the topics being discussed were reasonable and in their own interests. In fact, once they were told how to prevent illnesses such as tuberculosis, they would accompany their women and children to the vaccinations themselves, so you see change is possible” (Echoes, Larkana District).



# ECONOMIC EMPOWERMENT OF WOMEN

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 Grant (IGG), Community Investment Fund (CIF), and Technical and Vocational Skills Training (TVST). The focus of these interventions is to develop mechanism that promote the means and processes of increasing household incomes.

## 1. Income Generating Grant (IGG)

### Our Approach

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

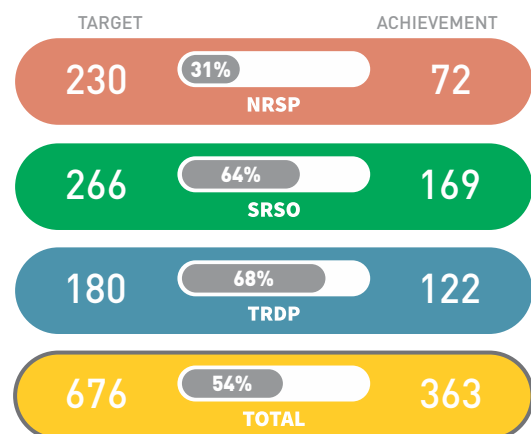
### Progress

As of Jan 2019, a total of PKR 363 million IGG sub grants have been transferred to 1,248 Community Institutions (LSOs and VOs) led by women to be disbursed among the beneficiaries. Due to the delays in opening of bank accounts by the CIs, the target of IGG sub grant is completed by 54% only as of year 3. 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.

After the sub-granting, the CIs have been able to disburse 147.5 million PKR as IGG among the poorest households and in total 11,220 families have benefited from IGG as of year 3 of the programme.

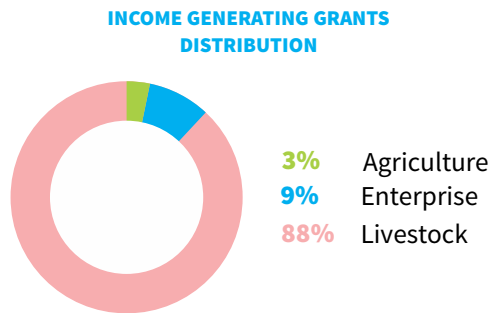


### TOTAL AMOUNT OF IGG SUB-GRANTS WITH LSOs/VOs/COs (PKR MILLION)



(FEB 2016-JAN 2019)

The IGG beneficiary households have invested the IGG majorly on livestock followed by agriculture and micro enterprises as shown in the distribution chart as below:



**Emerging Impact**

The MTR survey report acknowledges that “people perceived an improvement in their lives after getting support through IGG. Around 43% stated that they have learned to manage livestock and/or self-business in a better way, while 47% said that offspring of livestock increased bought through IGG and 11.6% said they have experience improved transportation as they have money to spend on transportation to purchase and sell livestock.”

Khazadi 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, Khazadi 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 Khazadi, 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 IGG to the vulnerable and marginalised women members has an inherent potential to restructure the prescribed roles and household perceptions on women's economic roles and responsibilities, as also 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 the 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 such as IGG is important for giving these households a kick start at balancing their household income and expenditures. The multi-layered advantages of IGG are not restricted to just creating income generating economic activities but it goes a step ahead in building competencies such as self-determination, effective use of resources, ability to save and control resources, and communication and bargain at household level. It is also about the fair decision making at CO and LSO level for who deserves these grants the most and why. IGG is about women having the confidence that they can change their own lives and destiny in the longer run.

**PKR 363 MILLION  
IGG SUB GRANTS  
HAVE BEEN  
TRANSFERRED TO  
1,248 COMMUNITY  
INSTITUTIONS**

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



The first thing one notices when you meet Zarina is her gentle demeanour. Her loud green and blue shalwar opposes her calm brown eyes that reflect the gratefulness she feels towards receiving the Income Generating Grant (IGG).

With nine sons, and five of them attending school that is one kilometer away, Zarina and her husband have many mouths to feed and fees to pay. Previously, her husband did have a store before receiving the IGG, but the family were barely making anything. Joining her Community Organisation (CO) was Zarina's last resort and with her poverty score of six, Zarina was indeed eligible for the IGG.

Zarina tells us, 'there was literally no use for the shop, we weren't making a lot and we didn't have a lot to sell. Any meagre amount we used to make would go straight back into the store to keep it stocked up. There was no profit at all.'

However 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 to create a profit that has only been increasing since they

utilised the IGG. The IGG allowed the shop to make enough profit that they have been able to save 100-150 rupees a day.

The additional household income allowed Zarina to pay for her treatment as she used to get frequent nosebleeds. It also felt more rewarding using the money they had saved from the shop to treat Zarina's nosebleeds. The IGG, allowed them to kick-start a profit chain and with that she was able to get treated.

"I feel extremely happy and give thanks to God now for the money I have received. Usually people don't even give 1 rupee, but with SUCCESS I was able to get 20,000 rupees and create a livelihood that actually helps my family now."

With the money we save now I want to create other businesses that my sons can run so they can all be comfortable and not face any difficulties."

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.

**Zarina, District Dadu**



## 2. Community Investment Fund (CIF)

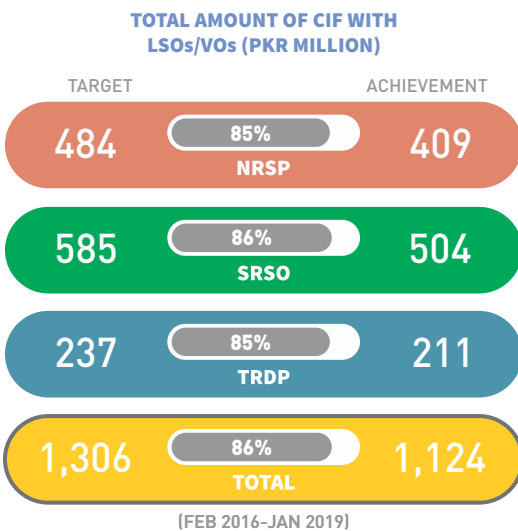
### Our Approach

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

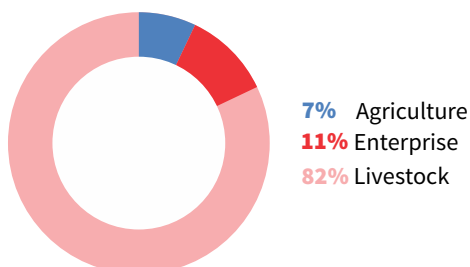
The amount of the CIF fund is a grant provided to the Community Institutions (mainly LSOs) by the SUCCESS Programme which means that the CIF is managed and implemented by these community institutions themselves. RSPs provide technical assistance to the CIs when required. Hence, it is an integral part of the social mobilisation process to build trust among the community members, to empower them and to support them in their efforts to improve their lives and livelihoods. The collective management of CIF by Community Institutions fosters a sense of ownership, builds trust and creates empowerment among the members of Community Institutions, and this in turn strengthens the process of turning these grassroots organisations into stronger, functional, sustainable and more mature organisations of the people.

### Progress

As of Jan 2019, a total of Rs. 1,124 million CIF sub grants have been transferred to 450 Community Institutions. Although there has been a lag in the disbursement of these funds to the Community Institutions level in the first two years of the programme, with the issue in bank accounts opening up, now the targets are being achieved speedily. The districts managed by all the three RSPs are on track and overall 86% of the year 3 targeted amount has been transferred to the CIs for disbursement to the targeted poor households .



## COMMUNITY INVESTMENT FUND DISTRIBUTION



As of year 3 of the SUCCESS programme, 37,604 households have benefitted from the CIF loans and are continuing to repay the amounts borrowed ensuring that the other families in their area can also benefit from it. Most of the beneficiaries have invested the CIF amount on livestock purchase and rearing followed by micro enterprises, agriculture, tailoring, and opening corner shops.

## PKR 1.12 BILLION CIF SUB GRANTS HAVE BEEN TRANSFERRED TO 450 COMMUNITY INSTITUTIONS

### Emerging Impact

A survey conducted under the ambit of the Mid Term Review of the SUCCESS programme<sup>1</sup>, while assessing the impact of the CIF and its efficiency and effectiveness reflects that income increases at the household levels represent significant contributions to both income generation and poverty reduction. The findings regarding the CIF is represented in the following table:

Reference to Survey Report	Sample Size <sup>2</sup>	Increase (PKR)
<b>Efficiency of CIF</b>		
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 <sup>3</sup>	36	13,956
<b>Effectiveness of CIF</b>		
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

<sup>1</sup>This 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.

<sup>2</sup>The overall sample consisted of 1,684 respondents, selected through multi-stage stratified cluster sampling, and included 358 CIF beneficiaries, 334 TVST beneficiaries, 326 IGG beneficiaries, 344 MHI beneficiaries and 322 CPI beneficiaries.

<sup>3</sup>This average has been calculated from Table 8 of the MTR survey report, which reports the averages for 4 districts but not the overall average.

During the MTR survey, overall 95% to 100% of the beneficiaries among all districts said that terms and conditions for the repayment of the loan are very easy. For the RSP staff, CIF also played an important role in entering the communities and get them mobilising. One of the senior RSPs staff termed the CIF as “glue between RSPs and the local communities.” As per the report, the women found installments easy and flexible. Their perception is that this fund is more authentic due to its transparency and interconnection within group members. Women have confidence about the ownership of amount and it's spending with their own free choice, safe and secure to utilise CIF fund (MTR Survey Report).

According to the MTR Survey report, CIF has effectively contributed in the three major ways: to start a business, strengthen their running business or purchase livestock to start income generation and increase the household assets base. However, for agriculture the benefits are significantly higher and it reflected the capacity of people to repay and improve their economic condition as well. In livestock, it has contributed in the shape of increased assets (number of offspring). People participating in the survey shared that they have increased offspring and value from byproducts i.e. milk of goat used to improve health of family members and in some areas used to sell and earn money.

A deeper look into the mechanism of CIF being 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 have more say in the expenses that are directed towards the welfare of their children, education being the most important of them all. More and more women have started coming out of the house in order to discussing, within their CIs, the options to improve their household incomes even further. 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 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.

The SUCCESS team has also faced a few challenges regarding the disbursement of both CIF and IGG during the first three years of the programme. Some of the intended potential beneficiaries who are eligible to get CIF and IGG cannot avail the opportunity since their CNICs are expired/unavailable. Registering CNICs for community members should be a priority. Some of the IGG beneficiaries migrate to get better opportunities for manual labour. This makes it difficult for the field team to locate them during monitoring and verification visits in order to see if the intervention has actually helped the household. Households falling above 23 PSC score who cannot avail either of the CIF or IGG due to eligibility criteria, have high expectations from the programme. In order to sustain their support, the RSP staff is making efforts to involve them in CPI schemes and CAT sessions.





## BEHIND EVERY SUCCESSFUL MAN (AND FAMILY), THERE IS A WOMAN!

“A year ago, the SO and CRP of my area came to me to tell that I am eligible for CIF” says Shamim Ara. Soon after discussing with her husband the plan of its utilisation, she took PKR 14,000 as a loan to get a cart that can be used to sell products. Her husband is currently using the cart to sell ice creams in the nearby villages. During the winters, he switches the products to suit the needs of the weather. Having a proper cart to sell these items, Shamim's husband can now cover a larger area to target customers and hence his business is increasing day by day. Excluding the daily expenses of purchasing the raw material to prepare ice-cream, the family is able to earn a profit of 250-300 PKR per day. This amount was previously used to repay the loan but now that it has been taken care of, the earnings help bring better food for the parents, husband and wife and their two sons. There is a school in Shamim Ara's area but the teacher seldom comes which has left

the students and their parents frustrated. Now that Shamim and her husband have enough income and they can afford, they have admitted their both sons in the main primary school of the city which is however at a considerable distance. “Now I pay PKR 500 per child for their transportation to and from the school per month, making it a total of PKR 1000 extra expense for the household. But I do not mind this. By the grace of Allah and the support of SUCCESS CIF, my family can manage saving this much each month. And I know, paying for education is an investment. I believe that. Currently my sons are in class 1. There will be no bigger happiness for me when my sons get educated. That would be my greatest success.”

