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SUCCESS

Sindh Union Council and Community Economic Strengthening Support Programme

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An Ode to SUCCESS

Annual Key Performance Indicators (KPI) Report 2019-20



NRSP

National Rural Support Programme



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INTRODUCTION

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

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

This document (the fourth annual KPI report) presents the progress made during the period February 1, 2019 to January 31, 2020.

As of January 2020, SUCCESS has organised over 588,627 women into Community Organisations, covering 69% of the 850,000 total households in the programme districts, into 29,702 Community Organisations (COs). Thus each CO represents an average of almost 20 households. Representatives of these COs have, in turn, formed 3,417 Village Organisations (VOs), and the VO representatives have formed 313 Union Council-level Local Support Organisations (LSOs).

All these community institutions are run and led by over 65,000 women community leaders who have been trained by the RSPs in management and leadership skills. The Community Organisations have started their own saving programmes and as of January 2020 the overall cumulative community savings is almost PKR 43 million (about EUR 250,000).

Using a Poverty Scorecard (PSC) methodology, poor members from Community Organisations with a score of 0-23 are offered a development package to start

income generating activities. Each CO member prepares a Micro Investment Plan (MIP) to increase her household income. Based on the MIP, the poor households (with a poverty score of 0-23) are provided with interest free loans from the Community Investment Fund (CIF), which are managed by the Local Support Organisations. The poorest households (with a poverty score of 0-12) are provided with a one-time Income Generating Grant (IGG), managed by the Village Organisations (VO), as well as micro health insurance to protect them from health shocks. Women and men from the poor households (with a poverty score of 0-23) are also provided with technical and vocational skills training to prepare them for employment.

As of January 2020, almost 77,000 households received interest-free loans worth PKR 1,494 million from the CIF and more than 28,567 households received income generating grants worth PKR 428.1 million. Most of the beneficiaries have invested these in livestock purchases and rearing costs (83%) followed by micro enterprises (9%) and purchase of agriculture inputs (8%). More than 952,000 people from about 137,130 poorest households have been registered for micro-health insurance services and over 17,802 women and 2,821 men have been trained in technical and vocational skills. In addition to this, 585 Community Physical Infrastructure schemes (CPI) related to water, sanitation and link roads have been completed by the Village Organisations (VO) with technical support from the RSPs. These benefit around 55,544 households.

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

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



Ms. Ghulam Fatima from NRSP District used a CIF to open a shop

Under the SUCCESS Technical Assistance component, in year three the Government of Sindh approved the Poverty Reduction Strategy (PRS) and the Community Driven Local Development (CDLD) policy. This year, under the CDLD policy, the Government of Sindh extended the Peoples Poverty Reduction Programme (PPRP) to two additional districts. Now, together with SUCCESS, the CDLD component is being implemented in 20 out of 23 districts of Sindh. The Government of Sindh's commitment towards the Poverty Reduction Strategy led to the approval of Rural Growth Centres (RGCs) in Districts Sujawal, Thatta, Tharparkar, Badin and Larkana. During year four, implementation of the first pilot RGC in Chuhar Jamali, District Sujawal started. Around 20,000 people of Chuhar Jamali and approximately 180,000 people of Taluka Shahbandar are intended to benefit from this rural growth centre. The RGC is intended to benefit various sectors including education, health and transport. Consolidation of schools is underway where boys and girls in one school will be housed in separate blocks from primary to secondary levels with added facilities like a science lab, computer lab, library, canteen and playground. The existing rural health centre will also be upgraded into a taluka hospital and the connectivity of roads between villages and the RGC will be improved.

These initiatives also include input from NED University and Indus Hospital.

The Directorate of Urban Policy & Strategic Planning (UPSP), which is the focal department and implementing entity with a central supervisory role for all RGC-related activities, has energetically responded along with support from the SUCCESS Technical Assistance team. Multiple consultative sessions have taken place with the District Administration Sujawal, provincial and district line department officials, elected officials, community representatives and media.

In terms of communication and advocacy, various communication products were developed and a number of events were organised at national, provincial and local levels with communities. The research team has completed several studies to document and disseminate lessons and evidence on the programme interventions as well as their effectiveness and outcomes.

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

SOCIAL MOBILISATION LEADING TO WOMEN EMPOWERMENT

The central idea behind social mobilisation is that people - including traditionally marginalised groups like poor people and women - have an innate potential to help themselves and, if organised, they can better manage their limited resources and create an effective demand for public services. Once people are organised into properly functioning self-governing institutions, the government and other development organisations can use these community institutions as a conduit to provide their supply and services to the poor households.

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

The 2nd External Performance Monitoring (EPM) of SUCCESS Programme conducted during Sept – Oct 2019 confirms that the process of social mobilisation and capacity building was followed as per the guidelines of the Project Implementation Manual (PIM). In general, all members, particularly office bearers, were able to define the need for forming three tiers of Community Institutions. All COs have prepared and utilised Micro Investment Plans (MIPs) to select the beneficiaries of IGG, TVST and CIF. Some of the main tasks performed by VO and LSO members include verifying and taking decisions on the cases of income generation activities i.e. TVST, IGG and CIF, preparing village and UC development plans, and creating linkages with the government departments. In addition, the members of CIs took initiatives like

tree plantation, enrolment drives, registration of Computerized National Identity Cards (CNIC), birth registration, school repairs. and installing hand pumps with the CO savings.

All the VOs and LSOs maintain bank accounts and convene the monthly meetings. The In-Depth Interviews (IDIs) with beneficiaries conducted by EPM confirm that 90% of beneficiaries attended monthly meetings regularly. Similarly, an aggregate 91% of beneficiaries were found to be saving regularly.

The FGDs with CI members indicated that women were enthusiastic about participating in the CI meetings, particularly at VO and LSO levels. One of the main purposes of the CIs stated by the representatives of VOs and LSOs was to create linkages with the government departments. The CIs, particularly at VO and LSO levels, have formed subcommittees for procurement, health, and monitoring to effectively implement the programme activities.

It was noticed that JDC meetings have created space for LSO members to communicate directly with the representatives of the local government and public departments. CIs have developed their linkages with four departments, including Health, Education, Family Planning, and the National Database & Registration Authority (NADRA). Overall, 36% of CIs have developed linkages with the Health Department, followed by Education (29%), Family Planning (25%), and NADRA (11%). The members of JDCs and LSO networks have worked with the government on many issues. For example, the representative of the Health Department in Tando Mohammad Khan expressed that their outreach in vaccination increased due to the efforts of LSO members. Those areas where Lady Health Workers (LHWs) were not working, LSO members have facilitated the Health Department. Similarly, LSO members raised the issue of closed schools with the Education Department. Likewise, in UC Sujawal of District Shahdadkot, latrines for girls' schools were built after CI representatives raised the issue at a JDC meeting. The



RSP Gender Resource Group (GRGs) and BRSP Team visit to Local Support

local government representatives also expressed that RSPs and LSOs assisted in identifying the most deserving areas for the installation of water hand pumps.

