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Study on the Linkages formed under the SUCCESS Programme by LSOs through Self-initiatives, RSPs, Public and Private Partnership

Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme



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Website: www.rspn.org

Website: www.success.org.pk

Facebook: www.facebook.com/successprogramme

Twitter: @SUCCESSinSindh

Author:

Tahira Tarique, Monitoring and Evaluation Officer, SUCCESS Programme, RSPN

Reviewed by:

Fazal Ali Khan, Programme Manager SUCCESS Programme, RSPN



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Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme

**Linkages Fostered by LSOs through Self-initiatives,
RSPs, Public and Private Partnership
(December 2021)**



RURAL SUPPORT PROGRAMMES NETWORK

A company set up under section 42 of the Companies Act, 2017

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Abbreviations and Acronyms

AC	Assistant Commissioner
ADP	Annual Development Plan
CBK	Community Book-Keeper
CDD	Community Driven Development
CI	Community Institution
CNIC	Computerised National Identity Card
CO	Community Organisation
CPI	Community Physical Infrastructure
DC	Deputy Commissioner
DDC	District Development Committee
FGD	Focus Group Discussion
GoS	Government of Sindh
IDI	In-Depth Interview
IMI	Institutional Maturity Index
JDC	Joint Development Committee
KII	Key Informant Interview
LSO	Local Support Organisation
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NADRA	National Database and Registration Authority
NRSP	National Rural Support Programme
PPE	Personal Protection Equipment
PPRP	People's Poverty Reduction Programme

RSPs	Rural Support Programmes
RSPN	Rural Support Programmes Network
SRSO	Sindh Rural Support Organization
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
TRDP	Thardeep Rural Development Programme
UC	Union Council
UCDP	Union Council Development Plan
VO	Village Organisation
YDP	Young Development Professional

Abstract

One of the major aspects for the sustainability of the Local Support Organisations (LSOs) is associated with their strong linkages with the public and private stakeholders in ensuring access to the development services and supplies for the local communities. This study aims to assess the extent of linkages created by the LSOs with the development stakeholders, document the enabling factors and challenges faced by the members in fostering linkages under the European Union (EU)-funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme. While the Programme focuses on reducing poverty at household level by providing financial and technical assistance to the target poor and poorest communities, it endeavours to build the social capital and provide capacity building support and exposure to women members of LSOs to access the local public services.

This study also captures the perspective of the members of Joint Development Committees (JDCs), including representative of LSOs, government line departments and implementing RSP Managers to have a deeper understanding of the linkages processes, factors that contribute in its success and the issues associated in the current and post Programme duration. The study finds that JDC is one of the major contributors in fostering successful linkages with the government line departments and elected representatives. Not only does it link the community women with the development stakeholders but it also gives them recognition and boosts their self-esteem. Partnership which serves both the parties evidences an effective collaboration which is expected to sustain beyond the Programme duration. However, it cannot be achieved in cases when organised leaders are themselves not dedicated or committed to work for the betterment. Grabbing opportunities and making the most of them is the key leadership quality which delivers result-oriented efforts. While the behaviour of the authorities influences the availability of public services to the local people, the education level of the LSO representatives at JDC and distance of the LSOs to the district headquarter is found to have an impact on it as well. Nonetheless, fostering linkages to undertake development work in partnership with the local communities comes up with several challenges including the JDC sustainability after the SUCCESS Programme, limited authority of the government line departments on the budgetary requirement, and the lack of capacity and motivation of the LSO members for the linkage creation without the involvement of the RSPs.

Key words: Linkages, Community Driven Development (CDD), rural development, government line departments, development organisations, sustainability

Introduction and Background

The European Union (EU) funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) together with the Government of Sindh (GoS) funded People's Poverty Reduction Programme (PPRP) is the largest women-led Community-driven Development (CDD) in Pakistan. With the financial assistance from the EU, SUCCESS Programme is also assisting the Government of Sindh to formulate and implement Province-wide Poverty Reduction Strategy and

Community Driven Local Development Policy. The Programme aims to improve the living conditions of rural population through their active participation in the development process and building social capital to improve their socio-economic conditions for income generating and capacity building activities. To ensure the Programme sustainability, SUCCESS also supports the community institutions to create linkages with the government line departments and local elected representatives and other development organisations in the SUCCESS Programme districts.