**Shamim Ara, Allah Wirao Sirai 2 (CO),  
District Sujawal**



**8,492**  
**BENEFICIARIES,**  
**INCLUDING**  
**7,212 WOMEN**  
**AND 1,280 MEN,**  
**HAVE BEEN**  
**TRAINED**  
**IN TECHNICAL**  
**AND VOCATIONAL**  
**SKILLS**

### 3. Technical and Vocational Skills Training (TVST)

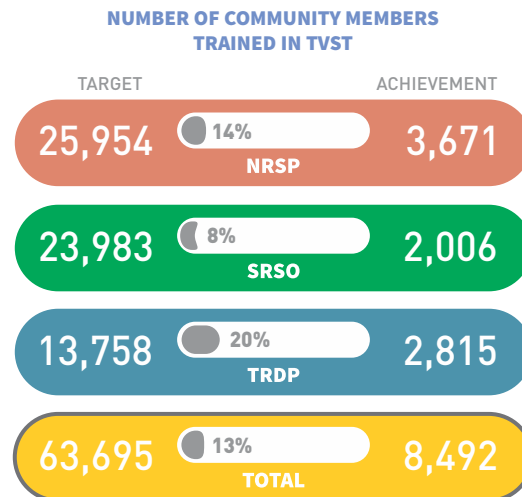
#### Our Approach

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

The training is being offered to the beneficiaries in a phased way in line with the social mobilisation rollout process. As soon as the COs/VOs are formed, the TVST potential beneficiaries are being identified through Micro Investment Plans (MIPs) developed for the CO member households in the village.

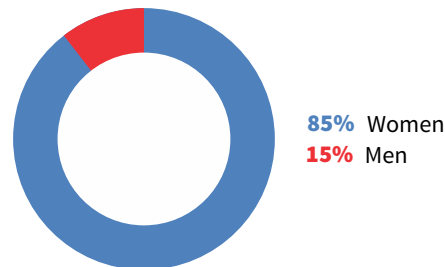
#### Progress

As of January 2019, a total of 8,492 beneficiaries, including 7,212 women and 1,280 men, have been trained in technical and vocational skills. After completion of the training, CRPs and concerned CIs (COs/VOs/LSOs) try and provide follow-up support to the skilled beneficiaries so that the trained persons are able to find jobs or start their own businesses.

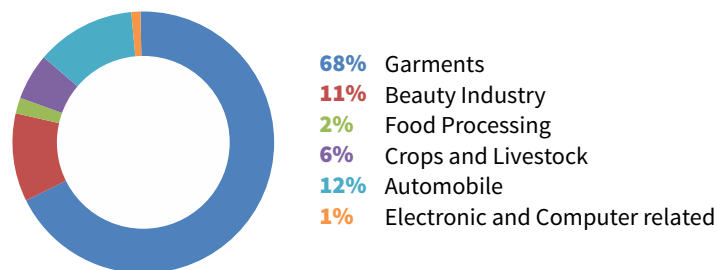


(FEB 2016-JAN 2019)



**TVST TRAINEES BY GENDER**

The distribution of TVST trainings, as a break-up of type, are given below:

**TECHNICAL AND VOCATIONAL SKILLS TRAININGS  
(BY DISTRIBUTION OF TRADERS)**

Since year 2, there is a constant challenge being raised by all implementing partners that the number and type of trades available under TVST are very limited and focus majorly on tailoring and embroidery work, predominantly. It was suggested last year that new trades should be introduced and CRPs should raise awareness around it. During year 3, a lot of discussions have happened on this topic with several communities which has led to a very small diversification of trades. Rest of the people seem to be interested in the usual trades and do not want to be trained in anything else for the fear of not wanting to pursue it for a living later. Therefore, the challenge is to trust the beneficiaries with their judgements and let them receive trainings in trades that they want to. The role of RSPs here is to monitor the demand and supply of each trade in their regions and as soon as saturation point is reached in a particular trade, that training needs to be either stopped or modified with a different specialisation. 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 teaching the trainees about market linkages. Another

possible way forward is to link the interventions of IGG to TVST; for example if a person is trained in tailoring and wants to purchase a sewing machine in order to develop a self-owned and self-managed setup, CIF or IGG grants can help them get the required equipment to kick start. This approach leads to another challenge where the number of poor people is much higher than the available resources.



## Emerging Impact

According to the MTR survey 65% of the TVST trained are self-employed and have started their small business after completion of training. Almost 3% are employed in private sector and another 1% are employed in public sector. Another 4% are employed part time whereas 11% are looking for work. Only 17% of the trained are currently unemployed. Survey findings also show that maximum monthly income for those who have stated that they were self-employed/employed was 25,000 PKR. The monthly average income for a sample size of 251 beneficiaries is PKR 4,372 PKR. It was highest as PKR 6,203 per month reported in Matiari and low as PKR 2,546 per month in Tando Muhammad Khan. However, during focus group discussions under the MTR survey, it was noted that there was an emergent need among trained beneficiaries to get more support for advanced skills for better employability.

Majority of the respondents in the MTR survey shared their satisfaction with the importance and trades in which training was provided so far but have also further expectations to improve TVST in future by increasing training duration and introduce new trades for both men and women. Respondents shared that men are supportive of women and helping them for marketability of their products. They have supported women to sell their products in the nearby market especially artisans invested more in their handicrafts and received the support of family men to sell their products in the market. In focus group discussions in Matiari, Tando Mohammad Khan, Sujawal and Tando Allahyar, linkages with Hyderabad market and employer been established and it was also endorsed by RSPs staff that efforts were made to give exposure to women for national and international traders and markets (MTR Survey Report).

In an interview for “Echoes”, Rizwana and Bushra, the two proud owners of a beauty parlor in Matiari district who availed the beautician training, summing up the spirit of TVST exclaimed, “Now we have this sense of achievement.” Their business is mostly dependent on weddings and other festivities, hence, generating more revenue during these seasons. They

have invested around PKR 1 lakh and 40,000 to buy all the necessary products. The business was built on loaned money through the mutual efforts of both Rizwana and Bushra and they have returned around PKR 20,000 to 30,000 already. Although they have been profiting from their new venture, the revenue goes directly to returning the debt. “We plan and pray that we spread this business,” with high hopes they both plan on flourishing their business by taking risks.

It is observed that most women enroll in the training for sewing and tailoring, since these are skills they are most familiar with, and which they can immediately apply within the home, both for stitching clothes for the family, and if possible generating an income. Some beneficiaries are aware of the market linkages and are keen to share their skills with the ones who are not able to be a part of 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, can be avoided. As also noted in the Women Empowerment study conducted by Enclude, a few women had a vision to save enough money, to use CIF loan to buy equipment required for their skills like sewing machines in the future, but for most of them it was a challenge to save enough money because of low demand of tailors and low purchasing power in their immediate community. Therefore during year 3 of the programme, a lot of time and efforts were geared towards creating potential linkages and diversification of trades.

# SKILLS TRAINING: A CONFIDENCE BOOSTER

The scale of ones' dream is relative, some dream of power and fame, but for one small girl in the village of Pyaro Magsi, it seemed that her only dream was to stand on her own feet. Her wishes fulfilled, she can now hope for a brighter future, this is her story. Rukaiya, age 18, sits beneath a fan powered by solar panels. She bought these panels herself, with money she earned. Her entire family consisting of both parents and ten siblings could benefit from electricity with little Rukaiya's help.

It all started when her mother, a member of the Community Organisation (CO), became aware of a Technical and Vocational Skills Training (TVST) offered by the EU funded SUCCESS programme. The aim of TVST specifically was to enable poor community members, particularly women, to provide a means for themselves. They would receive training in fields such as beauty parlour makeup, embroidery or other handicrafts. Here was Rukaiya's means of a future for herself, with her mother's blessings she would try and attend these training sessions.

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 on a daily basis and return late into the evening. I said to them, I am your sister, won't you trust me in this?" 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.

"It was never an easy thing to get into because we were poor" Rukaiya recalls. "We couldn't afford a sewing machine, which is required for my work. I had been raising a baby goat for a while now, I had little choice but to sell it along with my earrings". Now she can afford to get back all that she lost and 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."

When asked if she ever expected to come this far, she replied, "No, how could I? The possibility did not exist, as I did not even know that this was an option. The world as I saw it, consisted of men earning a living, with women limited to housework. I could never have imagined it to be otherwise." Her mother adds, "I have many children; I could not take the time out for the daily excursions the TVST entailed, but through my daughter, I have seen new possibilities. She is an example, not just for her sisters, but to other girls in the village. It is not just her personal efforts that they see, but the results they yield as well; could any of them have thought this could ever be?"

Rukaiya now looks to the future with a fresh perspective, knowing that new avenues have opened for her. If she ever hoped for a happy ending in her story, she might not have imagined it in this way, yet she is all the more grateful for it.

**Rukaiya, Pyaro Magsi, District Larkana**

# LESSER HEALTH SHOCKS CONTRIBUTING TO SUCCESS



## Our Approach

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

Under the SUCCESS programme, 25% of the poorest households are going to be provided with MHI to cover their basic health needs, increase their resilience to health shocks and reduce household expenditures on health. For each eligible household covered, a premium is paid by the RSP to, Jubilee General Insurance, the selected insurance provider to provide insurance coverage (for example against hospitalisation) with a cost of PKR 25,000 per insured family member per year. The insurance firm has a list of hospitals on the panel in every district of the programme. The beneficiaries can use their health cards in the hospitals listed for the health issues that are covered under the insurance, or if they use some other hospital, they can get reimbursement for the money spent.

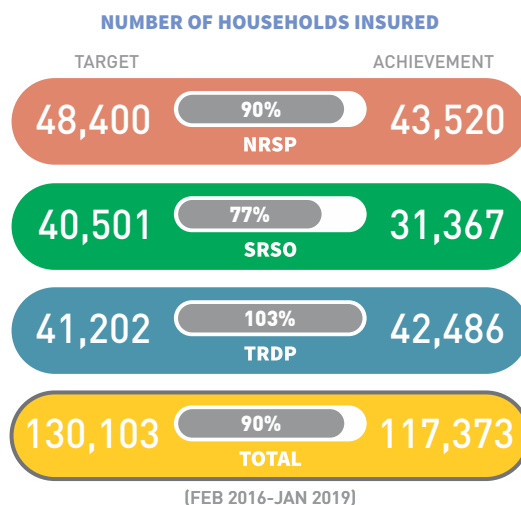
## Progress

As of January 2019, a total 762,631 people from 117,373 households have been insured under the MHI component of the programme. So far 5,575 patients have been treated and a total amount of Rs 79.6 million in claims have been paid.

## Emerging Impact

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. Almost 38% respondents in the MTR survey shared that they are using cards for hospitalisation within district in case of health emergencies. They showed satisfaction with the intervention and its usage and have strongly recommended increase in the amount for hospitalisation. The selection of families for MHI was a transparent process (MTR Survey Report).

In an interview for “Echoes”, Rukhsana from district Jamshoro shares the ordeal where MHI proved to be a sigh of relief for her, demonstrating one of the several examples how the health insurances can take off the financial burden of unforeseen



**762,631 PEOPLE FROM 117,373 HOUSEHOLDS** HAVE BEEN **INSURED** UNDER THE **MHI** COMPONENT

health issues off the poor households. While they were travelling in a rickshaw to get food from a relative, the rickshaw could not maintain its balance while taking a U-turn and hit the road uncontrollably. Four people had boarded the Rickshaw and everyone got a scratch or two but Ruksana's daughter, Sartaj, could not stand up on feet and she was rushed directly to the nearest government hospital. There the doctors informed that Sartaj's leg needs to be operated on, as it was swollen and blood was clogged in it. Thinking about the expected medical bills, Ruksana's instinctive reaction was to exit the hospital and save her family from the burden of the medical bills. Soon Ruksana realised that she has the Micro Health Insurance (MHI) card and could get her daughter operated without giving a single penny and yet could provide quality health care. Also, the facilities in the government hospital were almost non-existent and the service delivery system was extremely time consuming as well, with zero care towards the patients. Ruksana went on further complaining, "If we had gone for the government hospital, after paying the expenses, the worst part would have been purchasing the medicines from a pharmacy outside, adding more financial burden on us." Sartaj was later admitted to Bakhtwar Hospital, which was on the panel of the MHI card and had a successful operation (Echoes – Jamshoro).

Various studies show that MHI, when targeted at the poorest households, has been found to contribute to

the financial protection of its beneficiaries, by reducing out of pocket health expenditure, catastrophic health expenditure, total health expenditure, household borrowings and poverty. MHI also has a positive safeguarding effect on household savings, assets and consumption patterns. Moreover, with the provision of MHI cards, a behavioural change is also gradually being observed in the beneficiary expectant women. The women in the SUCCESS target districts usually have deliveries at home or at most, have mid-wives do the deliveries for them. With the MHI cards complemented with the awareness sessions conducted by the CRPs, the trend is changing in favour of hospitalisation for safer deliveries at no cost. Not only this, the women are now willing to go for checkup appointments during the course of their pregnancies since they are told that they do not have to incur additional costs for these visits.

However, during the course of the SUCCESS programme, some hurdles have been faced in the proper utilisation of the MHI facility. Despite possessing the health card, households were seen to be not benefitting from it. The Research Team at SUCCESS undertook a study to suggest corrective measures for the same and the Women Empowerment Study conducted by Enclude also highlighted some of the challenges in their report that need to be addressed urgently. These challenges mainly include: no coverage of the transportation cost, limited hospitals on the panel, undelivered cards due to migration and invalid CNIC, illiteracy and unfamiliarity of the usage and conditions of the card. The MTR survey report also highlights that there was a lack of clarity among people about the process to use MHI and to recall the list of panel hospitals. People also complained about the limited usage of the card, as the dread diseases like cancer, hepatitis cannot be treated with MHI cards, while these diseases have generally higher cost of treatment.