The EPM also highlighted some of the challenges faced in social mobilisation. This includes inadequate documentation of community initiatives, and lack of practice of revisiting the Village Development Plans (VDPs) and Union Council Development Plans (UCDPs) prepared in VOs and LSOs after they were developed the first time. Some women are not able to attend regular meeting due to numerous household chores and lack of information about meeting times and venues. According to the Institutional Maturity Index (IMI) Survey Report 2019 conducted by RSPN, in comparison to the previous IMI conducted in 2018, the community institutions have shown significant improvement in their ranking over the last one year. In the 2018 IMI survey, most of the CIs ranked "C"; no institution made it to the A category; and

As of January 2020, **588,627 households** represented by **women** were organised into **29,702 Community Organisation (COs)**, **3,417 Village Organisations (VOs)** and **313 Local Support Organisations (LSOs)**. Around **28,823 COs have started their saving programmes.**

4% of VOs and 2% of COs fell in D category, whereas in the 2019 IMI survey most ranked "B"; 23% of COs, 9% of VOs and 17 % of LSOs made it to "A" category. Similarly, this time none of the community institutions were placed in the lowest "D" category.

Ranking of CIs on IMI	IMI 2019 (n:LSOs=313,VOs=316,COs=317)			IMI 2018 (n:LSOs=30,VOs=60,COs=120)		
	% LSOs	% VOs	% COs	% LSOs	% VOs	% COs
A (over 75%)	17	9	23	0	0	0
B (51% - 75%)	75	83	75	27	25	49
C (26% - 50%)	8	8	2	73	71	49
D (Less than 26%)	0	0	0	0	4	2

EMERGING IMPACT

The social mobilisation efforts of the Rural Support Programmes have been one of the biggest influencers in encouraging women to join the SUCCESS programme. The Women Empowerment Study conducted by Enclude in 2018 mentions that social mobilisation efforts have enabled the community women to communicate and convince their kin and neighbours of the programme’s mandate as well as immediate, short and long-term benefits. Prior to SUCCESS, both men and women in the community were critical of women working as polio workers, lady health workers, and social organisers since they have to visit villages as part of their duty. Now women from these very communities have started engaging in the social, economic and political activities at

their mohalla and village levels. Many women received consent from their menfolk to go out and work with RSPs only after the men realised this was the only way the women could participate in SUCCESS activities and benefit from the programme. Today, social perceptions are gradually becoming more supportive of working women.

On the economic front, the social mobilisation process has been effective in inculcating the importance of generating savings for micro investments. On the policy front, by virtue of coming together and discussing the possible solutions of their problems, the women are becoming more aware of their political surroundings. A significant number of respondents in the Enclude study indicated that in 2018, the women had participated in General Elections for the first time.

KPI	Target	Achievement	%
Total Households Organised	615,863	588,627	95.6
Number of Community Organisations	32,340	29,702	91.8
Number of Women's Village Organisations	3,395	3,417	100.6
Number of Local Support Organisations	316	313	99.1

ADDRESSING POLLUTION THROUGH COMMUNITY INITIATIVES: LSO SATH, LARKANA

Rural poverty in Sindh is deeply rooted in ill health; a main source of disease is the lack of proper sanitation and sewerage systems. In UC Tayab, the drainage lines along the roads and streets had been polluting the area and spreading different diseases like malaria, diarrhoea and various gastrointestinal disorders. In the absence of a functioning waste management system, people disposed of garbage in the drainage lines, causing blockage and accumulation of dirty water in the streets. These collections of sewerage water were breeding grounds for mosquitoes and bacteria. The LSO leaders made special committees in each VO responsible for ensuring the cleaning of drainage lines every month. The committees asked the residents to refrain from throwing household waste in drainage lines. This, however, led to garbage piling up at the roadsides. The LSO leaders then approached the UC Chairman and asked him to make an official request to the municipal authorities at the Taluka level for disposing garbage from roadsides. Now the municipal authorities clean the drainage lines on a monthly basis.

The LSO leaders were also eager to invest in clean and affordable energy for the poorest families in the UC. They learnt that the UC Chairman had funds to set up solar panels for clean electricity for poor families, so they prepared a list of 120 deserving families. Of these, the UC Chairman provided solar panels to 10 families and promised to provide panels to the remaining families when he would receive funds in future. Due to the proactive LSO members from Sath, the villages of UC Tayab are significantly cleaner, leading to a healthier living environment for the villagers.

WOMEN LEADERSHIP IN COMMUNITIES AND PUBLIC PLANNING

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

COMMUNITY MANAGEMENT SKILLS TRAINING (CMST)

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

LEADERSHIP MANAGEMENT SKILLS TRAINING (LMST)

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

TRAININGS OF COMMUNITY RESOURCE PERSONS (CRPS)

The Community Resource Persons (CRPs) are, preferably, women who are literate and active members of their communities. The CRPs can take initiative and mobilise fellow community members to promote community

As of January 2020, a total of **176,278 awareness sessions** have been conducted by the CRPs on critical cross-cutting issues such as **education, health, sanitation, disaster risk reduction, and nutrition** in the eight programme districts.

development as a means to help reduce poverty at the household level. The RSPs and community institutions engage the CRPs to organise communities into COs, carry out routine monitoring of CO meetings, and assist with record keeping and savings schemes. They also deliver awareness sessions to the communities on health, education, sanitation and civic rights using the Community Awareness Toolkit (CAT). This has been specially designed as a means to empower women to use and implement under the SUCCESS programme.

	Target	Achievement	%
Number of Community members trained in CMST.	64,948	57,358	88.3
Number of Community members trained in LMST.	7,449	7,729	103.8
Number of community members trained as Community Resource Persons (CRPs)	3,553	3,575	100.6

EMERGING IMPACT:

In the Community Resource Persons Study published in 2020, it is found that CRPs feel proud of their work because they can serve their communities and help resolve communal, family, and even personal issues. They mentioned the following important benefits of CRPs:

1. The CRPs reported that the morale of community women become high when they see women from amongst themselves working as CRPs..
2. Women's voices have been increased as they are meeting government officials to resolve their development issues.
3. The awareness of community women on mother and child health, family planning, women rights, and citizen rights have drastically increased because of these women CRPs.
4. Community women feel comfortable discussing their issues with women CRPs like domestic problems, resistance in girls' education, etc.
5. Women CRPs have been talking to the Assistant Commissioner (AC), village notables, and male members of communities to advocate for girls' education.
6. CRPs also accompany women CO/VO members to convince parents and families to stop early marriages, and encourage them to have deliveries at health facilities.
7. In Tando Allahyar, CRPs shared that paralegal trainings were important to work on women issues and citizen's rights.
8. The CRPs do conflict resolution at household level like domestic violence, daughter and mother-in-law issues, etc.