Implemented by the National Rural Support Programme (NRSP), Sindh Rural Support Organization (SRSO) and Thardeep Rural Development Programme (TRDP) with the technical assistance provided by the Rural Support Programmes Network (RSPN), SUCCESS targets its interventions on the poor and the poorest households with an aim to impact poverty at household on a large scale. Following the three-tiered social mobilisation approach to CDD, RSPs provide technical and financial assistance to the community institutions for institutional building. At the first tier, rural households are identified and organised into Community Organisation (COs) at the neighbourhood level. At the second level, these COs are federated into Village Organisations (VOs) at the village level and at the last level, VOs are federated into Local Support Organisations (LSOs) at the Union Council (UC) level.

While each institution is responsible to do the need identification and plan development initiatives in their allocated geographical areas, channelling those needs and demands to the relevant authorities is one of the prime roles and responsibilities of each LSO representatives and leaders. Fostering linkages with the public and private institutions, donors, and other development organisations and mobilising resources to support the Community Institutions (CIs) and their sustainability is another major key function of the LSOs. They facilitate service delivery to the poor efficiently and advocate the cause of community development. While in the Union Council Development Plan (UCDP) LSO identifies the development priorities and manages its activities at the UC level, it also identifies the 'budget share' source for particular activities. Some of this budget share comes from external stakeholders and not from Programme budget; therefore, LSO strives to foster linkages with other development stakeholders.

Joint Development Committee (JDC), set up in the SUCCESS Programme at district and Taluka level, is an initiative to establish synergies between the LSOs and the government line departments and development organisations working in the target locations. Convened bi-annually and chaired by the Deputy Commissioner at district level and Assistant Commissioner at Taluka level, JDCs ultimately aim to incorporate the union council level development plans into Annual Development Plans (ADPs) of the government by offering a platform to the community members and relevant authorities to share their demands and resources for implementation and monitoring of the development plans.

During the JDC meetings, LSO representatives present their development plans with other members of the committee including the local government, representatives of local elected members from the area and the members of development organisations; and in the response, the members of the committee channel their services and resources to the development needs

presented by the community institutions. Similarly, RSPs representatives present the activities and interventions being taken under the SUCCESS Programme to the members and this way RSPs complement the development work initiatives by the local government. Moreover, government representatives are also expected to share the district development plans including the budgetary allocations and required processes with the community institutions to enable them to manoeuvre their plans in line with the local government resources and priorities.

As of December 2020, 41 JDCs have been notified by the Deputy and Assistant Commissioners at their respective districts and talukas and 97 meeting against the target of 181 (54%) have been convened. As a result of the global pandemic outbreak and the subsequent lockdown nationwide, there was a long hiatus in the JDC meetings which affected the progress. The traditional processes of the local government to convening meetings in persons, doing manual work on papers and not using technology at the workplace did not allow the RSPs to arrange these meeting online in order to avoid the risk of virus transmission during the pandemic. Therefore, a limited number of meetings was convened during the COVID-19 pandemic.

Approach and Methodology

To study the extent of linkages made by the LSOs with the development stakeholders and the challenges they come across during this process, a mixed method approach was adopted in this study. The quantitative data was gathered during the third round of the Institutional Maturity Index (IMI) survey about the activities undertaken by the LSOs in collaboration with several development stakeholders including the government line departments, elected representatives, civil society organisations, philanthropists or village *waderaas*¹. The sample of the LSOs for the IMI survey covered 313 LSOs; therefore, the development activities data was collected from these LSOs by the RSPs M&E Officers and RSPN Young Development Professionals (YDPs) which was being monitored by the RSPs and RSPN M&E sections.

This report is the supplementary feature of the IMI 2021 qualitative analysis in order to assess the effectiveness of linkages with respect to its benefits to community, benefits to stakeholders and its likely contribution to sustainability; and to explore the enabling factors and role of each stakeholder in successful linkages and challenges for effective linkages. The method includes desk review and primary data collection from the SUCCESS Programme districts. The desk review contains review of a) research study on the JDCs conducted by RSPN SUCCESS Team² as the study highlights systemic challenges in effective functioning of the JDCs and b) the existing publications of SUCCESS including the LSO initiative series, annual key performance indicators report and other communication products developed around the topic. While most of these publications highlight the integral work undertaken by these LSOs, the difficulties, challenges, and failures are seldom reported.