Moving forward the SOs and CRPs are making their best efforts to address the issues that stem from the community and on the other hand the insurance provider has also been conveyed by RSPN of all the short-comings of the process so far.



# THE TEST OF FAITH...

The MHI card has been a ray of hope for women like Bibul – restoring faith in the power of giving back to the community. Her eldest daughter suffers from slow brain and muscle growth. Her two sons born after her are both paralysed from head to toe. Her fourth daughter is a healthy and medically normal child. In addition to the challenge of taking care of her children with special needs with little to zero financial resources, she also suffered from 11 miscarriages. During her 5th month of pregnancy last year, Bibul visited her doctor who advised her to have her baby delivered via C-section before the due date this time around to prevent any birth complication that may result in a miscarriage or in the child developing mental or physical disability. The cost of a caesarean surgery costed nearly PKR25,000 which Bibul and her husband could not afford.

“When the social mobilisation teams came to our village last year just after my doctor's visit to tell us about the MHI card scheme, we both were over the moon as now we could have our baby at the hospital.” Bibul's voice cracked at telling what the doctor told her in case of not being able to afford the surgery: “We would have had to take a chance at having the baby through a normal delivery but the risks and pain were just too high this time.” Today, Bibul and her husband, are parents to a healthy and playful 11-months old boy they named Sameer. They now feel their family is complete. As a result, Bibul underwent hysterectomy to limit their family size and be able to provide for their family of seven.

**Bibul, CO Nayab in village Sahib Khan Tunio, Taluka Naseerabad, District Kambar Shahdadkot**

# COMMUNITY BENEFITS FROM IMPROVED INFRASTRUCTURES

## Our Approach

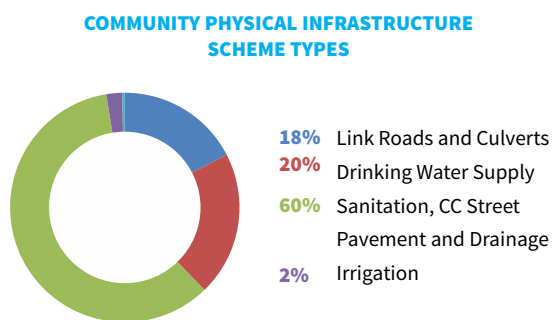
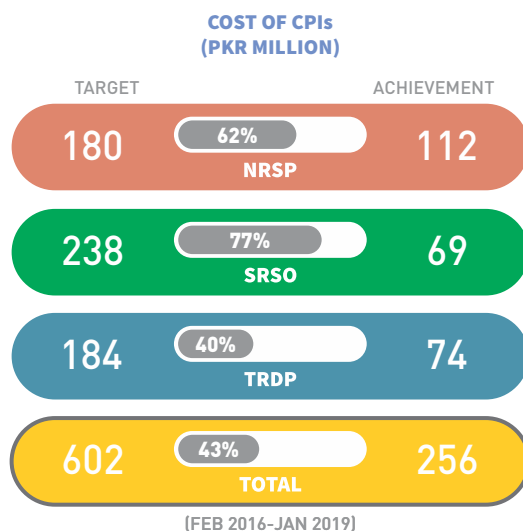
In addition to helping the communities increase their income and reduce their expenditures, there is another component of the SUCCESS programme, called the Community Physical Infrastructure (CPI) projects, which aims at improving the basic infrastructures and productive assets used by, and services delivered 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 in their Village Development Plan (VDP) at the village level and Union Council Development Plan (UCDP) at the union council level, and are responsible for implementation, as well as maintenance of these community-managed projects. These projects include water and sanitation, health and hygiene, missing facilities at schools and health centres, community-managed irrigation channels, floods protection arrangements, renewable energy

(solar lighting systems) street pavements, link roads, and any other such needs identified and prioritised by the communities. The SUCCESS implementing RSPs liaise with local administrations in the planning of CPI projects to ensure synergies with other government and externally supported development investments, and to avoid any duplication of efforts.

## Progress

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 CPIs projects.

Out of the completed CPI projects, most of them are categorised as brick pavements, culverts, bridges, as well as water pumps which had been a need of the community and with the CPI projects, they are able to help themselves. The following graph shows the distribution of the completed CPI schemes with respect to their type:



**73,060 HOUSEHOLDS ARE BENEFITTING FROM THE COMPLETED CPIs PROJECTS**



### Emerging Impact

The MTR survey<sup>4</sup> 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 variation in responses, because of the fact that different CPI schemes are taken, as 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 that also have resulted as a greater impact of the program. Men have been very supportive and permitted their women to take part in the development of VDPs after participating in trainings.

VDPs have built the capacity of women to understand the community issues and priorities with a participatory approach and in a transparent manner (MTR Survey Report).

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 few mentioned by our respondents) – conventionally dominant by men - on their own. According to the Women Empowerment Study conducted by Enclude, these projects have developed women's understanding of how community infrastructure, such as roads, are a must for a community to prosper and grow. According to the respondents, “they were encouraged to take decision by RSPs despite resistance from the community men, and applied for the CPI scheme.”

With RSPs support, the women were able to convince their husbands that the programme was for the benefit of the entire community, and programme gatherings and trainings included only women. Women were able to receive the CPI grants and work on the projects themselves, partially because of the support from their men and immediate families. Due

“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**

<sup>4</sup>This 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.



to the successful construction of infrastructure, and the huge difference it made to the community, the resistance and ridicule has decreased and now the women are respected, empowered to go out and work independently. So, in essence, the CPI has actually changed women's accepted roles, i.e. what a woman can do.

For example, Irshad Banu, the President of VO Peer Jo Goth, in her interview for the Echoes narrates that considering the dire situation of her village, there were multiple structures that the VO wanted to improve. After a long thoughtful process her VO agreed to work on providing toilet facilities to the whole community, eventually building seven toilets. "Before the toilets everyone used to defecate openly, but now we have latrines which are much more hygienic". The village had already suffered an outbreak of malaria because of these unhygienic conditions. Yet Irshad exclaims "It was not easy at all to convince people to use the CPI on toilet construction". After countless efforts, it took a month to complete all the construction and even on rainy days the work did not stop. "Now the men are finally

acknowledging our efforts and we also made sure that they do appreciate it," tells a member of the VO. With the help of field engineers of SRSO, the VO members had planned out every step systematically and purchased all the necessary material from the market themselves. This demonstrates that despite their minimum schooling, these women aim to be catalysts of change in their communities (Echoes, Larkana district).

On the other hand, there are a few limitations as well which pose hindrance in 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, community sometimes cannot fully benefit in infrastructural areas they need most of the help in.



# THE TALE OF SIX VILLAGES

Village Faqir Nuhotiani serves as the connecting point for villages Sobdar Lashari, Hamzo Majidano, Mehvo Sahuwal and Kalhoro and also leads their way to the urban centre in the city of Matiari. These villages settled in the radius of about two kilometres have intermarriages and consequently their cultural and faith based events/activities have always been observed and celebrated together. Out of all these villages, Faqir Nuhotiani is the only one which has a high school, a graveyard, a basic health unit (now upgraded to a hospital of 10 beds), a *darbar*, and linkages to the market therefore people from all the other villages come here on a daily basis. Similarly, people from Faqir Nuhotiani have to go to the other villages for farming and agriculture because these lands are situated there. There is a dirt pathway that connects all these villages with each other and on the way there are four irrigation water channels of almost 3 feet width and 3 feet depth that intersect this dirt passage.

Until the last year, there was a wooden log that was kept on each of these four water channels for the pedestrians to cross from one side of it to the other. During the rains especially, the wooden logs would get displaced and it would be extremely hard for the people to move from one village to another. Moreover, there was no way to transport goods or agricultural produces from one side to the other unless someone takes the other route that is almost the double in distance to go to the city first and then come to the village Faqir Nuhotiani. The women of VO Wassan 5, of UC Faqir Nuhotiani, under the SUCCESS programme identified a few needs of the village to be covered under the CPI scheme that included possible provision of hand pumps for drinking water. After holding a meeting to prioritise these needs, the women had a consensus that they need culverts to cover the four water irrigation channels so that their commute across the villages can get safe and convenient.

The President of Wassan-5, Gulabi, mentions that in the year 2010, during the Monsoon season, a wall of the house in the nearby village collapsed and the man in the house got severely injured. Despite their wish, the family could not bring him to our village for seeking medical help and hospitalisation because of the rainfalls and heavy water flow in the water channels, there was no way to carry him here. Ultimately, the man died and the entire village was remorseful at the unavailability of the proper passage connecting it to the hospital.

Another VO member recalls that once her child almost drowned in one of these water channels while bringing food

for her from the home while she was working in the agricultural field on the other side of it. That was the day she decided that she would rather not work on the other side than have her children use this passage without her supervision. She says: “You see, it is still manageable for us men and women to cross these water channels with care using the wooden log. The commute condition was really bad. There were no bicycles, motorcycles, rickshaws or carts because they could not easily pass through these water channels on the way. It was on foot with the wooden logs until we had the culverts. Even the wooden logs also needed replacement after every month to avoid it becoming slippery, but you know kids are kids – they are small, they run around and while they try to follow their elders to the other villages, they can even drown in the water if the water levels or flow is high.”

All the women in VO Wassan-5 of LSO Faqir Nuhotiani are illiterate. They say, “While the culverts were being constructed we wanted to ensure each rupee was spent effectively. We could not do the accounting of the expenditures but what we could do was to visit the construction sites and we ensured that physically when the masons and labourers were working, they were doing it right. We knew it was our scheme and we wanted it to be exemplary.”

Now that the culverts are constructed and each day more than a thousand people use this passage going from one village to another, everyone praises the women for their service to the entire community. The UC Chairman Agam Wassan personally appreciated their efforts. Another landlord in the area, Haji Fateh Muhammad Nokutu, congratulated the women on getting these culverts constructed with self help. He said that, including him, the men of the area could not do it what they have done for their community. The focal person of the village Faqir Nuhotiani, Hamid, says “among the numerous accessibility benefits these culverts have brought to the surrounding villages, our village is now connected to Tando Adam which is the closest big market through a 12 km passage. Previously, this was a distance of about 25 kilometers. Taxis and Qingchi rickshaws come to our village easily now and very importantly, the beneficiary villages are now connected to the National Highway linking it to the other areas of the province. This is going to change the fate of our people.”

# PREPARING **WOMEN LEADERS** FOR **PUBLIC PLANNING & DEVELOPMENT**



**JOINT DEVELOPMENT  
COMMITTEES (JDCS)**  
INSTITUTIONALISE  
LINKAGES OF  
**THE COMMUNITY  
INSTITUTIONS** WITH  
**THE LOCAL  
GOVERNMENT  
AUTHORITIES**

## **Our Approach**

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

One of the ways to develop these linkages has been through establishing Joint Development Committees (JDCs). Each committee comprises of three representatives of LSOs, representatives of Government Line Departments (such as Departments of Health, Education, Social Welfare, Agriculture extension, Livestock & Fisheries, Public Health Engineering and the local government), representatives of local Elected Bodies, and representative of the RSP working in the districts. Membership from government line departments is nominated by the District Administration, whereas the membership of LSO representatives is facilitated and organised by the RSPs through a participatory process. The JDCs at the district level are headed by the Deputy Commissioners and at Taluka Level by the Assistant Commissioners.

The key objective of a JDC is to create synergies between the Community Institutions (CO/VO/LSO) formed under SUCCESS, local administration/departments and externally supported development investment and also serve as a forum to plan, implement and monitor the local development plans in the SUCCESS programme districts. Each committee is supposed to conduct their meetings every six months but it can happen more often than that given all the stakeholders are on board. During the meetings, main agenda items is to share the village and UC level development plans, progress of the programme interventions and the district government plans and implementation status. This forum provides an opportunity for the LSO representatives to get information about the government plans and discuss strategies to improve access to public sector social services. This participatory planning approach provides a learning platform for all actors concerned to avoid duplication of efforts and monitoring of collaborative efforts to impact development results.