FROM BROADER HORIZONS TO TANGIBLE DREAMS: TEHMINA'S CONVICTION

"We have done 50% of the work, we will do the 50% of work left. Most people are difficult to convince. As long as I live, I will work for this cause." Tehmina's eyes shine behind her brilliant smile.

Tehmina lives in the nearby village of Ahmed Khan Lund. She comes to Dad Khan Jarwar every month to attend LSO meetings. She is a member of the Dad Khan Jarwar village organisation (VO) and serves as a Community Resource Person (CRP). Tehmina says that she really enjoys regularly going from village to village on a motorcycle with her male family members, promoting her cause as a CRP. She is also a polio worker and activist in her area.

Her list of many achievements include helping set up savings mechanisms in communities where they were lacking, facilitating the women in accessing micro loans from the CIF managed by the LSO, registering MHI beneficiaries, assisting the poorest households in accessing Income Generating Grants, running village cleanliness campaigns in her own village and neighbouring villages, holding awareness sessions on the importance of and right to education for children and communities at large, and also bringing the benefits of vaccinations to public cognisance. Tehmina is currently pursuing her higher secondary education in pre-medical subjects in a nearby college. Tehmina aims to become a midwife and work at the local People's Primary Healthcare Initiative (PPHI) after training.

"I have personally benefitted a lot from this project; my life has changed. I have learned so much from training sessions conducted by NRSP." Tehmina does not need to be asked, she is full of excitement and praise for the programme she is working on.

ECONOMIC EMPOWERMENT OF WOMEN

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

INCOME GENERATING GRANT (IGG)

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

	Target	Achievement	%
Total IGG sub-grants with LSOs/VOs/COs (PKR)	864,923,194	693,784,603	80.2
Number of households benefiting from IGGs	57,447	28,567	49.7
Total IGG sub-grants disbursed to poor households (PSC 0-23) - (PKR)	693,784,603	428,122,856	61.7

The EPM report 2019 found that, in general, women were satisfied with the package of income generation activities. The selection of beneficiaries was done as per the guidelines of PIM. In general, beneficiaries and members of CIs were clear about the process and terms

In year 4, **PKR 693.7 million** has been disbursed to the village organisations, which is **80% of the target**. After the sub-granting, the village organisations have been able to disburse **PKR 428.2 million as IGGs among 28,567** of the poorest households. The IGG beneficiary households have invested the IGG in livestock (88%) followed by micro enterprises (9%) and agriculture (3%).

Total amount of IGG sub-grants with CIs (Rs. Million)	Target	Achievement	%
NRSP	277	234	84.5%
SRSO	266	222	83.6%
TRDP	322	238	73.8%
Total	865	694	80.2%

and conditions of IGG and CIF. CIs take decisions with the consensus of all members to identify the beneficiaries. The key challenges highlighted by the EPM were that, firstly, the loan size of the CPI and IGG were not large enough to enable small enterprise development, and secondly, households above the PSC cut-off of 23 can also be deserving of the loans/grants and are sometimes excluded.

KONJA LIFTS HER FAMILY HIGH, TOWARDS SUCCESS

Konja is from village Bilawal Khoso in Union Council Old Saeedabad, District Matiari. In 2016, her household was identified as ultra-poor with a poverty score of just 7. Before the SUCCESS Programme arrived, her husband was the only breadwinner. He used to earn just PKR 100 per day which was not enough to feed 9 children. Most of the time they ate one meal a day, and the family was malnourished. But luckily in 2016 when Konja’s household was organised into the local community organisation, she received an Income Generating Grant of PKR 15,000. With this she bought two goats which have increased to four. She feeds her children the goats’ milk so the family’s nutrition has also improved. She plans to sell two of her male goats to buy two female goats so that she can have more goats for income generation. Thanks to the training she received through the community awareness toolkit sessions, Konja now has a better understanding of the importance of education, nutrition and family planning. Her children are also now enrolled in school so that they can have a better life.

EMERGING IMPACT:

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

COMMUNITY INVESTMENT FUND (CIF)

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

As of January 2020, the implementing RSPs have sub-granted CIF loans worth Rs. 1,502 million, to 312 LSOs and 174 VOs. A total of 76,948 against a target 107,000 CO member households have taken CIF loans. 82.4% of the beneficiaries invested CIF loans in livestock, 9.7% in

small village level enterprises, and 7.9% in agriculture inputs.

Total amount of IGG sub-grants with CIs (Rs. Million)	Target	Achievement	%
NRSP	484	484	100.0%
SRSO	585	650	111.1%
TRDP	384	368	95.8%
Total	1,453	1,502	103.4%



	Target	Achievement	%
Total CIF with LSOs/VOs (PKR)	1,452,984,680	1,501,909,826	103.4
CIF disbursed to poor households by (VOs/LSOs) (PKR)	1,501,909,826	1,494,428,303	99.5
Number of households benefiting from CIF	107,000	76,948	71.9

The 2nd EPM report also gives useful insights about the workings of the CIF. All RSPs were successful in launching the CIF programme with CIs. Of the IGG and CIF users, 65% invested in livestock rearing, 26% invested in small scale businesses including small grocery shops at their dwellings and in streets, 7% in tailoring while 2% did not utilize the amount for an economic activity. Some of the CI women members invested the CIF in purchasing crop seed and fertiliser for agricultural activities; alternatively, they would have had to borrow money from moneylenders or increase the share of the crop for landlords. 51% of CIF & IGG beneficiaries reported an income increase, while 49% had not yet started earning, mainly because they did not sell the livestock purchased from CIF and IGG grants, increasing livestock

and assets for emergency use. A challenge that CIF faces is a need to expedite the CIF disbursement to the households to achieve the targets of recycling loans so that LSOs gain sufficient experience of management of CIF and generate resources which are important for the sustainability of these institutions.