¹ It is a term mainly used for the feudal lords in Sindh province of Pakistan.

² Cheema, A.R; Mehmood, A. and F.A. Khan. *Challenges to citizen-driven local governance: Lessons from Pakistan*. RSPN Working Paper, 2019.

The primary data was collected through Focus Group Discussions (FGDs), In-Depth Interviews (IDIs) and Key Informant Interviews (KIIs) with the respondents of the study. The FGDs were undertaken with the LSOs members, IDIs with the LSO leaders who are also the members of JDCs and KIIs were conducted with the RSPs' Managers and government line department representatives in the JDCs. There were 16 discussions carried out with the LSO members (two FGDs per district) by using the purposive sampling. For this, one best performing LSO and one least performing LSO in terms of linkage creation were chosen from each Programme district. This classification was done by using the last IMI data to identify the LSOs on the basis of number of resolutions passed or approved by the government line department or elected representatives. Since the previous IMI study contained the data collected by 2019, LSO initiatives were also reviewed to select the better sampling. The data is used to do a comparative analysis of the best ranked and lowest ranked LSO.

For KIIs, 7 interviews³ with the District Managers of implementing RSPs, 3 with RSPs' Programme Managers (PMs), and 8 with the government line departments (one per district) were conducted. The government representatives were selected on the basis of number of resolutions submitted to the concerned department. In addition to this, 8 LSO representatives in the JDCs were also interviewed for the linkages study. The convenience sampling was used to identify the LSOs representatives to the JDC meetings. Those LSOs which were visited for the FGDs, their leaders were interviewed to gather their insight on the JDC mechanisms, its effectiveness and overall results.

RSPN team was responsible to collect data from the field and through Zoom calls with the RSPs staff during the months from January to May 2021. Secondary data from the Programme publication and internal monitoring data was also studied in depth to support the findings. The analysis of primary data was done using the thematic analysis method.

Key Findings and Discussion

This section reflects the consolidated findings gathered in the study through focus group discussion, in-depth interviews and key informant interviews. It presents the LSO functioning mechanism and the process of need identification, followed by the development activities undertaken in collaboration with the public and private stakeholders. In addition to this, it discusses the enabling factors of better linkages along with the challenges and at the end, the report presents some recommendations and the way forward to ensure the post Programme sustainability.

Objective of the LSO Formation and Its Functioning

To capture the view of the LSO members about the objective of the LSO formation, respondents of the focus group discussions were asked to share their opinion and weather the LSO functioning

³ Each SUCCESS district has one District Manager (DM) except for Matiari and Tando Allahyar where one DM serves both the districts.

serves to those objectives. Almost in every FGD, participants stated that the LSO is the representatives of the organised households at the neighbourhood level through which the members identify, plan and implement the development initiatives. The members were organised to reduce poverty in their villages by working together and executing sustainable solutions. While the members shared the SUCCESS Programme activities being implemented through the community institutions, most of the active leaders shared that one of the prime objectives of LSOs is to foster linkages with other organisations, monitor and extend the support to the VOs and COs.

The respondents further shared that the members of general body convene meeting after three months, whereas executive body holds the monthly meeting. A respondent from the FGD with the LSO members shared, **“There is a meeting for the General Body and for the Executive Body. The General Body gets together every third month, whereas the Executive Body conducts its meeting every month. In the General Body meeting, all of us gather and get to know about the [development] work in our respective villages and plan to implement the identified issues. We make people responsible to do various tasks and discuss the progress in the upcoming meeting”**. Most of the executive members are also the LSO representatives to the JDC meeting. While the frequency and date of the meetings are fixed beforehand, members meet together on ad hoc basis as well to discuss the issue or current opportunities available to them. In few of the low performing LSOs in linkage creation as per the initial assessment, they had delayed their regular meetings and members were not quite vocal about the Programme activities which they had undertaken in their respective COs and VOs. While discussing the meeting protocols, respondents in all the sample LSOs shared that they discuss the local issues of their areas in the meetings. Each LSO has developed its development plan at the onset of the SUCCESS Programme after its formation and in each plan, the potential collaborators are identified. On timely basis, these plans are updated and it is one of the duties of the LSO leaders to approach the identified collaborators to strive in bringing those services or resources in their areas. There are many ways through which LSO members collaborate with other stakeholders: through exposure visits, advocacy workshops, individual meetings and JDC platform. LSO member collectively prioritise the identified issues and then the leaders mobilise the stakeholders for the resources.