## **Progress**

As of January 2019, 41 JDCs have been formed at the district and taluka levels. Out of these, at least 29 JDCs have held one meeting each and one JDC (district Sujawal, taluka Jati) held two meetings during the reporting period. The membership of the JDCs includes 276 officials of

government departments, 118 LSO members, 66 elected representatives and 90 representatives of RSPs and civil society organisations. In line with preparing women leaders, RSPs have trained LSO members in 35 JDCs to participate in these committees. LSO members have presented Village Development Plans (VDPs) in 28 JDCs and Union Council Development Plans (UCDPs) in 24 JDCs. The 118 rural women are members of the district and taluka level JDCs, where they interact with all the district line departments and civil administration and aim to influence the local development agenda in favour of the poor and women. The fact that JDCs are headed by DC or AC of the area and the line departments do not come under their jurisdiction directly, the inclusion of government line departments in the JDCs is highly relevant as they are the ones taking lead on the development projects. The chairpersons, however, have been instrumental in motivating some of the line departments which have entered into MOUs with RSPs. Various government departments have signed 25 MOUs for collaboration with RSPs and CIs. Implementation of 22 activities across the 8 districts has started as a result of these MOUs. Most of these are one-off activities for specific purposes and have not engaged CIs as expected in the stated objective.

### Emerging Impact

As noted in the study on JDCs conducted by the RSPN, among encouraging aspects of JDC formations were signs of confidence and empowerment among rural citizens and community representatives (particularly the impoverished villagers and rural women) to express and discuss their needs with the government officials sitting on the same tables. One district manager remarked, “after a few JDC meetings held in my district and talukas, I am called by the DC office every other day for involvement in several other development activities in my district because the district administration has a better idea about our outreach”. The participants of all the three FGDs under the mentioned study echoed that: “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 at this point, however, is to make the representation of women leaders in the JDCs more effective so that their voice is heard and not mere show a representation. For this in the coming

years more specific capacity building, sensitization and exposure of the women community members of JDCs is needed. Amendment in the Rules of Business of district line departments is needed so that the provision of supplies and services of line departments through the community institutions can be timely ensured. For this, the provincial government will have to take a lead role in formalising and facilitating these changes.

The need for adopting an institutional approach for JDCs also exists because to have village-level and union council-level development plans incorporated in the annual district and sector development plans, changes in the Rules of Business for public financial management at the district level would also have to be made.

At the JDC meeting of Taluka Sehwan, Assistant Commissioner Mr Fazel-e-Rabi Cheema said, “rural women leading from the front is actually what women empowerment is.” He said that his office would extend every possible support to community institutions. Based on the issues raised by the women representatives in JDC meetings, Assistant Commissioner Sehwan established a special cell in his office for registration of domicile and Permanent Residence Certificate to ease the process for the rural poor who face difficulties due to a lack of awareness and knowledge about the process. In the other case, it led to getting a teacher posted in a school and planting thousands of trees in Taluka's of district Tando Allahyar and Jamshoro.

In an interview for the “Echoes”, Razia Laghari from Tando Muhammad Khan summarised her journey from being a CO member to sitting in JDC meetings as a roller coaster ride. Initially hesitant to be a part of any community institution, Razia is now a champion advocate of schooling and in particular girls' education. She raised the issues of closed schools and unavailability of female teachers in girls' schools contributing to their drop out as a major issue that needs to be tackled by the government on an urgent basis. At the time of the interview, she was planning on raising issues related to health in the second JDC meeting. She advocates: “It's not just a problem of my LSO but there are many other LSOs that do not have health dispensaries. If not in every village, I say we should have a health centre in every UC at least.”

Some of the key activities being carried out as a result of JDC setup 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.

# DATA-DRIVEN AND EVIDENCE BASED APPROACH TO SUCCESS



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

## Monitoring, Evaluation and Research

The Monitoring, Evaluation and Research component of SUCCESS is instrumental in providing evidence for programme improvement and advocacy of successful approaches and interventions.

The first year focused on setting the ground for uniformity, standardisation in the implementation approach and ensuring quality control. On the onset of the programme after the development of the Programme Implementation Manual, the M&E team developed an M&E framework, Quality Control and Assurance Plan, Key Performance Indicators, developed methodologies for baseline and end line surveys and conducted the socio economic baseline survey and poverty scorecard survey. Similarly the research team developed the research framework and identified research sites for the research component.

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

The third year mainly was a shift in the M&E focus towards evaluation and actually assessing the outcomes of the interventions on beneficiary households. Similarly, the research component focused more on documenting, analysing disseminating the insights and lessons from response to rural poverty in Sindh with the national and international audience.

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

**Self-Evaluation Report 2018:** Following global best practices RSPN facilitated and prepared a self-evaluation report prior the external Mid Term Review Mission of EU. The self-evaluation provided an opportunity to the programme implementation team to critically review the programme design, results achieved, challenges faced and lessons learnt. Following the MTR mission's ToR and DAC Evaluation criteria 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. It is one of those rare projects that are designed to combine large-scale implementation of pro-poor interventions with policy influence. Its focus on poverty reduction and women's empowerment through all-women community institutions is highly relevant to the needs of the target group and Government and EU priorities. The project's intervention logic is strong and the interventions are tested and highly relevant. Relevant cross-cutting issues are integrated in the implementation of interventions. However as in most other projects in the country, SUCCESS faces two particular challenges that have been the subject of discussion during implementation. One of them relates to the relevance and effectiveness of TVST and the duration and cost of training courses. The other one is about relevant and effectiveness mechanisms for community-government linkages that respond to the needs of the poor. In addition, SUCCESS set itself unrealistically high targets it could not meet.

The evaluation made a number of recommendation for improvement and some of the key recommendations included:

- (i) For TVST, it would be useful, as a matter of priority, to track the trainees periodically in order to identify the kind of training that leads to a high degree of employment or self-employment. Course corrections may be indicated in view of this exercise. It would also be useful to review the experiences of other projects working with the same target group as SUCCESS. A coordinated effort among the RSPs is required for aligning TVST more strongly with its objectives.
- (ii) The issue of government linkages with community institutions (including the effectiveness of JDCs) can be viewed in two ways, one related to the implementation of the CDLD Policy in due course of time, and the other focusing on incremental improvements that SUCCESS might pursue in consultation with individual government officials in the project area. A number of options in both categories have been identified in Section 4.6 of the report. What is imperative is to establish effective and ongoing linkages between community institutions and relevant government departments for planning and implementing local development initiatives.
- (iii) Incremental improvements that can be implemented during the remainder of the SUCCESS period include: (a) greater direct interaction between RSPs and government departments through the MOU modality; (b) enabling JDC members to appreciate CDLD and its potential; (c) building the capacity of VOs and LSOs for advocating and articulating their plans and priorities; and, (d) digitalising the village and union council development plans.
- (iv) Longer-term measures for more effective and sustainable linkages include: (a) selection of sectors, departments and activities considered appropriate for partnership with community institutions and RSPs; (b) amendments in government policies, rules and procedures for allowing community institutions an effective role in government planning, budgeting and implementation processes for service delivery; (c) adequate pro poor resource allocation for priority sectors, departments and activities; and, (d) provision for the minimum RSP field staff needed in each district for facilitating linkages with government departments, building the capacity of community institutions and government departments, and monitoring community institutions after the closure of SUCCESS.

**Women Empowerment Study:** In 2018, a research report was commissioned to 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 study used qualitative methods with 18 Focus Group Discussions (FGDs), 30 in-depth interviews, 24 key informant interviews and one ethnographic study to collect data from six out of eight programme districts. The results show that RSPs' social mobilisation efforts have been one of the biggest influencers in encouraging women to join the SUCCESS programme. Social mobilisation triggered empowerment despite weak relational and societal relations. With active encouragement from the projects, there has been an immense increase in women's confidence, a greater say in household decision making and increased mobility for some (especially those in community leadership positions).

**Institutional Maturity Index (IMI) report:** 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 study is an important tool for both introspection and laying the ground work for ensuring institutional development and sustainability of the community institutions.

**Initial assessment of TVST:** The M&E team conducted an assessment of the initial batch of technical vocational skills training participant. The initial assessment showed that most of the women beneficiaries opted for basic traditional 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.

**Annual Key Performance Report:** One of the key output of the M&E is regular tracking of the key performance of the overall SUCCESS programme interventions and publish the overall performance of the programme in the form of this Annual Key Performance Report. This report not only documents the overall progress but also presents the results, lessons learnt during the past programme implementation and how the programme is directed to unfold in coming year.

In addition to the M&E activities carried out by RSPN and the partner RSPs, besides their role as a donor - the EU also provides technical backstopping and support in programme implementation and monitoring of activities. The EU Project Manager for the SUCCESS Programme and representatives from

the EU delegation to Pakistan make regular visits to the programme districts to oversee and provide feedback for the implementation of activities at the field level. During the year 3 of the project, EU supported two other major M&E activities kicked off:

- *External Performance Monitoring:* A mission is contracted by the EU to undertake the performance monitoring of the SUCCESS programme externally. The mission is due to start their activities in the field after a desk review of all the documents which is underway. The mission team will start off with a meeting with RSPN and SUCCESS team followed by the RSP staff in the month of March this year.
- *Mid-term Review:* Externally conducted, the main objectives of the Mid Term Review (MTR) evaluation are to provide the relevant external cooperation services of the European Union, the partner government and when appropriate, the wider public with: the lessons that are learnt during the first 2.5 years of the program and intervention implementation. This will lay the ground for adjusting the contents of the ongoing intervention in relation to realities in the field and improve the intervention underway and its result. These lessons will also ensure better development, implementation and strengthening of the PRS and CDLD. The consultants submitted the inception report of the MTR in November 2018. A workshop around the Theory of Change of SUCCESS is designed to be held in early February 2019 which will be followed by the fieldwork by the consultants before submitting a draft of the final report.
- While RSPN and SUCCESS appreciate them for their time and expertise that will help the programme to improve, it was a challenge hosting the two missions back to back. Sometimes, it takes an exceptional investment of time in getting each of the mission acquainted with the real programme operating within the existent structural and cultural barriers so that they can see and measure the impact accordingly when they go out in the field. Therefore, a lot of constant feedback and sharing of information was warranted.



**Study on Micro Health Insurance (MHI):** 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. The availability of MHI cards encouraged communities to access qualified doctors and rely less on quacks available nearby. Also, those who used cards have reported to have saved their critical assets such as livestock and from high cost (both economic and social) borrowing from landlords and money lenders. MHI card has been used more than 60 per cent in the cases related to gynaecology like delivery cases and more than 30 per cent in the cases of serious viral infections like Diarrhoea in children as a common disease. However, there remain challenges to better utilisation of the insurance facility. The challenges include affordability to travel to reach the panel hospital, seasonal migration, low literacy, superstition, unavailability of computerised national identity cards hindering and lack of functional coordination between the implementing partners and the insurance provider. Recommendations of the study were shared with the relevant stakeholders and action plan has been agreed among the stakeholders to improve the utilisation of the MHI cards.

**Study on Joint Development Committees:** The SUCCESS team also authored a paper titled as “Who will bell the cat? Challenges to citizen-driven local governance: A case study of SUCCESS programme in Sindh.” This paper shares the research findings about a study on the new governance innovation of Joint Development Committees (JDCs), set up under the SUCCESS programme. Considering the current challenges and short comings, this study provides recommendations for the effective working of JDCs 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. This research has the following two objectives:

- (i) Provide an in-depth understanding about the causes of chronic poverty at the household level
- (ii) Track the transformational changes in the lives of the poor over the programme life and trace its linkages with the programme interventions.

This research includes multiple phases of quantitative socio-economic surveys tracking 2,300 randomly selected households and a qualitative longitudinal study of 20 selected households across the programme life. The changes are tracked for these selected households along 90 dimensions of socio-economic status. This data is quite helpful for the monitoring and evaluation purposes as well as for providing instant feedback on informing poverty reduction discourse. It also leads to a real time course correction in the SUCCESS programme itself and the findings are duly shared with all the implementing RSPs. The research is being conducted in collaboration with University of Manhim Germany and Lahore School of Economics, Pakistan.

### **SUCCESS contributing to developing a knowledge base**

Research is one of the key aspects of the programme that SUCCESS takes a lot of pride in. The fact that it is a continuous learning process implementing such a large scale household poverty reduction initiative in Pakistan. It is imperative that the challenges and lessons learnt from the ground are shared nationally and internationally for others to take it forward. It also helps with an introspection within the SUCCESS team on getting a fresh perspective on what is working and what is not. SUCCESS research team actively endeavour to share its research and evidence-based policy work with the national and international audience.

- Carrying the contributions of the Research team SUCCESS, a research paper is accepted for presentation at the Lahore University of Management Sciences (LUMS) at a conference named as “2nd International Interdisciplinary Conference on Gender, Work and Society” to be held in the month of April 2019. The paper is titled as “Drivers of Empowerment for Rural Women: Insights from Rural Support Programmes work in Sindh.”
- Another research paper is accepted at SUSPlace Event “Exploring places and practices through transformative methods” at Tampere, Finland. The paper accepted is titled as: “Institution maturity index as a means of reflexive and participatory engagement: Insights from a large scale poverty reduction program in Pakistan.”