EMERGING IMPACT

The Mid Term Review survey report reflects that income increases at the household levels represent a significant contribution to both income generation and poverty reduction. The findings regarding the CIF is represented in the following table:

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

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

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

TECHNICAL AND VOCATIONAL SKILLS TRAININGS (TVST)

The purpose of the Technical and Vocational Skills Trainings (TVST) is to design and implement demand driven training programmes that provide open access to the labour market and enhance income generating opportunities for the poor women and men, with regards to employment. As of January 2020, the implementing RSPs have sub-granted CIF loans worth Rs. 1,502 million, to 312 LSOs and 174 VOs. A total of 76,948 against a target 107,000 CO member households have taken CIF loans. 82.4% of the beneficiaries invested CIF loans in livestock, 9.7% in small village level enterprises, and 7.9% in agriculture inputs.

As of January 2020, a total of **20,623 beneficiaries** (86% women and 14% men), have been trained in **technical and vocational skills**.

THE RIPPLE EFFECTS OF ECONOMIC EMPOWERMENT: REKHA'S FORESIGHT

Rekha is a 33 year old mother of 6 from village Patel Lemo Kolhi, Dad Khan Jarwar, District Tando Allahyar. She and her husband Bheemo belong to a poor household. During a Micro Investment Plan (MIP) activity, Rekha and Bheemo told the NRSP staff that they hoped to open a grocery shop in the village. As there was a lack of such establishments in the village, this was a good business opportunity. Rekha received a CIF of PKR 15,000 from LSO-Dad Khan Jarwar on monthly instalments of PKR 1,250 for a year.

Rekha and Bheemo used the CIF to open a grocery store. Their daily earning reached PKR 400 to PKR 500, and PKR 12,000 to PKR 15,000 monthly. The shop which they had started a year ago on the CIF amount PKR 15,000 had now expanded to a worth of PKR 50,000.

Their four children, three daughters and a son, have started attending the government school regularly in a nearby village (Mubeen Burfat). Their children had previously gone to school by walking two kilometres. Rekha and Bheemo decided to purchase a second-hand bike from the saving of their shop; now, the children have regular school attendance as Bheemo often takes them to the school on their bike. The household's strengthened economic condition has resulted in positive outcomes for the children's education as well.

The beneficiaries opted for training in 37 types of technical and vocational skills: 16 of the trades focusing on garments, 6 on crop and livestock development, 4 on food processing, 3 on electronics, and 2 each in the beauty industry and computer-, automobile- and construction-related skills. Of the 59 skills, 25 types of training were selected only by women, 9 by men only, and 25 by both women and men.

	Target	Achievement	%
NRSP	36,500	8,448	23.1
SRSO	23,983	4,515	18.8
TRDP	14,666	7,660	52.2
TOTAL	75,149	20,623	27.4

The trainings can be clustered under 6 main categories: garments, beauty industry, hospitality & food industry, IT, automobile & light engineering, crop and livestock development, and construction as illustrated in the figure.

The EPM report found that the RSPs had achieved only 15% of the total targets. The data collected from the individual beneficiaries of TVST during IDIs in four districts indicated that 36% of TVST beneficiaries received training in handicraft, 33% in tailoring, 21% in driving, and 5% each in motor mechanics and poultry farming. Male members of the family received the training on driving and motor mechanics. Of those who received the TVST, 64% started a new income generation activity, 13% were already in the same income generation activity while 23% of beneficiaries were not working due to financial constraints. RSPs took initiatives to develop linkages of beneficiaries with the market and facilitated platforms for showcasing their work (local Melas and exhibitions in Karachi, Lahore and Islamabad).

The challenges highlighted by the EPM include the limited trades identified for training of communities, the lack of financial support (linkages with CIF and IGG), and training given to graduates for enterprise development.

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

EMERGING IMPACT

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

It is observed that most women enrol in the training for familiar skills like sewing and tailoring; they can immediately apply them within the home and, if possible, to generate an income. Some beneficiaries are aware of the market linkages and are keen to share their skills with those who are unable to participate in the TVST trainings for whatever reason.

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

The MTR had recommended to redesign the TVST component. Based on the recommendations of the SUCCESS MTR, the TVST component is being redesigned with the following changes:

1. The number of beneficiaries has been revised from 108,000 to 46,041 in order to focus on high quality training and longer duration training;
2. Equal number of women and men will be targeted as beneficiaries. As women have low literacy levels and face serious mobility and time constraints, it is challenging to find training courses that could effectively involve these poor, rural women. Hence, in the redesigning phase, more men from the poorest households, i.e. relatives of the women CO members, will be involved in the TVST programme to improve household incomes.
3. The selection of participants should be based on market demand. A market assessment survey by third party firms is added to assess market demand.

A Memorandum of Cooperation will be signed with potential employers prior to the training and a post training linkages support will be provided to the TVST trainees to get wage employment.

4. As wage employment opportunities are limited, for self-employment a micro enterprise component is added where trainees who opt to start self-employment will be provided with financial capital through the CIF, IGG or enterprise grant added in the revision as start-up capital.
5. A female adult literacy component is also added in the revision of the TVST component of SUCCESS. Women beneficiaries of TVST who need basic literacy and numeracy skills will be linked to the adult literacy centres wherever possible, keeping in view the location of the centres.



SMALL TOWN, BIG DREAMS: SAPNA'S STORY

Fresh faced and wide-eyed, 17-year-old Sapna proudly displayed colourful dupattas and kameezes that she embroidered on a charpai at home in the rural village of Hala in District Matiari. She earns about PKR 5,000 a month from selling her creations, while a year back she did not bring in any contribution to her poverty-stricken family. "I used to be really shy, I still am at times but now I have more confidence as I know I am contributing something to my family," she relates.

Handicrafts are a major source of livelihood and a majority of the rural women working from home contribute 50 per cent to the overall family income. However, a lack of access to raw material, poor credit, lack of exposure and contacts, and absent marketing networks have placed the handicraft industry in a less thriving position.

Recently, Sapna's mother needed an emergency surgery; the family would have needed a loan if it had not been for Sapna's financial contributions. Previously, Sapna's mother would try to teach her the art of Makkay - a traditional Sindhi embroidery and embellishment pattern. Under her mother's tutelage, Sapna was an unpaid novice. Since she received a 45-day Technical and Vocational Skills Training (TVST), she has honed her skills and developed a greater confidence. This training was given to 20 young women and girls in her community under the European Union-funded SUCCESS programme. The training was not only a safe space to connect with other women in a deeper way but even after the training, the women meet regularly to discuss new designs.

MICRO HEALTH INSURANCE (MHI)

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

As of January 2020, more than **952,000 people** have been insured for coverage of hospitalisation costs. So far **12,503 patients** have been treated and a total of **PKR 178.9 million** in claims have been paid.