Knowledge and Perception about the Development Stakeholders

To assess the members’ knowledge about different government line departments, office locations and their roles and duties, respondents of the FGDs were asked whether they were aware that which department is responsible to deliver what kind of services to the people. To which, mostly all the respondents had knowledge about the government line departments and their working. Not only did they share the information verbally, but some of them had also pasted or hanged such information on their offices’ walls for other members to get acquainted. Almost in all the visited LSOs, some kind of activities were undertaken in collaboration with the government departments; therefore, it was not surprising to observe that the LSO members had a commendable knowledge about the government departments and the designated officials. Talking about the knowledge of the elected representatives of their areas, not all LSOs were equipped with the information of the elected representatives.

Moreover, the respondents of the FGDs had mixed responses about their perception on the importance of creating linkages with other departments. While most of the sample LSOs had adequate trusts on the government line departments as they had undertaken some initiatives in collaborations with them, the rest of the LSOs shared that they are not contended with the performance of the line departments and despite their repeated meetings with them, they had seen no effective results. Furthermore, those LSOs who had developed some links with the elected representatives shared that it is crucial to foster linkages with them. A member remarked during the FGD,

“It is important to communicate our needs to the relevant government officials through meetings. Wherever we sense that our rights are being denied or infringed upon, we make sure to communicate them with the government officials. We have developed good linkages with the UC Chairman and got the help and supplies for the people affected by the flood. During the pandemic, we distributed lakhs worth of wheat and supplies to the needy families by collaborating with the government and elected members.”

However, the rest of the sample LSOs revealed that although the candidates are seen visiting households and promising several development initiatives before the election, they disappear when they win the elections. For these LSO members, linkages creation with these elected representatives are of no use. **“We only get to see them when they come around for their campaigns, begging for votes. After they win the election, they disappear. They do not care if we die or what”**, remarked a member during the FGD.

In addition to this, while the LSO members acknowledged that links with the non-profit organisations are fruitful for the community, they perceive that the linkage formation should be initiated by the non-profit organisations themselves or by the RSPs.

[Collaborative Activities Undertaken with the Development Stakeholders](#)

Tables 1, 2 and 3 depict the number of activities undertaken by the LSOs in collaboration with the government, non-government and private stakeholders. This data was gathered during the yearly Institutional Maturity Index Survey of 2021 under the SUCCESS Programme. The reported numbers in the tables are the consolidated initiatives taken by 313 LSOs in the Programme area; however, the qualitative discussions were arranged with the 16 LSOs in the Linkages Study to gather deeper understanding of the processes taken for the linkages creation. The detail of the development activities is annexed district wise.

Table 1 reflects the number of initiatives taken in collaboration with the government line departments and elected representatives of the target location along with the number of households benefited. It is evident from the study that community leaders fostered linkages to access goods and services with the government line departments and elected members mainly through the platform of JDCs, advocacy workshops and exposure visits to the government offices. Local Support Organisations initiatives include civic registration such as birth, marriage, death, disability

and Computerised National Identity Card (CNIC) by accessing NADRA van or other conveyance facility provided by the elected representatives to benefit their community members.

The LSO leaders also organised multiple health camps with the Health Department to provide services and awareness about family planning, birth spacing, COVID-19 crisis, polio eradication and routine immunisation. Many community members including the community institutions' representatives, leaders and Community Resource Persons (CRPs) have joined the Local Health Department to work for the polio campaign with respect to its awareness and services for its eradication. These community women were taken on board by the health department, who were provided training and remuneration as well, to ensure the coverage of children by using the Programme data available with the CIs. In addition to this, the LSO leaders engaged the Livestock Department not only for the vaccination but also for the resource mobilisation of distributing livestock among the community members. Similar to that of immunisation process, LSO leaders gather the household members with their livestock at one place where the livestock vaccinator administer the vaccines to the livestock. Additionally, LSO leaders have also mobilised to construct small community infrastructure mostly in collaboration with the elected representatives. Through the platform of JDC and meetings with RSPs representatives, community leaders learned about the infrastructure budget with the elected officials and mobilised them to construct small schemes in their areas. With respect to the education services, community leaders participated in several campaign for sensitising parents to get their out of school children admitted in the schools. Through the JDC platform, they got several schools renovated, opened the already closed schools and ensured the proper attendance of the school teachers.