- 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 studied SUCCESS programme in Pakistan as an example of policy instrument for improvement of local governance particularly in Pakistan and broadly in the context of South Asia. The paper was submitted but not accepted.
- The research team successfully published a research paper titled “Challenges of research in rural poverty: Lessons from large field surveys” in a prestigious international journal, namely *Development in Practice* 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 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 as well for the online audience.
- Team Leader Research also delivered a talk on “Between Drought and Floods: The role of Rural Support Programmes Network (RSPN) in Pakistan in addressing the water issue” at the Centre for Water Research, College of Engineering, Mathematics and Physical Sciences, University of Exeter, UK.
- Another conference paper was published on urban development in Lahore, in October 2018, a little after the actual conference named as the “18th International Planning History Society Conference – Yokohama July 2018”. This was a collaboration among School of People, Environment and Planning, Massey University New Zealand, Sustainable Places Research Institute, Cardiff University, UK, and RSPN Pakistan.
- Another research paper was published online titled as “Reproductive health services “Business-in-a-Box (BIB)” as a model social innovation” highlighting that as a model of social innovation, BIB leverages a fusion of microfranchising and community based coownership and support. The paper shows that BIB design is scalable, adaptable and can provide high social impact, including women's economic participation.
- Team Leader Research also co-authored an article titled as “Exploring the many barriers to girls' education in Sindh, Pakistan”. This article was based on the qualitative research findings of his work in Sindh and was published on the website of London School of Economics and Political Science.

### Research Findings in Newspapers

On a regular basis, the Research team also tries to share the brief findings of their research studies that calls for wider public interest and attention of the policy circles in the form of newspaper articles and opinion pieces.

- Reflecting on the living styles and choices of the research site in Tando Allahyar, the Research team published an article (ethnographic documenting the conversations) titled “Development: the beggars of Tando Allahyar” in the leading English daily 'The Dawn' on June 3, 2018.
- A newspaper piece titled as “The rural face of poverty” was published in December 2018, written by the SUCCESS Young Development Professional under the guidance of Team Leader Research. This article highlighted the inherent inequalities between the rural and the urban areas leading to the need for targeted and customised youth centric policy to address rural poverty in Sindh.
- Research Team is also working on a study in collaboration with Centre for Global Studies, Shanghai University on the topic “Dynamics of the relationship between the Haari and the landlord in Sindh – is there a pathway out of poverty?” While the entire study is in progress, key findings of the study were published in Dawn last year.

- Another article named as “Tenants have no way out” was also written by the Team Leader Research and was published in Dawn newspaper on January 21, 2019.

### External Collaborations of SUCCESS

- The Team Leader Research visited the University of Oxford through an international fellowship representing RSPN and SUCCESS programme. The aim of the visit was to further research collaboration, knowledge sharing and learning. During the fellowship, he delivered a talk in November 2018 at the Cardiff University on the topic: Bottom-link governance for sustainable development: Insights from large scale poverty reduction in Pakistan.
- In February 2018, an MoU was signed for research collaboration between the Lahore School of Economics (LSE) and RSPN, particularly SUCCESS. Under this memorandum, joint production of knowledge is being carried out by the two signees on the topics of poverty alleviation. LSE is contributing high levels of quantitative research expertise that are very valuable for Randomised Control Trial (RCTs) studies leading to the issuance of policy briefs, conference papers and journal articles.

### Management Information System (MIS)

SUCCESS also takes pride in the fact that all the activities being implemented on ground are reflected on its MIS dashboard that helps tracking the performance over time and is also crucial for 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 60 KPIs on a daily basis, is available publically. The KPIs include indicators on social mobilisation as well as household interventions. The KPIs are reported on different geographic layers e.g. provincial, districts, taluka and union councils to show the overall geographical picture of the programme interventions. Additionally, dashboards for all the interventions (CIF, IGG, TVST, MHI, and CPI) have been developed that each report on progress against the target, showing graphical representation. This data is constantly updated and heavily relied upon by all SUCCESS partners to use and track progress in real time.

With the inclusion of MIS driver in the SUCCESS, the availability of real time data fed to the system has vastly reduced the burden of conducting cumbersome paper based surveys, and minimized data cleaning, error in data entry and categorical mistakes at the analysis stage. In addition to a quick access to a desired set of data, it adds an extra layer of desk monitoring to ensure quality by the field teams.

As mentioned earlier, during the reporting period, the MIS team has worked on developing assessment tools for each of the household interventions to gauge the effectiveness of the implementation of the interventions. For this purpose, using the improved Computer Assisted Personal Interviews (CAPI), applications were developed which were made available on all the tablets that the field staff of SUCCESS project uses on the ground in order for them to collect data. The tools are tested on the ground on a sample of the beneficiaries; the feedback on the tool is gathered from the field staff, the RSPs and the beneficiaries. On the basis of recommendations, feedback is incorporated in the tools by the MIS team to make them ready for an assessment that is used for a full coverage to all the beneficiaries of that particular intervention. After the data collection is started, and a reasonable amount of data is gathered, reports are generated periodically by the MIS team at SUCCESS and disseminated to the RSPs as well for their constant

feedback loop. Currently, assessments for all the four interventions, MHI, TVST, CIF and IGG are underway and progress reports are generated through the MIS dashboards and the process is monitored regularly through spot-check field visits by the M&E staff.



# COMMUNICATIONS MIX

## AT SUCCESS

In order to raise awareness of the programme initiatives and garner interest of the governmental and non-governmental stakeholders in the progress, effective periodic projection of the activities and their impact is an essential advocacy tool for any organisation. It also remains vital for the SUCCESS programme– for both its implementation and sustainability. RSPN in consultation with the EU and other partners had developed a Global Communication and Visibility Plan (CVP) in January 2018 for the programme that outlined various audiences for the programme's strategic communication efforts and presented a detailed annual plan for all communication activities for the duration of the programme. All media and communications activities that followed are, henceforth, derived from the CVP.

### SUCCESS Publications

- *SUCCESS Newsletter* is the bi-annual publication that feature key achievements, progress, event reports, success stories and other relevant key

information in one such document aimed at sharing with anyone and everyone interested in the work of SUCCESS specifically in the context of community driven development. This publication relies heavily on the first-hand accounts of the beneficiaries of the programme and the overall implementation of SUCCESS on ground. Two issues of SUCCESS newsletter were published in year three, bringing the total to six issues since inception. Digital and print versions of each issue of the newsletter are widely disseminated to all stakeholders, including government officials, particularly to advocate and highlight the programme and CDD initiatives taken under it.

- *Outreach* is the quarterly publication of the RSPN published within the SUCCESS programme that not only focuses on the programme's progress but on the overall Social Mobilisation progress achieved by RSPN and RSPs during the dedicated quarter. In the reporting period, three issues of Outreach were published, totalling up to 38 issues



so far. Similar to this, the RSPN annual report highlights the works of RSPN and RSPs on promoting CDD and social mobilisation approach. The digital and print versions of each of these publications are widely disseminated to all stakeholders.

- *LSO Initiatives* is the series of documenting and highlighting the successes and achievements of LSOs and their corresponding member VOs and COs is called LSO Initiatives. Case studies about the activities and the work done by the communities are a part of this publication. RSPN has documented the work of 41 LSOs in its LSO Initiatives series to highlight the success of these organisations for strengthening agency of the people who have little to no voice in public policy decision-making. They are published and disseminated on the website, and distributed to stakeholders.
- *Echoes of SUCCESS* is another series of publication products that SUCCESS has started since the year 2018, which marked the mid of the programme life duration. This publication is an effort to give humanistic perspective to the achievements of the programme interventions and its beneficiaries. Each edition of Echoes is a compilation of human interest stories which narrate the experiences of the beneficiaries and the implementing team regarding various interventions under SUCCESS. These stories, more than any reductive method, allows a glimpse into the lived experience of the women empowerment in the target areas of SUCCESS. During the reporting period, three booklets were published and released covering beneficiaries from Kamber-Shahdadt, Jamshoro and Sujawal districts. Stories from the rest of the districts are in the process of editing and designing.

### **SUCCESS in Media**

The RSPN and the partner RSPs have been active in showcasing the events and workshops arranged for the SUCCESS programme through print media. Experience Sharing and Learning Visits and Workshops have been covered by news reporters, and press releases of the events have been published in leading English and Sindhi dailies. Other events, including the Annual RSPs Strategic Retreat 2018 and

National Convention of LSOs 2018 were also widely covered in the national media. Regular reports about the SUCCESS Programme's activities are often published in the regional Sindhi and English newspapers. Over the span of the year, 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. The themes of the articles ranged from girls education, women empowerment and entrepreneurship to political identity and success stories covering sustainability efforts of beneficiaries.

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 to 7 September, 2018.

A music video was produced in early 2018 for the SUCCESS Sindhi jingle. The video features the original SUCCESS jingle in both Sindhi and Urdu for wider public reach. The music video was aired on eight local Sindhi cable networks, covering SUCCESS' programme districts, except Matiari where local cable network was disabled due to technical reasons. A total of 180 insertions of the video were aired for a spread over 15 days in December 2018 and January 2019. The music video is now available on SUCCESS YouTube and Facebook pages.

A development journalist was engaged during the reporting period to develop a series of articles for well-reputed national newspapers as policy briefs.

# SUCCESS in Media



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. 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.

Moreover, on the occasion of International Women's Day on 8 March 2018, the CEO RSPN, Shandana Khan, participated in the Radio Pakistan's Raabta Show to talk about the struggles of the rural women in Sindh and how the SUCCESS Programme is helping them alleviate poverty.

### Digital Footprint of SUCCESS

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

The social media has time and again proved to be an extremely effective communication tool and has increased the engagement of the public in the discourse about social mobilisation approach. According to the Facebook Insights, the SUCCESS Facebook page posts reach 185,422 people in the reporting period from February 2018 to January

2019. The number of people following the page has risen to over 27,000 while the success website had 131,130 total visits during the reporting period. SUCCESS Twitter handle @SUCCESSinSindh was able to generate a total of 3557 tweet impressions for the month of December 2018 and January 2019 (as per available analytics.) The public can get involved with our mission to alleviate poverty in Sindh and participate in conversations that happen on our Facebook and Twitter throughout the year. SUCCESS and the network of RSPs have a significant presence on social media including Instagram and YouTube Channels.

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.

Effective communication leads to advocacy and support for the programme, which remains vital for SUCCESS – for both its implementation, and sustainability.





# SUCCESS-FUL EVENTS AND **LEARNING VISITS**

## Annual Flagship Events

- National Convention of LSOs 2018:* This year's National Convention of LSOs, which was held in September 2018, convened in Islamabad and celebrated a decade of LSO conventions organised by RSPN. The annual flagship event for RSPN, National Convention of LSOs 2018, acts as the advocacy forum to promote community driven approach by inviting LSO representatives from across the country. The event brings together and provides all the key stakeholders, including the provincial government officials of all the provinces, representatives from donor agencies, development practitioners, LSO activists and RSPN's teams a platform to interact, share experiences, and discuss successes to

promote and encourage the engagement of citizens in their own development – the key of the CDD approach.

The year's event represented 100 LSO leaders from all the provinces and regions of the country contributing to a diverse group of more than 300 participants. Various LSOs were selected from all over the country to present on their achievements. They reflected on their work on cross-cutting issues ranging from poverty reduction, formal and informal education, economic empowerment especially through enterprise and value-chain development, gender equality and working in challenging environments, promoting civic rights and youth empowerment through vocational trainings.





- *Annual RSPs Strategic Retreat:* The RSPN also hosted a three-day Annual RSPs Strategic Retreat, on 3-5 July 2018 in Bhurban, Murree. Annual Retreats provide a platform for the RSPs to share their experiences, review strategic aspects of RSPs' work and reflect on way forward to consolidated and enhanced efforts for poverty reduction through community driven development. The retreat serves as a forum for strategic coordination, experience sharing, networking, and highlighting of new initiatives of the RSPs and the Community Institutions (CIs). The retreat provides opportunities to other donors to learn about the RSPs' social mobilisation approach and develop their interest to support this approach, and develop synergies between EU supported programmes for RSPs and their own ongoing programmes.

Minister for Human Rights, Kashmir Affairs, Gilgit Baltistan, and States and Frontier Regions, Government of Pakistan, Ms Roshan Khurshid Bharucha graced the event as the Chief Guest of the event and applauded the work of RSPs and RSPN across Pakistan.

### Conferences, Dialogues and Workshops

SUCCESS seeks to collaborate on opportunities that present a platform for rural-urban linkages in cross-cutting dimensions of development.

SUCCESS collaborated on the Annual Conference on Rural Women Day in Pakistan with Potohar Organisation for Development Advocacy (PODA) held on October 15-16, 2018 in Islamabad. The conference is the largest networking event for rural women of

Pakistan where over 2,000 women from over 100 districts interact with policymakers, donors and stakeholders from government, businesses, civil society, media and academia. This unique gathering provides rural women leaders to pass a resolution about women's economic, social and civil rights annually and report back on its implementation. For 2018, the conference was based on the theme of 'Making Democracy Real for Rural Women and Girls' and aimed towards shedding light on Pakistan's progress and commitment on SDG 5 Gender Equality, and 'Planet 50:50 by 2030 - Step It Up for Gender Equality' that asks governments to make national commitments to address the challenges that are holding women and girls back from reaching their full potential.