Most of the cases treated under the MHI include pregnancy or deliveries, and ailments such as hepatitis, stones, ulcers, abdomen pains, diarrhoea, and malaria etc.

EMERGING IMPACT

The MHI cards, where used, are found to have immense benefits. The availability of MHI cards has encouraged communities to access qualified doctors and rely less on quacks available nearby. Also, those who used cards 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. In more than 60 per cent of the cases, MHI cards have been used in gynaecology-related cases such as deliveries and more than 30 per cent in the cases of serious viral infections like diarrhoea in children. Here are few examples:

Asma Bibi, aged 25, is a mother of six children and resident of UC Dabhoo, village Mohammad Khan,

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

COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)

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

As of January 2020, a total of **1,445 CPI projects** have been initiated and 585 of these are completed. According to an estimate, a total of **55,544 households** are benefitting from the completed CPI projects.

The following graph shows the distribution of the completed CPI schemes with respect to their type:

Total amount of IGG sub-grants with CIs (Rs. Million)	Target	Achievement	%
Number of CPIs initiated	2,094	1,445	69.0
Number of beneficiary households of initiated CPIs	136,998	149,749	109.3
Number of CPIs completed	1,690	585	34.6
Number of households benefiting from completed CPIs	51,002	55,544	108.9

Cost of completed CPIs (PKR)	Target	Achievement	%
NRSP	301,000,000	115,274,000	38.3
SRSO	237,600,000	87,561,863	36.9
TRDP	136,500,000	44,071,019	32.3
Total	675,100,000	246,906,882	36.6

According to the 2nd EPM report, CPIs were prioritised and selected by RSPs in consultation with the target beneficiaries, based on situation analysis, vigorous consultations, focus group discussions, and prioritisation of the needs of communities. The completion period of CPIs by RSPs ranged between 25 to 600 days, with an average period of 243 days. The large variation in the construction period may have occurred because the risks and challenges were not foreseen at the planning stage of CPIs, which may be taken into account for the remaining CPIs.

In addition to the observations given above, the general observations recorded during the field visits to sample CPIs are given below:

- The CPIs selected for verification existed and fulfilled the requirements of construction, except for a few issues. CPIs were providing benefits equally to all villagers without discrimination.
- The project digests contained all the basic information about the schemes and were properly documented with a correct sequence.
- TRDP included plain cement concrete pitching on both sides of brick pavements, which offer

pavements more durability. Other RSPs may adopt this good practice.

- For brick pavements, SRSO followed a proper method and the brick lane on the sides of the carriage way were fixed vertically in order to get firm support on the sides, which will result in increasing the life of the project.
- In the case of SRSO, the pavement/road work was mostly contracted out at the rate of per running foot, which was not recommended. Cash payments to vendors should be avoided.
- TRDP adopted the method of rehabilitating redundant old drinking water schemes in tehsil Thano Bula Khan. This is a good practice to enhance coordination and a low-cost solution for water provision.
- NRSP and SRSO adopted the method of providing hand pumps with lead, which is the best possible low-cost solution for the provision of drinking water in those villages where the ground water is brackish.
- In the case of drinking water schemes, post installation water quality of all the visited boreholes

was carried out. The water quality record is available with the RSP and the community as well.

- In the case of NRSP and TRDP, the major payments greater than/or equal to PKR 20,000 were made to the vendors through demand drafts. CRPs, engineers, signatories of the VO bank account, and supporting men were involved in the payments to vendors, thereby enhancing the element of accountability.
- Comprehensive gender segregated demographic data of the beneficiary settlement was included in the proposal, along with the details of 0-23 and 24-100 poverty score card ranking households.
- It was observed that the management and field staff of RSPs were well oriented on PIM and followed the guidelines properly. CPI needs of community were prioritised.
- The inspected CPIs were included in their relevant Union Council Development Plans (UCDPs). The list of 84% CPIs was discussed in Taluka JDCs and 56% in district JDCs. In order to implement the approved CPIs, the project and audit committees were formed and recorded at all visited locations.
- At all 25 CPIs visited, the VOs had operational bank accounts and VDPs were prepared and recorded in the VO register. The CPIs implemented were included in the VDPs while the information about priority needs of other villages represented by the same VO was not included.
- At 76% of locations, CO/VO members were aware of the responsibilities of the project committee members and 48% of members had knowledge of the responsibilities of the audit committee and its members.

EMERGING IMPACT

The MTR survey shows that around 20% respondents mentioned improved connectivity with other nearby communities as they can easily commute within the village and UC due to link roads and improved streets, etc. There was also variation in responses, because of

the different types of CPI schemes. Women actively take part in CPI schemes' 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 mainly because they were able to complete infrastructure projects (paved roads, hand pumps and sewerage lines were a few mentioned by our respondents) – typically the domain of men - on their own.

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

COMMUNITY BENEFITS FROM IMPROVED INFRASTRUCTURE

“Our men were struggling to achieve road works with the concerned public line departments for two decades. We faced many problems because of the roads, e.g. our funeral proceedings were impacted, seasonal torrents created problems, and our children had difficulties going to school. When the village women were able to get this scheme for the village, the villagers' gender perceptions of women's participation in development transformed,” narrates Malookan, President of CO Dharti, Village Barecha in District Dadu. “CPI has reduced our mobility constraints, and has given us the power to decide and act. It has also increased men's confidence in the women's abilities,” said Malookan with pride.

TECHNICAL ASSISTANCE (TA) COMPONENT OF SUCCESS

The Technical Assistance (TA) component of the SUCCESS program, contracted to Ernst & Young (EY) is mandated to assist the Government of Sindh (GoS) in developing, implementing, institutionalising and monitoring a poverty reduction strategy for urban and rural Sindh, with a dedicated policy and budget framework and a specific focus on a community-driven local development (CDLD) policy. The Poverty Reduction Strategy (PRS) was developed during 2016-17, and approved and adopted by the GoS Cabinet in October 2018.

The TA Team is now assisting the GoS with implementation of the PRS. During Year Four of the SUCCESS program, the TA Team continued to provide active support to the GoS for kick-starting pilot initiatives in targeted districts. Much of the focus to date has been on providing assistance to the Directorate of Urban Policy and Strategy Planning (UPSP or Urban Directorate), which is responsible for implementation of both Strategy 2 (Addressing Urban Poverty) and Strategy 3 (Rural Growth Centres). The Team is also providing assistance with support work-streams of the Roadmap for PRS implementation, such as financial planning/budgeting, monitoring and evaluation (M&E) and further policy development, and updated the Roadmap in collaboration with the Planning and Development Department (P&D) in late 2019. The Team has also furthered work on Strategy 2 (Addressing Urban Poverty) and supported the Government's People's Poverty Reduction Program (PPRP) with its ongoing implementation of Strategy 1 (CDLD).