In addition to this, LSOs leaders assisted the government departments in undertaking various social support activities or involved the elected representatives to provide support in social events. For example, for the registration of poorest community to avail the benefits of COVID-19 relief package, LSO members not only facilitated the government in identifying the needy households but also assisted the non-literate members to get themselves registered using the cell phones. While narrating an incident in the Jamshoro district, women community members mentioned that most of the deserving households were marked ineligible by the government volunteers working under the Ehsaas Programme⁴, it was the LSO leaders who got these mistakes rectified with the volunteers and further assisted their deserving household to get themselves registered. As a result, those households which were previously found ineligible by the volunteers, who did not do the fair assessment, were registered and got benefited by the Programme services. Similarly, cash support for affected families, disaster relief, COVID-19 relief and Benazir Income Support Programme (BISP) survey facilitation are few other activities. While discussing the social support during the COVID-19 ordeal, a LSO member shared,

“Nobody had anything to eat properly [during the COVID-19 crisis] and as soon as we got to know that the government is giving relief in trucks full of rations, we called each other's up and immediately went to the personnel. We met up with the [local] Chairman and

⁴ It is a social safety programme launched by the Government of Pakistan with a mandate to alleviate poverty.

talked to him about giving the needy and poor the rations he had for the Corona relief. We got rations for around forty households and distributed to the neediest. A fellow LSO member fell and hurt herself during this process when visiting the Ombudsman but that did not stop us even in the lockdown. We continued meeting up with the Chairman for these rations.”

Moreover, with support of the local elected representatives, community leaders also took initiatives in stopping child marriages and forced marriages and further assisted poor household financially to cover the expense of the marriages. Distribution of various items including sewing machines, ration bags during the lockdown, solar lights, clothes and other items was undertaken by community leaders. In collaboration with the government and elected representatives, LSO members initiated several cleanliness campaigns and planted trees in the area after receiving rooted plants and seeds for free of cost by the Local Forest Department.

Table 1: Number of development activities implemented by the LSOs with the government line departments and elected representatives.

Linkages with the Government Line Departments & Elected Representatives			
Activities	No. of initiatives	No. of LSOs	Households benefited
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	318	150	175,098
Health Camps (Immunisation, Family Planning, COVID-19)	164	101	60,539
Livestock (Distribution and Vaccination)	26	25	12,545
Small CPIs (Hand Pumps, Toilets)	67	50	19,544
Education (Schools’ Opening, Renovation, Enrolment)	33	30	18,052
Social Support (Resource mobilisation for marriages, stopping forced marriages)	17	16	8,962
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	159	87	32,275
Cleanliness Campaign and Tree Plantation	4	4	1,891

Table 2 shows the activities undertaken with the development organisations particularly with the non-profit organisations along with the number of households benefited from these initiatives. The activities included distribution of various products under the nutrition component, organising health camps for the family planning, immunisation and awareness raising for the COVID-19 crisis, distribution and vaccination of livestock, constructing small community physical infrastructure, providing social support to the needy or deserving households and distribution of various items containing sewing machine, ration, solar lights, and clothes. These development organisations such as Ali Hassan Mangi Trust, Research and Development Foundation (RDF), HANDS, Jamila Begum Foundation, Hidayat Trust, Insan Welfare Organisation, Sindhuwas Foundation, Sindh Agricultural Forestry Workers and Coordinating Organisation (SAFWCO), Jafaria Disaster Cell (JDC) and many more are the ones which bring the development projects to the areas. In most of the cases, these development organisations approached the LSO leaders

through another organisation or through village *waderaas*/land lord or influential people who refer them to the LSO leaders. One of the LSO leaders narrated during the FGD,

“Our [LSO] office is the entry gate to the several development initiatives in our village. Had it not been for the LSO office, we would not have been able to convene meetings with the development organisations. Whenever a development project comes in our village, stakeholders approach us because we are organised, working for the development in the area and people know about the work we do. These organisations do not have to separately approach the households; through us they have access to hundreds of households.”