A policy dialogue on 'Gender-Based Violence: Engaging Women Parliamentarians for Enhancing Access to Justice for Rural Women', that was dedicated to Pakistan's champion of human rights Asma Jahangir, featured NRSP's Manager for Gender and Development, Salma Khalid. Salma Khalid talked about NRSP's role in uplifting the status of 67 districts through socially mobilising men and women into communities. At the event, RSPN also sponsored two policy dialogues with PODA, FAO, ADB and Sangtani. One of these titled "Rural Women, Water and Climate Change: Moving Towards Poverty Reduction" was dedicated to Tahira Ali Shah (1964-2015), a lifelong water rights and gender equality activist and founder of Noori Foundation, that works for collective rights of women fisher folk in Sindh. The other dialogue on "Economic Empowerment of Rural Women and Girls in Pakistan: Challenges and Opportunities" covered crucial aspects of rural women's role in the national

economy. At one of the sessions on political empowerment of rural women, LSO leader Farhana Shaikh from the SUCCESS programme based in Kambar Shahdadt Kot shared her experience on the community's effort in bringing rural women to the fore of political participation in rural areas. She also expressed her commitment to increase women's percentage of votes in the next elections.

The cultural events provide an excellent opportunity for visibility and presentation of the work undertaken by the rural communities of Sindh under the programme. In light of this, SUCCESS participated in a cultural event, SUCCESS Sakafat Mela 2018, held on 24 June 2018, at Pakistan National Council of Arts, Islamabad. The one-day event, in collaboration with Sakafat, managed to showcase artefacts, handicrafts from Sindh Rural Support Organisation's (SRSO) Sartyoon Sang. More than 3,000 people attended this cultural event. Apart from the stalls, SUCCESS 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 panelists 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.

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. SMRT meeting was held on 18 July, 2018, FACE on 26-27 June 2018, GRG on 19 July 2018, SSRG on 24 September, 2018 and M&ERG meeting was held on 8 May, 2018.

### Experience sharing, exposure and learning visits

The SUCCESS programme believes that bilateral experience sharing and learning visits provide an excellent learning opportunities for all the associated stake-holders. This also goes a step ahead in the process by bolstering the regional cooperation. During the reporting period, under the programme, an 11-member team from RSPN, NRSP, SRSO, TRDP and Government of Sindh (GoS) undertook an experience sharing and learning visit to Tajikistan from September 22, 2018, to October 3, 2018. 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 RSPs' approach of CDD through social mobilisation is derived from the first Pakistan's RSP – Aga Khan Rural Support Programme (AKRSP) in Gilgit, Baltistan and Chitral. The concept was taken to Tajikistan in the 1990s and embraced by the Mountain Societies Development Support Programme (MSDSP) of the Agha Khan Foundation (AKF). The exposure visit allowed the participants to directly observe the work of community institutions in the villages of Tajikistan, and learn from the leaders of the institutions, of their grassroots communities and networking with local government, over the last two decades. The representatives from the GoS accompanying on the visit also engaged with the hosts on a variety of different aspects, primarily in order to understand the benefits of sustained government support to social mobilisation. Such experience sharing visits are pertinent for evidence-based advocacy and will assist the GoS hopefully in the development and implementation of the proposed Poverty Reduction Strategy (PRS) and in the scaling up of CDD approaches in not just the province of Sindh but the country as well.

On a national level, experience sharing and lessons learning workshop was conducted in Sukkur, Pakistan, on the 13 and 14 March 2018. The objective of the learning visit was to observe and understand the ways in which SUCCESS Programme is contributing to improve the lives of rural women in the targeted areas through a well-planned CDLD approach – in collaboration with the GoS and the UCBPR. The main focus of the field visit was to review the major success and the challenges being faced by the implementers and the communities on ground

until the end of the Year 3 of the programme in order to brainstorm together for course correction measures the next day. The field visit on the 13 March 2018 was followed by the experience sharing and learning workshop on the 14 March 2018. The agenda of this workshop involved engagements with the beneficiaries and interaction with the community members, gaining insights into the formation of process of CIs and how these CIs are working synergistically to trigger change at various levels.

Another exposure and learning visit was conducted in July 2018 to Chitral, for SUCCESS partner RSPs that included, RSPN, NRSP, SRSO, TRDP and representatives of Government of Sindh (GOS), and local community representatives from programme districts. 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. This visit gave the understanding of financially enduring and viable community institutions and their approaches for the common good of society.





# TECHNICAL ASSISTANCE (TA)

## COMPONENT OF SUCCESS



The technical assistance (TA) component of SUCCESS is the 'policy component' of the programme. While the work of the major part of the SUCCESS programme is undertaken through grants provided to the three RSPs and RSPN, by contrast the Technical Assistance (TA) component is being carried out through a service contract awarded to Ernst and Young (EY) Advisory Services (Belgium) with EY Ford Rhodes Pakistan as the local partner. Thus EY is the fifth 'SUCCESS partner' contributing to the wider programme.

The role of the Technical Assistance TA component of the SUCCESS programme is to assist the Government of Sindh to develop and implement major policies and strategies in poverty reduction and community driven local development (CDLD). In carrying out this role, during Year 3 of the SUCCESS programme, the Technical Assistance 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.**

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

- Submission and approval 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, through the relevant institutional structures, and legal and budgetary frameworks
- 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 (PRS) in Sindh**

#### **Government of Sindh Decisions on the PRS and CDLD Policy**

After initial endorsement of the PRS by the Government's Strategy Policy Dialogue Committee in March 2018, the PRS was initially launched at the Sindh Development Forum on 28 March 2018. Following this launch however, further formal adoption and implementation had to wait until after the general election, which took place in July 2018.

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

Following the Cabinet approval, the Chief Minister approved the following key aspects of implementation:

- Identification of four target districts for potential implementation of Rural Growth Centre (RGC) pilots including Badin, Tharparkar, Thatta and Sujawal
- Responsible entities for PRS implementation were confirmed as:
  - o Strategy 1 – the Peoples' Poverty Reduction

Programme (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 million for the 2018/19 ADP as start-up funds for commencement of the RGC programme.

#### **Overarching Principles for Poverty Reduction**

The PRS incorporates the following principles which emerged from background research and consultation:

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

#### **Key Types of Strategies for Poverty Reduction - Impact at Community and Household Level**

Research and consultation during the policy development phase indicated two major categories of poverty reduction strategies:

1. Strategies that relate to 'survival' issues. Poverty reduction strategies in a range of countries include various initiatives aimed at improving the socio-economic conditions of poor sections of the population. But people cannot engage in activities aimed to improve their circumstances if at the same time they are struggling with the most basic of survival issues. Survival strategies are aimed to save lives and

are needed to address adequacy of basic living conditions in the following key areas:

- Water – regular supply of clean drinking water
  - Sanitation – for health and hygiene
  - Nutrition – access to an affordable nutritious diet
  - Shelter – affordable and adequate housing and disaster protection
  - Health Services - access.
2. Strategies that provide opportunity for individuals and households to get out of the poverty trap. These strategies focus on interventions aimed to either increase household assets or improve chances of employment. Such strategies usually focus in the following key areas:
- Education – to ensure standard literacy levels
  - Vocational skills development – for employment opportunity
  - Enterprise development – to increase assets and income levels.

### Major Strategies of the PRS

#### 1. CDLD – the Foundation

- The CDLD Policy is incorporated within and is a component of the PRS
- Continuation of a CDLD approach consists of:
  - o Building on and expanding the UCBPRP programme
  - o Mainstreaming a CDLD approach, and integration of this approach with line department activities.

#### 2. Addressing Urban Poverty

- The direction of the strategy to address urban poverty is on emphasising '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 co-operatives 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. This involves identification of locational focal points or villages that can serve as a centre for improved facilities and provision of services to the surrounding clusters of villages
- The intention is to consolidate services and facilities in these hubs, to provide growth and development opportunities.

### Guiding Principles for a CDLD Policy

The CDLD Policy incorporated in the PRS is founded on the following principles:

- Participation in their own development is a basic right of communities, and poverty cannot be reduced without active community engagement
- Social mobilisation is at the heart of community-driven local development
- A women-centred approach not only empowers women but is the most effective way to reduce poverty at the household level
- Poverty reduction at community level can only be implemented effectively through a partnership between Government and community organisations
- A new paradigm in planning is needed, with grassroots community involvement and combination of a top-down/bottom-up approach.



### 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 of detailed steps over a three-year initial rollout period.

### Additional Output Achievement and Progress

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

Under Result 3, the major output identified is the development of a monitoring and evaluation framework.

The M&E framework for the PRS and CDLD policy implementation has been outlined at conceptual level in the PRS and Roadmap, and a set of example indicative performance measures for all levels of the framework (including impact, outcome, output and value for money indicators) has been outlined in Annex 7 of the Roadmap. To complete delivery of the output, these performance measures will need to be worked through and agreed with the relevant GoS entities.



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



# LESSONS LEARNT

As the project is moving ahead in terms of its age, there are a lot of learnings coming our way. Almost the first two years were invested in establishing a strong base for the programme implementation of activities. RSPN in collaboration with the partner RSPs and GoS have worked exceptionally diligently to remove the roadblocks and starting the third year the progress of achievement along all the intervention measures has increased manifolds as compared to the initial years.

Like previous years, in 2018-2019, a lot of effort has been made to capitalise on the successes of the project and wherever possible, replicate them within and outside the scope of SUCCESS programme but it is also interesting to note that a lot of the successes mentioned below are also very closely linked to the set of challenges faced during the reporting period. This is an indication of how intricately and deeply the households and systems are being touched by the interventions and that one change brings about another change inevitably. Stakeholders are also getting to have this sense that in order to bring a systemic change in the targeted communities of SUCCESS, there is going to be a series of improvements, one after another, which requires persistence and unwavering support from the community institutions themselves.

Some of the overall key wins that SUCCESS at the programme level has seen during the reporting year are given below, followed by the challenges that have come along the way:

## SUCCESSes in Year Three

- Changes in Community Behaviour:* The community managerial trainings, leadership trainings and CAT 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 achieving the desired results. However, during year 3 of the SUCCESS project, major consideration was to see if these awareness-raising sessions and knowledge sharing by the CRPs can be complemented in any other way to ensure a consistent behavioural change among the communities. Programmes such as WISE (water, immunisation, sanitation and education), which is currently in its pilot phase in the district of Tando Muhammad Khan is an example of how the three-tiered social mobilisation approach of SUCCESS can be used to target multi-dimensional poverty instead of the simple income poverty like the other interventions. The results are impressive so far in getting the communities to care for the four concepts that the programme stands for. It is, thus, evident that WISE focused interventions contribute in improving social sector indicators of the respective area and contribute in community institutional performance and maturity. The CEO of NRSP, talking about the correlation of the two interventions at the experience learning workshop said, "Sindh will be the only



**A WOMEN-CENTRED APPROACH IS THE MOST EFFECTIVE WAY TO REDUCE POVERTY AT THE HOUSEHOLD LEVEL**

province that will create a dent in multi-dimensional poverty if the WISE programme is supported in scale. It will take time to eliminate poverty, but it is important that this is the way it is carried out. Therefore, for Rashid Bajwa it was important to first tackle income poverty through the SUCCESS programme and then multi-dimensional poverty through interventions like the WISE programme. Clearly, integration of inter-project and intra-project interventions can and has increased effectiveness of the programme overall in bringing about a change in the behaviors of the community.

- *Women's Civic Engagement:* As a result of the interventions of SUCCESS, overall civic engagement amongst the targeted women has seen to be considerably increased. An important win in this regard was the General Elections 2018, in which women voter turn-out was considerably more than the previous years. This has been acknowledged in the Women Empowerment Study conducted by Enclude who attribute this shift in the civic engagement behavior in part to the SUCCESS interventions. This attribution is true because, 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. Secondly, these plans have also enabled the community members to start self-help initiatives which includes getting CNICs and birth certificates made, and registering for voting in the elections in addition to school enrolment, cleanliness of village drives, health related campaigns and activities such as polio drives etc.
- *Data transparency and utilisation:* MIS continues to be the main driver of data-driven decision making in SUCCESS especially to make corrective measures to the programme in time. 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. Moreover, the utility of these datasets are an invaluable tool for both governmental and non-governmental agencies working in/for the SUCCESS target districts. The poverty scorecard survey is a prime

example of such datasets that is being used by another EU funded Programme for Improved Nutrition in Sindh (PINS) as well as the GoS to efficiently implement its multi-sectoral Sindh Accelerated Action Plan for Reduction of Stunting and Malnutrition (AAP) – a six-year programme through the Planning and Development Department (PDD) with the objective of reducing stunting rate from the existing 48% to 40% by 2021.