Notable achievements during the year included approval by the Chief Minister of the site for the first pilot rural growth centre (RGC) under Strategy 3, at Chuhar Jamali in Sujawal. Preparations for implementation at Chuhar Jamali are now at an advanced stage. In July 2019, Larkana was also added to the list of districts approved for potential development as pilot RGCs.

The others include Thatta, Tharparkar, and Badin as well as Sujawal. Exploratory and research work in preparation for RGC implementation in Tharparkar has also been carried out. The Government has formally adopted the concept of Rural Hubs/Growth Centres as a tool for poverty reduction and development planning in the rural areas. With its concept of consolidation to ensure improved service delivery and facilities, and active interventions aimed to result in enterprise development and economic growth, the Strategy has appealed to the Government of Sindh as a new approach to address poverty and as a framework for overall development policy and planning.

During 2019 the P&D, assisted by the TA Team, held two significant high-level meetings on SUCCESS and PRS progress. A PRS Dissemination Seminar was held on 24 October, 2019, chaired by the Chief Secretary and attended by the EU Ambassador and Secretaries of line departments, with the aim of bringing together all initiatives in tackling poverty under the common framework of the PRS. A meeting of the Strategy & Policy Dialogue Committee (SPDC) was held on 3 December, 2019, to review the SUCCESS and PRS progress to date. The meeting was chaired by the Chairperson P&D. The EUD officials highlighted changes being considered for the second half duration of SUCCESS, following the mid-term review (MTR) carried out during 2018/19.

IMPLEMENTATION OF STRATEGY 1 OF THE PRS

The implementation of Strategy 1 of the PRS is primarily being implemented through the Sindh Government's People's Poverty Reduction Program (PPRP). Strategy 1 covers:

1. Expansion of the PPRP to remaining rural districts of Sindh and selected peri-urban districts of Karachi and Hyderabad,

2. Institutionalisation of the CDLD policy through selected line departments.

The PPRP programme focuses on providing assistance to poor communities to target and engage in opportunities for generating increase in incomes and improved living conditions using a CDLD approach. Currently, a total of eighteen districts of Sindh are covered by either the PPRP or SUCCESS programs. P&D has approved 5990.976 million for the PPRP expansion program to be executed in two distinctive phases - Part 1 for the rural districts of Ghotki and Sukkur and Part 2 for rural districts Naushehro Firoze and Benazirabad) and selected peri-urban districts (three for Karachi, and Hyderabad). The Part 1 expansion to Sukkur and Ghotki has been approved. Part 2 design aspects are currently being considered.

The TA Team continues to liaise with PPRP regarding program design and implementation, and advising on the development of capacity of PPRP's program management unit and monitoring oversight. The PPRP is moving towards development of the baseline for Part 1 of the expansion program, to be implemented by the Bureau of Statistics (BOS). This will identify the current status of poverty statistics for the relevant districts. The TA team will be providing assistance to the BoS in baseline efforts, as part of its M&E work-stream. The TA Team also assisted the PPRP with development of a draft Terms of Reference (ToRs) for the Mid Term Review (MTR) of PPRP's existing six district program, to assess progress of poverty reduction, and CDLD outputs and outcomes.

The TA team and PPRP have also agreed to operationalize the CDLD by initially piloting it with selected line departments. The choice of pilot line departments is currently under discussion with PPRP.

IMPLEMENTATION OF STRATEGY 2 OF THE PRS

Strategy 2 is about targeting opportunities for enterprise development, up-skilling and employment. Similar businesses that use similar inputs or produce similar outputs may be developed as urban economic clusters



(UECs), where they can take advantage of a co-operative focus and locational opportunity to share a common compound, or common resources or markets.

The TA team in close coordination with the Urban Directorate organized a consultation workshop on enterprise clusters to review the opportunities to use this approach to tackle urban poverty in Sindh, and is maintaining liaison with experts in this area. The TA team participated in the 'Regional Industrial Cluster Policy Dialogue' organized by Mehran University of Engineering, Jamshoro. The dialogue was attended by experts from all over Pakistan and aimed at contributing to Sindh's First Regional Industrial Cluster Policy 2020.

A research paper has been subsequently developed by the TA team on enterprise development, SMEs and UECs. Preparation included exploratory research including looking at existing market examples of current co-operatives.

IMPLEMENTATION OF STRATEGY 3 OF THE PRS

A key focus of the TA Team's efforts during the year has been on the development of the first pilot RGC at Chuhar Jamali in Sujawal. The Draft PC-1 for the Program Implementation Unit (PIU) for Chuhar Jamali has been approved and will be listed in the 2020-21 Provincial Development Annual Programmes (PSDP), with an allocation of PKR 4 billion for the RGC program.

Working in close collaboration with the Urban Directorate, the TA Team during Year Four achieved:

- Preparation of statistical district profiles, with key data on poverty and socio-economic characteristics. The Team has completed the background district data analysis for all 29 districts of Sindh, which has been published as a province-wide statistical document.
- Provision of technical assistance to the Urban Directorate with Sujawal district consultation. Open meetings were organized with district administration, line department officials, elected officials, RSP and community representatives, and media. The Director-General of the Urban Directorate, as the representative of the Government, responded to issues raised by participants. Options for an RGC pilot location were discussed, and community representatives gave their views on the needs of villages and communities in the area.
- Provision of technical assistance to the Urban Directorate with feasibility assessments and gap analysis of infrastructure and services. A multi-sector field survey team of district line department officials (Health, Education, Roads, PHED) was established to carry out the analysis. As a result of the assessments and infrastructure gap analysis, the officials of line departments at the field level (Education, Roads, Health & P&HE) together with the Urban Directorate, prepared their respective sectoral PC-Is for new/upgraded facilities.
- Exploratory scoping work on potential RGC development for District Tharparkur, which included visits to Diplo, Mithi, Islamkot, Nagarparkar, Chachro, Dahli, and Chore along with Umerkot. A Stakeholders' Consultative Workshop at Mithi, Tharparkur was conducted in August 2019 at DC Office, to discuss potential locations for pilot RGCs. Research on water resources and further GIS mapping of clusters and population densities was also carried out. A summary report on Tharparkur was subsequently provided to P&D, recommending the provision of service hubs, rather than the full expectations of the RGC concept, because of

the limitations of Tharparkur's economic growth possibilities and water resources.

The EU Delegation, accompanied by the TA Team and the DG and staff of the Urban Directorate, visited Chuhar Jamali in December, 2019 (and again in March, 2020) to get a first-hand view of the site and the context of the poverty reduction strategy being implemented therein.