- *Support and Ownership by the Government Officials:* 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. The formation of JDCs has further created and strengthened synergies between the Community Institutions (CO/ VO/ LSO) and the local administration/departments. These linkages have been bolstered after the line departments have been notified by the District Commissioners (DC) to sign MoUs with the JDCs for further collaboration as this would lead to efficacy in getting communities' demands fulfilled. The JDCs has also empowered the women of rural areas to be able to participate in a forum with the DC and bring their demands forward.

### Challenges in Year Three

In addition to the challenges described against each component of the SUCCESS programme earlier, there are two features of the area that pose further obstacles in the overall delivery of the interventions. These are as following:

- *Unfavourable operating conditions:* There is a set of challenges which are hard to address without getting the programme interventions being interjected; unfavourable weather and political or security situations are the most important ones. The government of Sindh declared drought in 35% RVs (88 RVs in Dadu and 67 RVs in Jamshoro) during year 3. This led to migration of people in the community. Similarly, one entire UC and 42

villages had restricted access due to security reasons in Jamshoro District. The field staff found it difficult to complete their targets in these regions.

- *Slow gradual changes in cultural mind-set:* SUCCESS is a programme for poverty reduction at the household level with a focus on women empowerment. However, sometimes conservative mindset or traditional and cultural societal ways become an obstacle in the way of women participating in the interventions such as skills trainings. It is unfortunate, as women can contribute a lot towards increasing the income of the family if they are able to learn a skill and become employable or earn from the vicinity of their home even. It was also observed in the Women Empowerment Study by Enclude that older women are more commonly present in the leadership of the community institutions, not because of their age or experience but the fact that they have more mobility culturally as opposed to many younger women in their areas. The silver lining is that, the trends are changing, albeit slowly. By virtue of being closely knitted together, the targeted rural population tends to learn from each other within their community. Therefore, it might take time to have considerable positive shifts in the cultural mind sets, but the social mobilisation and community institutions led by women, for sure, play a constructive role in this direction.



## WAY FORWARD



**SUCCESS AIMS TO CONTINUE ASSISTING THE OTHER DEVELOPMENT PROJECTS, BOTH GOVERNMENTAL AND NON-GOVERNMENTAL, IN THE TARGET DISTRICTS BY EXTENDING ANY POSSIBLE OPERATIONAL, LOGISTICAL, DATA OR EXPERIENCE SHARING SUPPORT**

During the first three years of the project duration, the key consideration was to focus on improved implementation and momentum of the household intervention. We saw that increase in the pace through the story that data has been telling – during the last six months of year 3 alone, the achievement rate of the targets 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. Consequently, better documentation and effective communication will be a key for advocacy purposes as the scaling up of the programme will be dependent on it. SUCCESS aims to continue assisting the other development projects, both governmental and non-governmental, such as PINS and AAP, in the target districts by extending any possible operational, logistical, data or experience-sharing support.

Overall, the focus of RSPN and SUCCESS for the coming years is on 'sustainability' of the community institutions and their potential. 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. From the platform of SUCCESS, there are four categories of sustainability that are under consideration, namely: institutional, policy level, environmental and financial.

For the institutional sustainability, the main thrust of SUCCESS programme will continue to be fostering the viable community institutions (LSOs, VOs and COs) in the target districts. An internal assessment of COs, VOs and LSOs according to the Institutional Maturity Index (IMI) in 2018, suggests high levels of discipline, inclusiveness and transparency of these institutions. However, most community institutions still face challenges with regards to 'downward accountability.' Moving forward, the RSP social mobilisation teams need to invest in a quality dialogues with communities, to inspire these rural women to create more mutual and downward accountabilities, to further strengthen their community institutions. Moreover, CIs need to identify honest and sincere leaders who can provide leadership to the community on a sustainable basis. In this regard, and especially to address the challenge of finding literate and willing CRPs, an Accelerated Adult Learning Programme for community leaders and young adult member of the CIs will be considered to prepare the next phase of leaders. During the remaining period of SUCCESS, the RSPs also need to consolidate and digitalise the

development plans and beyond the lifetime of SUCCESS, provide support to the LSOs to regularly update, share and follow up with the government and other development organisations. It is also suggested that RSPs make efforts to sensitise the LSOs about the diminishing real value of CIF (as result of inflation) and cover institutional costs of the LSO while taking interest on the CIF loans. For improving the community-government linkages, the RSPs could identify more line departments for entering into district-level MOUs and, over time, start discussing sector plans with them that are based on the community institutions' village and union council plans. Moreover, RSPs need to focus on regular orientations, training and exposure visits for JDC members to enhance their understanding of CDLD and its potential. They should also consider a programme for building the capacity of VOs and LSOs for advocating and articulating their plans and priorities at JDCs and with individual line departments.

In terms of policy level input, JDCs are an important component of sustainability. During the last three years through the SUCCESS TA component, the Government of Sindh has developed its Poverty Reduction Strategy (PRS) and CDLD Policy which also endorse the idea of JDCs formed in the SUCCESS programme districts and aims to extend it to all districts in Sindh. However, the key challenge on the part of government is how to include community needs in the annual development planning process of the government and the district line department to deliver their services and supplies through the community institutions. Therefore, TA component and the GoS in general, will be advised to make amendments in the Rules of Business and/or departmental policies and procedures to provide supplies and services of line departments through the community institutions; make amendments in the district budget making rules and processes to include needs identified by community institutions through Village Development Plans and Union Council Development Plans; provision for the minimum RSP field staff presence needed in each district for facilitating linkages with government departments, building the capacity of community institutions and government departments, and monitoring community institutions after the closure of SUCCESS. Cross-sectorial initiatives undertaken in partnership

with relevant departments of government such as WISE should also be encouraged as their impact are deeper and long lasting.

For the environmental sustainability, the implementation manual and guidelines developed by RSPN reflect the necessary measures to be taken by RSPs to implement activities keeping in view the environmental concerns with no harm caused to the natural environment. Therefore, for the infrastructure projects under CPI, a mechanism has been designed 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. In future as the LSOs and their work grows they may also charge membership fee from their member VOs and COs – in some LSOs in other part of the country membership fee has started and it also increase mutual and downward accountability of the LSOs to its members; pooling community savings and interest on savings can be another source and the LSOs can also generate funds through local donations and philanthropy. Beyond the SUCCESS programme life, the RSPs also need to provide limited but ongoing technical support for continuation of the effective linkages between RSPs, CIs and government departments for incorporating community plans into government plans, monitoring of the CIF, capacity building, leadership trainings and provision of technical information to communities. In order to address these requirements there is a need for the RSPs to maintain a small permanent field presence in each programme district. A sustainability grant/fund and/or permanent development partnership with the government will be needed for this purpose. The RSPs need to chalk out a plan for this in the remaining period of SUCCESS. This discussion is still ongoing amongst the RSPs i.e. at what level will this unit be and what costing will it have.





## KEY PERFORMANCE INDICATORS (KPIs) - (2016-2019) STATISTICAL ABSTRACT

**Table 1A. Poverty Scorecard Survey Coverage**

RSP	District	Number of Tehsil/Taluka	Number of Union Councils	Number of Revenue Villages	Number of Settlements	Number of Households
NRSP	Tando Allahyar	3	26	82	1,405	82,586
	Tando Muhammad Khan	3	28	152	1,687	72,939
	Sujawal	5	37	336	3,221	99,864
	Matiari	3	30	102	1,287	78,032
	<b>Total</b>	<b>14</b>	<b>121</b>	<b>672</b>	<b>7,600</b>	<b>333,421</b>
SRSO	Larkana	4	47	173	1,457	121,019
	Kamber Shahdadkot	7	52	256	2,343	146,804
	<b>Total</b>	<b>11</b>	<b>99</b>	<b>429</b>	<b>3,800</b>	<b>267,823</b>
TRDP	Dadu	4	66	303	2,231	170,362
	Jamshoro	4	30	141	1,077	78,196
	<b>Total</b>	<b>8</b>	<b>96</b>	<b>444</b>	<b>3,308</b>	<b>248,558</b>
<b>Grand Total</b>		<b>33</b>	<b>316</b>	<b>1,545</b>	<b>14,708</b>	<b>849,802</b>

**Table 1B. Poverty Scorecard Survey Coverage**

	District	Total Population covered			Total Households organised (70% of total HH)		
		Target	Achievement	%	Target	Achievement	%
NRSP	Tando Allahyar	530,909	530,909	100%	57,810	50,385	87%
	Tando Muhammad Khan	492,067	492,067	100%	51,057	43,208	85%
	Sujawal	655,437	655,437	100%	69,910	66,333	95%
	Matiari	539,988	539,988	100%	54,622	46,082	84%
	<b>Total</b>	<b>2,218,401</b>	<b>2,218,401</b>	<b>100%</b>	<b>233,400</b>	<b>206,008</b>	<b>88%</b>
SRSO	Larkana	836,241	836,522	100%	88,997	68,872	77%
	Kamber Shahdadkot	1,012,948	1,012,724	100%	110,103	98,096	89%
	<b>Total</b>	<b>1,849,189</b>	<b>1,849,246</b>	<b>100%</b>	<b>199,100</b>	<b>166,968</b>	<b>84%</b>
TRDP	Dadu	1,144,490	1,144,511	100%	147,125	127,645	87%
	Jamshoro	490,406	490,593	100%	64,013	49,481	77%
	<b>Total</b>	<b>1,634,896</b>	<b>1,635,104</b>	<b>100%</b>	<b>211,138</b>	<b>177,126</b>	<b>84%</b>
<b>Grand Total</b>		<b>5,702,486</b>	<b>5,702,751</b>	<b>100%</b>	<b>643,638</b>	<b>550,102</b>	<b>85%</b>

**Table 1C. Poverty Scorecard Survey Coverage**

RSP	District	Households organised within(PSC 0-23)			Total Population represented by COs		
		Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	41,584	35,407	85%	329,384	287,078	87%
	Tando Muhammad Khan	42,767	35,444	83%	344,447	291,493	85%
NRSP	Sujawal	67,220	58,412	87%	458,822	435,343	95%
	Matiari	36,446	27,846	76%	311,221	261,768	84%
	<b>Total</b>	<b>188,017</b>	<b>157,109</b>	<b>84%</b>	<b>1,443,874</b>	<b>1,275,682</b>	<b>88%</b>
SRSO	Larkana	54,749	46,959	86%	600,916	480,586	80%
	Kamber Shahdadkot	88,996	75,813	85%	698,294	684,737	98%
	<b>Total</b>	<b>143,745</b>	<b>122,772</b>	<b>85%</b>	<b>1,299,209</b>	<b>1,165,323</b>	<b>90%</b>
TRDP	Dadu	93,688	82,449	88%	970,409	876,709	90%
	Jamshoro	37,774	28,628	76%	269,982	316,274	117%
	<b>Total</b>	<b>131,462</b>	<b>111,077</b>	<b>84%</b>	<b>1,240,391</b>	<b>1,192,983</b>	<b>96%</b>
<b>Grand Total</b>		<b>463,224</b>	<b>390,958</b>	<b>84%</b>	<b>3,983,474</b>	<b>3,633,988</b>	<b>91%</b>

**Table 2. Social Mobilisation Outreach**

RSP	District	Women's Community Organisations (COs) formed			Women's Village Organisations (VOs) formed			Women's Local Support Organisations (LSOs) formed		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	2,931	2,514	86%	257	239	93%	26	26	100%
	Tando Muhammad Khan	3,105	2,396	77%	272	281	103%	28	28	100%
NRSP	Sujawal	3,732	3,468	93%	327	352	108%	37	37	100%
	Matiari	2,828	2,447	87%	248	241	97%	30	30	100%
	<b>Total</b>	<b>12,596</b>	<b>10,825</b>	<b>86%</b>	<b>1,104</b>	<b>1,113</b>	<b>101%</b>	<b>121</b>	<b>121</b>	<b>100%</b>
SRSO	Larkana	4,538	3,343	74%	567	520	92%	47	47	100%
	Kamber Shahdadkot	5,505	4,657	85%	688	644	94%	52	52	100%
	<b>Total</b>	<b>10,043</b>	<b>8,000</b>	<b>80%</b>	<b>1,255</b>	<b>1,164</b>	<b>93%</b>	<b>99</b>	<b>99</b>	<b>100%</b>
TRDP	Dadu	6,989	6,387	91%	660	683	103%	66	61	92%
	Jamshoro	3,470	3,073	89%	330	335	102%	29	28	97%
	<b>Total</b>	<b>10,459</b>	<b>9,460</b>	<b>90%</b>	<b>990</b>	<b>1,018</b>	<b>103%</b>	<b>95</b>	<b>89</b>	<b>94%</b>
<b>Grand Total</b>		<b>33,098</b>	<b>28,285</b>	<b>85%</b>	<b>3,349</b>	<b>3,295</b>	<b>98%</b>	<b>315</b>	<b>309</b>	<b>98%</b>

**Table 3A. Training and Capacity Building**

RSP	District	Number of Community members trained in Community Management Skills Training			Number of Community members trained in Leadership Management Skills Training			Number of Activists Workshops organised		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	5,862	4,735	81%	594	514	87%	32	33	103%
	Tando Muhammad Khan	6,210	4,294	69%	534	604	113%	28	26	93%
NRSP	Sujawal	7,465	6,594	88%	734	755	103%	40	38	95%
	Matiari	5,656	4,547	80%	588	548	93%	30	31	103%
	<b>Total</b>	<b>25,192</b>	<b>20,170</b>	<b>80%</b>	<b>2,450</b>	<b>2,421</b>	<b>99%</b>	<b>130</b>	<b>128</b>	<b>98%</b>
SRSO	Larkana	9,075	6,143	68%	1,235	1,109	90%	70	49	70%
	Kamber Shahdadkot	11,010	8,765	80%	1,477	1,445	98%	70	47	67%
	<b>Total</b>	<b>20,085</b>	<b>14,908</b>	<b>74%</b>	<b>2,712</b>	<b>2,554</b>	<b>94%</b>	<b>140</b>	<b>96</b>	<b>69%</b>
TRDP	Dadu	13,823	11,668	84%	1,484	1,302	88%	66	59	89%
	Jamshoro	6,808	5,792	85%	863	701	81%	42	42	100%
	<b>Total</b>	<b>20,631</b>	<b>17,460</b>	<b>85%</b>	<b>2,347</b>	<b>2,003</b>	<b>85%</b>	<b>108</b>	<b>101</b>	<b>94%</b>
<b>Grand Total</b>		<b>65,908</b>	<b>52,538</b>	<b>80%</b>	<b>7,509</b>	<b>6,978</b>	<b>93%</b>	<b>378</b>	<b>325</b>	<b>86%</b>

**Table 3B. Training and Capacity Building**

RSP	District	Number of community members trained as Community Resource Persons (CRPs)			Number of Community Awareness Toolkit (CAT) sessions conducted by CRPs	
		Target	Achievement	%	Target	Achievement
	Tando Allahyar	257	338	132%		10,714
	Tando Muhammad Khan	272	354	130%		2,944
NRSP	Sujawal	330	462	140%	-	10,309
	Matiari	276	347	126%		8,204
	<b>Total</b>	<b>1,135</b>	<b>1,501</b>	<b>132%</b>	<b>-</b>	<b>32,171</b>
SRSO	Larkana	567	348	61%	-	16,759
	Kamber Shahdadkot	688	359	52%	-	20,701
	<b>Total</b>	<b>1,255</b>	<b>707</b>	<b>56%</b>	<b>-</b>	<b>37,460</b>
TRDP	Dadu	660	527	80%		7,135
	Jamshoro	330	298	90%		7,698
	<b>Total</b>	<b>990</b>	<b>825</b>	<b>83%</b>	<b>-</b>	<b>14,833</b>
<b>Grand Total</b>		<b>3,380</b>	<b>3,033</b>	<b>90%</b>	<b>-</b>	<b>84,464</b>

**Table 4. Community Investment Fund (CIF)**

RSP	District	Number of VOs/LSOs managing CIF			Total amount of CIF with LSOs/VOs (PKR millions)			Number of households benefiting from CIF for productive asset building and income generation		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	26	26	100%	104,000,000	95,945,000	92%	7,410	5,561	75%
	Tando Muhammad Khan	28	27	96%	112,000,000	99,384,000	89%	7,980	2,077	26%
NRSP	Sujawal	37	29	78%	148,000,000	109,363,000	74%	10,545	4,612	44%
	Matiari	30	29	97%	120,000,000	104,300,000	87%	8,550	2,948	34%
	<b>Total</b>	<b>121</b>	<b>111</b>	<b>92%</b>	<b>484,000,000</b>	<b>408,992,000</b>	<b>85%</b>	<b>34,485</b>	<b>15,198</b>	<b>44%</b>
SRSO	Larkana	613	122	20%	228,152,680	206,707,020	91%	16,297	5,674	35%
	Kamber Shahdadkot	740	138	19%	356,832,000	297,187,280	83%	25,488	9,552	37%
	<b>Total</b>	<b>1,353</b>	<b>260</b>	<b>19%</b>	<b>584,984,680</b>	<b>503,894,300</b>	<b>86%</b>	<b>41,785</b>	<b>15,226</b>	<b>36%</b>
TRDP	Dadu	66	53	80%	164,115,000	139,651,500	85%	11,042	4,466	40%
	Jamshoro	29	26	90%	73,215,000	71,707,800	98%	5,047	2,714	54%
	<b>Total</b>	<b>95</b>	<b>79</b>	<b>83%</b>	<b>237,330,000</b>	<b>211,359,300</b>	<b>89%</b>	<b>16,089</b>	<b>7,180</b>	<b>45%</b>
<b>Grand Total</b>		<b>3,043</b>	<b>821</b>	<b>27%</b>	<b>1,306,314,680</b>	<b>1,124,245,600</b>	<b>86%</b>	<b>92,359</b>	<b>37,604</b>	<b>41%</b>

**Table 5. Income Generating Grants (IGG)**

RSP	District	Number of VOs/LSOs managing IGG sub-grants			Total amount of IGG sub-grants with LSOs/VOs/COs (PKR millions)			Number of households benefiting from IGGs for productive asset building and income generation		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
	Tando Allahyar	208	134	64%	53,592,110	21,674,124	40%	4,128	1,379	33%
	Tando Muhammad Khan	220	86	39%	56,770,261	9,554,865	17%	4,373	627	14%
NRSP	Sujawal	265	95	36%	68,242,108	31,156,378	46%	5,256	2,072	39%
	Matiari	201	84	42%	51,709,130	9,511,770	18%	3,983	526	13%
	<b>Total</b>	<b>894</b>	<b>399</b>	<b>45%</b>	<b>230,313,608</b>	<b>71,897,137</b>	<b>31%</b>	<b>17,739</b>	<b>4,604</b>	<b>26%</b>
SRSO	Larkana	269	120	45%	103,712,000	91,849,800	89%	7,408	2,664	36%
	Kamber Shahdadkot	716	184	26%	162,218,000	77,685,300	48%	11,587	1,317	11%
	<b>Total</b>	<b>985</b>	<b>304</b>	<b>31%</b>	<b>265,930,000</b>	<b>169,535,100</b>	<b>64%</b>	<b>18,995</b>	<b>3,981</b>	<b>21%</b>
TRDP	Dadu	446	333	75%	123,691,000	91,624,000	74%	6,237	1,950	31%
	Jamshoro	224	212	95%	56,261,000	29,991,000	53%	2,827	685	24%
	<b>Total</b>	<b>670</b>	<b>545</b>	<b>81%</b>	<b>179,952,000</b>	<b>121,615,000</b>	<b>68%</b>	<b>9,064</b>	<b>2,635</b>	<b>29%</b>
<b>Grand Total</b>		<b>2,549</b>	<b>1,248</b>	<b>49%</b>	<b>676,195,608</b>	<b>363,047,237</b>	<b>54%</b>	<b>45,798</b>	<b>11,220</b>	<b>24%</b>

**Table 6. Technical and Vocational Skills Training (TVST)**

RSP	District	Number of community members trained in TVST		
		Target	Achievement	%
	Tando Allahyar	5,628	957	17%
	Tando Muhammad Khan	5,823	811	14%
NRSP	Sujawal	8,009	1,115	14%
	Matiari	6,494	788	12%
	<b>Total</b>	<b>25,954</b>	<b>3,671</b>	<b>14%</b>
SRSO	Larkana	9,353	920	10%
	Kamber Shahdadkot	14,630	1,086	7%
	<b>Total</b>	<b>23,983</b>	<b>2,006</b>	<b>8%</b>
TRDP	Dadu	8,661	1,467	17%
	Jamshoro	5,097	1,348	26%
	<b>Total</b>	<b>13,758</b>	<b>2,815</b>	<b>20%</b>
<b>Grand Total</b>		<b>63,695</b>	<b>8,492</b>	<b>13%</b>

**Table 7. Micro Health Insurance (MHI)**


RSP	District	Number of households insured		
		Target	Achievement	%
	Tando Allahyar	10,705	8,008	75%
	Tando Muhammad Khan	11,009	9,017	82%
NRSP	Sujawal	17,304	20,287	117%
	Matiari	9,382	6,208	66%
	<b>Total</b>	<b>48,400</b>	<b>43,520</b>	<b>90%</b>
SRSO	Larkana	14,471	10,729	74%
	Kamber Shahdadkot	26,030	20,638	79%
	<b>Total</b>	<b>40,501</b>	<b>31,367</b>	<b>77%</b>
TRDP	Dadu	30,000	30,132	100%
	Jamshoro	11,202	12,354	110%
	<b>Total</b>	<b>41,202</b>	<b>42,486</b>	<b>103%</b>
<b>Grand Total</b>		<b>130,103</b>	<b>117,373</b>	<b>90%</b>

**Table 8. Community Physical Infrastructure (CPI)**

RSP	District	Number of CPIs initiated			Number of households benefiting from CPIs			Cost of CPIs (PKR millions)		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
RSP	Tando Allahyar	170	75	44%	2,520	5,825	231%	44,100,000	29,050,000	66%
	Tando Muhammad Khan	148	85	57%	2,220	7,104	320%	38,850,000	34,448,000	89%
NRSP	Sujawal	206	72	35%	3,100	3,894	126%	54,250,000	19,989,000	37%
	Matiari	164	74	45%	2,460	6,586	268%	43,050,000	28,674,000	67%
	<b>Total</b>	<b>688</b>	<b>306</b>	<b>44%</b>	<b>10,300</b>	<b>23,409</b>	<b>227%</b>	<b>180,250,000</b>	<b>112,161,000</b>	<b>62%</b>
SRSO	Larkana	300	100	33%	6,820	12,389	182%	118,800,000	36,644,997	31%
	Kamber Shahdadkot	300	107	36%	12,932	12,932	100%	118,800,000	32,721,249	28%
	<b>Total</b>	<b>600</b>	<b>207</b>	<b>35%</b>	<b>19,752</b>	<b>25,321</b>	<b>128%</b>	<b>237,600,000</b>	<b>69,366,246</b>	<b>29%</b>
TRDP	Dadu	261	98	38%	34,149	14,596	43%	115,789,726	47,972,471	41%
	Jamshoro	116	56	48%	9,734	9,734	100%	68,381,600	26,423,757	39%
	<b>Total</b>	<b>377</b>	<b>154</b>	<b>41%</b>	<b>43,883</b>	<b>24,330</b>	<b>55%</b>	<b>184,171,326</b>	<b>74,396,228</b>	<b>40%</b>
<b>Grand Total</b>		<b>1,665</b>	<b>667</b>	<b>40%</b>	<b>73,935</b>	<b>73,060</b>	<b>99%</b>	<b>602,021,326</b>	<b>255,923,474</b>	<b>43%</b>

**Table 9. Local Development Plans**

RSP	District	Number of COs developed Micro Investment Plans (MIPs) for their member households			Number of VOs have developed the Village Development Plans (VDPs)			Number of joint development committees formed at Taluka and District level		
		Target	Achievement	%	Target	Achievement	%	Target	Achievement	%
RSP	Tando Allahyar	33,372	2,392	7%	257	239	93%	4	4	100%
	Tando Muhammad Khan	2,931	2,226	76%	272	271	100%	4	4	100%
NRSP	Sujawal	3,105	3,464	112%	327	313	96%	6	6	100%
	Matiari	3,732	2,344	63%	248	233	94%	4	4	100%
	<b>Total</b>	<b>43,140</b>	<b>10,426</b>	<b>24%</b>	<b>1,104</b>	<b>1,056</b>	<b>96%</b>	<b>18</b>	<b>18</b>	<b>100%</b>
SRSO	Larkana	4,538	2,685	59%	567	485	86%	5	5	100%
	Kamber Shahdadkot	5,505	3,727	68%	688	578	84%	8	8	100%
	<b>Total</b>	<b>10,043</b>	<b>6,412</b>	<b>64%</b>	<b>1,255</b>	<b>1,063</b>	<b>85%</b>	<b>13</b>	<b>13</b>	<b>100%</b>
TRDP	Dadu	7,095	5,442	77%	767	628	82%	10	10	100%
	Jamshoro	3,638	3,031	83%	373	310	83%	10	5	50%
	<b>Total</b>	<b>10,733</b>	<b>8,473</b>	<b>79%</b>	<b>1,140</b>	<b>938</b>	<b>82%</b>	<b>20</b>	<b>15</b>	<b>75%</b>
<b>Grand Total</b>		<b>63,916</b>	<b>25,311</b>	<b>40%</b>	<b>3,499</b>	<b>3,057</b>	<b>87%</b>	<b>51</b>	<b>46</b>	<b>90%</b>



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.

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SUCCESS

**Sindh Union Council and Community Economic Strengthening Support Programme**

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