ASSISTANCE TO GOS WITH SUPPORT WORKSTREAMS FOR IMPLEMENTATION OF THE PRS ROADMAP

M&E Framework for the PRS

The Government of Sindh had notified a Technical Working Group for the development of the PRS M&E framework and the TA Team carried out initial delivery of training in July 2019 for participants from P&D, Urban Directorate, PPRP, the Government of Sindh' M&E Cell, BoS, the SDGs Unit and sector line departments.

Later, a sub technical working group was also notified by P&D. The TA team has worked on the preparation of a seminar training program on M&E for the TWG and sub-group. This consists of four modules including preparation of baseline, development of performance indicators, monitoring and reporting, and evaluation of results. The TA Team is preparing guidelines/manuals to accompany each module. The first workshop has been delivered, focusing on baseline development, with a recap on the M&E framework, and coaching on performance indicators. The TA Team prepared an outline of information and data required for the baseline for Chuhar Jamali and the data sources were tested at the training workshop.

The TA team through the sub technical working group is also working with the Bureau of Statistics (BoS) on the preparation of the baseline for Chuhar Jamali, as well as the baseline for PPRP's expansion program.

PFM Framework for the PRS

During late 2019, the TA team carried out a comprehensive analysis of pro-poor expenditure across GoS departments relevant to the PRS. This analysis

was an update of the analysis first undertaken by the TA Team during 2017 as part of the work for the development of the PRS.

The TA Team has started work with PPRP on the improvements recommended for financial monitoring and reporting requirements for the overall program management, and worked with P&D and Finance Department to develop a policy note on the PRS as a

core development agenda, to be included as a key policy action in the Budget Strategy Paper 2020-23.

In November 2019, the TA team started working with the Urban Directorate on a further detailed costing of RGCs, particularly for the infrastructural developments required for Chuhar Jamali, for finalization of the Budget for 2020/21.

DEVELOPMENTS FOR CHUHAR JAMALI RURAL GROWTH CENTRE PILOT IN SUJAWAL

The implementation of the RGC pilot at Chuhar Jamali in Sujawal will directly impact approximately 20,000 people of Chuhar Jamali and around 180,000 people of Taluka Shahbandar of Sujawal district. The rural hub will create economic opportunities for the surrounding villages and communities at large.

EDUCATION

There are 39 Schools in Chuhar Jamali, of which 37 are Primary Schools. Out of those, 28 Schools are one-room Schools. The Education Department has separate responsibilities for boys' primary education to boys' secondary and similarly for girls.

With Urban Directorate and SUCCESS TA Team collaboration, and assistance from NED University Department of Architecture, a plan and design emerged to locate a consolidated school at the current site of the 5,000-plus square yard Boys High School, intended for both boys and girls education from primary to secondary level. Such a model could be replicated in all Union Councils across the Sindh province. The PC-1 on education is currently at P&D for approval.

HEALTH

Under the PRS implementation process the Rural Health Centre of Chuhar Jamali, currently operated by a non-government organization Medical Emergency Resilience Foundation MERF, will be upgraded to a Taluka Hospital.

ROADS

The proposal on rehabilitation of the existing roads

and the connectivity of roads at the pilot RGC Chuhar Jamali from surrounding villages i.e. Jati, Chach Jahan Khan, Shah Aqiq, Ladioun, Qadir Dino Shah, has been submitted to P&D.

WATER & SANITATION

In the area of Shah Bundar, piped water supply is uncommon and the only reliable sources of water are hand pumps, wells and ponds. In the coastal sub districts, only 10 percent of the people have access to water supply from within their village and the quality of water, being mostly brackish, is a major issue in the area. There is no sewerage network available in the rural areas and most houses are devoid of latrine facilities. Solid waste is also usually dumped in and near the settlements.

The PC-1 for Public Health and Engineering (PHE) was initially prepared with collaboration between the TA Team and the line department at the field level at Chuhar Jamali, Sujawal, as well as in consultation with the Urban Directorate. The document is at P&D for approval.

ECONOMIC ACTIVITY AT CHUHAR JAMALI

There are 800 shops and 12 industries in and around Chuhar Jamali, including rice mills. The main crops in the area are rice, sugarcane, sunflower, tomatoes, green chillies, and other vegetables. The TA Team has consulted with rice mill owners and other businesses during the gap analysis exercise because the private sector will play a significant role in the installation of commercial facilities at the RGC.

EVIDENCE DRIVEN APPROACH TO SUCCESS

The key studies carried out during the year 2019-2020 included:

Perspectives and Evidence on Poverty Graduation (RSPs Annual Strategy Retreat 2019): This document is a collection of learnings from the RSPs Annual Strategy Retreat organised by the Rural Support Programmes Network (RSPN) in September 2019 that elicited presentations on seven projects from Pakistan, two from neighbouring countries and a randomised control trial of poverty graduation in six countries of Africa, Asia (including Pakistan) and Latin America. The Pakistan projects included countrywide initiatives as well as projects in Khyber Pakhtunkhwa (KP), Punjab and Sindh.

Institutional Maturity Index Report 2019-20: The study covers 239 randomly selected community institutions, proving to be an important tool for both introspection and laying the groundwork for ensuring institutional development and sustainability of the community institutions. The IMI Study 2019 gave the following recommendations:

- The results of the study should be shared and discussed with the Social Mobilisation Teams and repeated at the CI level by RSP staff and CI leaders for self-improvement across all CIs under SUCCESS.
- The district M&E officer needs to make this a regular part of their monthly monitoring plans and give regular feedback to the SMTs for course correction.
- Most of the areas that need attention are linked and will be improved with CMST and LMST trainings; the quality of the record keeping needs improvement.
- A mechanism of regular two-way flow of information between CO/VO/LSO and feedback is important.
- For sustainability, it is important that an agenda item related to institutional development should be added to all the LSO meetings.

The 2nd External Performance Monitoring Mission:

The 2nd EPM Mission concluded that the initial period of the SUCCESS programme was critical as Implementing

Partners (IPs) were engaged in developing strategy, manuals, networking, approvals, and establishing the implementing system. During the following years, the programme activities gained momentum. The social mobilisation component was very successful in sensitising Government of Sindh to mobilise the rural communities. As a result, the SUCCESS programme was instrumental in developing strong human capital in the targeted districts.

Tracking Micro Changes in the Lives of the Poor: This is a longitudinal study that presents the findings from 20 households across treatment villages of Dad Khan Jarwar and Masoo Bozdar, the research union councils in Tando Allahyar, Sindh. The data used in this report has been collected over five waves, twice in 2017, twice in 2018, and once in 2019.

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

DEVELOPING A KNOWLEDGE BASE

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

MANAGEMENT INFORMATION SYSTEM

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

ADVOCACY AND COMMUNICATION

In order to highlight the work done by the communities and the RSPs with the support of the EU, RSPN arranges workshops, learning visits, conferences, produces publications and documentaries, in close coordination with the media. Publications include SUCCESS Newsletter (a bi-annual publication that features key achievements, 8 issues have been published thus far); Outreach (a quarterly publication that focuses on the overall Social Mobilisation progress of RSPs, 44 issues have been published thus far); LSO Initiatives (case studies of LSOs on their own self-help initiatives, 53 issues have been published thus far); and Echoes of SUCCESS (human interest stories narrating the experiences of beneficiaries and the implementing team).

32 newspaper articles produced during the last three years (8 in 2018, 8 in 2019, and 16 in 2020). The articles were published in major English, Urdu and Sindhi dailies such as Daily Times, The News, Sindh Express, Nawa-i-Waqt, and Balochistan Time. The themes of the articles ranged from women empowerment, local governance, legal empowerment, girls' education, and rural

entrepreneurship to political identity and success stories covering the sustainability efforts of rural beneficiaries. In the third reporting year, a 13-episode radio magazine programme was produced in Sindhi that comprised various segments like reports, success stories, people's views, feedback from field staff, and expert interviews. The programme was aired on seven selected FM radio stations from 23 July to 7 September 2018.

A music video was produced in early 2018 for the SUCCESS Sindhi jingle. The music video was aired on eight local Sindhi cable networks, spread over 15 days in December 2018 and January 2019.

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

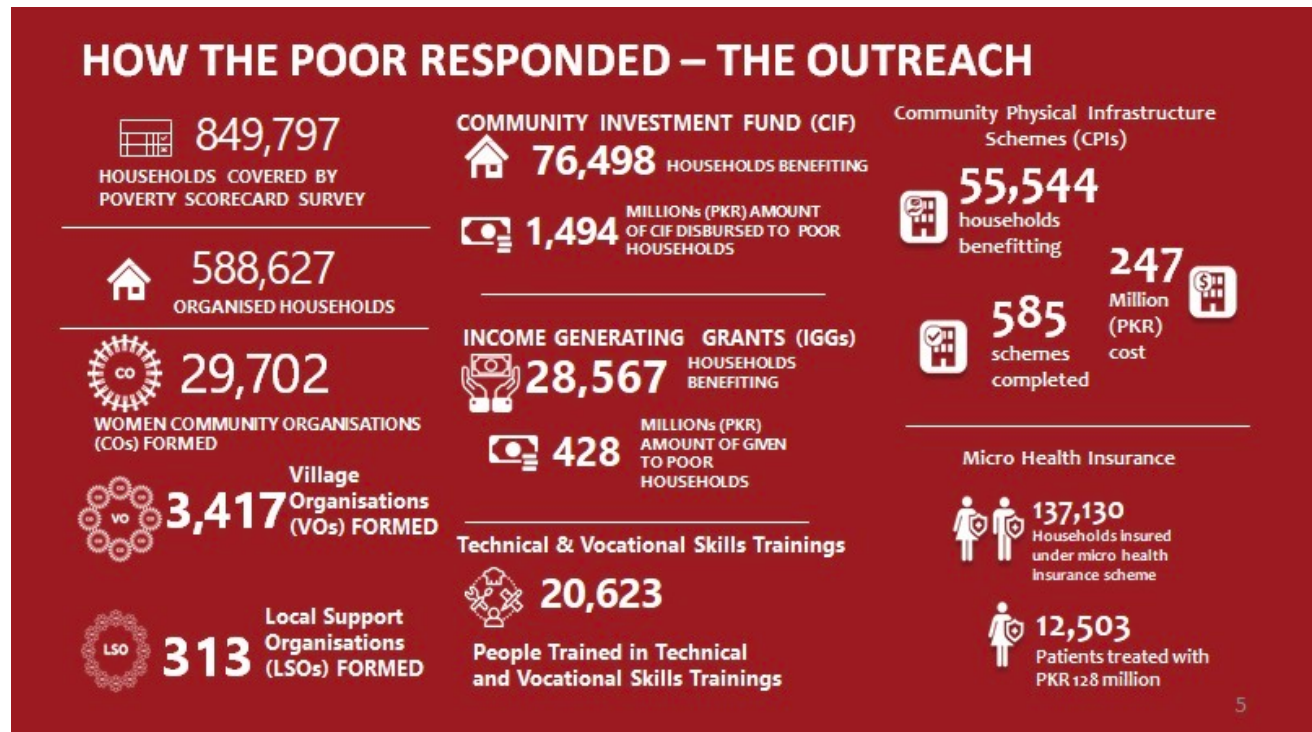
WAY FORWARD

In its fifth year, the SUCCESS Programme has been achieving its targets in stride, gaining momentum from the accomplishments of past years. This year, the Programme has moved past many issues that had previously impeded its implementation, like lack of Community Institutions' (CIs) bank accounts and low usage of Micro Health Insurance. The design of the Technical and Vocational Skills Training component has also been revamped to make it more market driven and linked with other interventions of the programme for greater impact, along with the introduction of an Adult Literacy component. In the coming years, efforts will not only be concentrated on the achievement of targets across programme components, but there will also be an added focus on documenting and disseminating learnings from the monumental SUCCESS Programme, funded by the EU.

Along with programme implementation, there has been an increased focus on the sustainability of its objectives. Incorporating the lessons learned via the Institutional Maturity Index Study 2019 and the study conducted

about the Community Resource Persons, strategies are being put in place to strengthen the leadership of community institutions and to facilitate activists to continue working in the communities as change agents long after the Programme has completed. As the role of the Community Investment Fund (CIF) is vital for making the CIs financially viable in the long run, more efforts are being placed on the increased rotation of the CIF loans within CIs, so that adequate financial resources are generated for the CI's long term functioning and increasing its reach to more households. The role of JDCs continues to be of high importance for bridging the gap between the communities and policymakers, supported by the implementation of the CDLD policy of government of Sindh and implementation of the Rural Growth Centres supported by the Technical Assistance Component of SUCCESS. The EU through the SUCCESS Programme and its Implementing Partners has been seeking deeper and stronger partnerships with the Government of Sindh, at multiple levels, aiming for long-lasting impacts of the Programme.

SUCCESS AS OF JANUARY 2020



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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Sindh Union Council and Community Economic Strengthening Support Programme

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