Table 2: Number of development activities implemented by the LSOs with the development organisations

Linkages with the Development Organisations			
Activities	No. of initiatives	No of LSOs	Households benefited
Nutrition (Seeds, Kitchen Gardening, Poultry)	15	14	1,181
Health Camps (Immunisation, Family Planning, COVID-19)	32	25	30,042
Livestock (Distribution and Vaccination)	8	8	2,059
Small CPIs (Hand Pumps, Toilets)	22	18	7,836
Social Support	7	7	580
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	17	13	2,818

Table 3 depicts the social support activities conducted with the influential, *waderaas*/land lords and philanthropist of the village along with the number of households benefited from these initiatives. As a result of the global pandemic outbreak, Sindh province was at the top to have the highest number of COVID-19 positive cases in the country. The subsequent nation-wide lockdown made it harder for the rural communities to make their ends meet, particularly those households who relied on daily wage labour for their bread and butter. To tackle these severe crisis, LSO leaders collaborated with the influential of their area and mobilised resources including the Personal Protection Equipment (PPE) to save the communities in fight against the deadly virus of COVID-19 along with the distribution of various items including the ration bag for the poorest households. Not only did they distribute tangible resources, but also organised awareness sessions to inform the communities about the lethal virus and how to protect themselves against it long before the time when no vaccine was introduced. Moreover, they raised awareness about family planning, birth spacing, immunisation and environment protection. Cleanliness campaign and tree plantation were also carried out through self-help basis.

Similar to the activities undertaken in collaboration with the government line departments and elected representatives, LSO leaders carried out several activities with the help of village influential and philanthropist to promote school education. Campaigns to raise awareness on the importance of education and ensuing that out of school children get enrolled in the schools are few important initiatives taken by the LSO members. Through the FGD, it was fascinating to learn that

during the pandemic lockdown when schools were closed and children had no access to the internet in the rural areas, in some areas, LSO leaders had taken the initiative to involve the educated member of the organised households to provide home-tuition to the children in return of a minimal tuition fee. Such initiative was appreciated by the parents, who were contented with their children receiving education and doing productive things instead of wasting their time, as well as the teachers were satisfied to make the best use of their time by providing education to the young children and getting monetary support in return.

“Because of the Corona, the education of children had suffered. Children in the city could study at private schools or online but the ones in the village cannot do that. As a result, they spent whole days playing in the street or wandering around. For this issue, we identified educated community women sitting at homes to provide these children tuitions. There were educated girls in almost every neighbourhood and the parents were willing to pay them for the sake of their children’s education and betterment. These women also used to spend whole day by sitting at home. So we suggested them if they can take some time out to teach children of the community, then it would be for her own benefit as well as for the children’s and community’s benefit” (Focus group discussion with the LSO members).

In addition to this, social support activities including financial assistance provided to the households for emergencies, relief and marriage events along with the support to stop the forced and early marriages was also ensured. LSO leaders successfully constructed latrines for the poor households which lack this basic facility due to financial restrain.

Table 3: -Number of development activities implemented by the LSOs with Philanthropists/ Waderaas/ Influential through Self-Help Basis

Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis			
Activities	No. of initiatives	No. of LSOs	Households benefited
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	29	25	10,692
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	38	31	4,063
Cleanliness Campaign and Tree Plantation	97	90	34,443
Nutrition (seed or wheat distribution)	4	4	690
Schools Campaigns and Enrolment	74	67	25,477
Social Support	46	35	6,500
Latrine Construction	-		83,941

Enabling Factors in Fostering Linkages

Joint Development Committee

Joint Development Committee plays a vital role in enabling LSOs to foster strong linkages with the development organisations particularly with the government line departments. It gives community a recognition and boosts their self-esteem to be sitting in the same room where high officials sit and discuss the development issues of their areas. While sitting alongside the Deputy Commissioner or Assistant Commissioner in the meetings, their fear and hesitation to face the government officials diminishes. Not only does the JDC make them prepare and present themselves well, but it also builds their confidence to interact with other officials outside of the Joint Development Committee. The study undertaken by the RSPN on the JDC mechanism complements this finding that the setting up of JDCs has led to ‘a symbolic empowerment to rural communities’ enabling them to sit alongside the district bureaucracy (RSPN 2019)⁵.

One of the recommendations by the External Performance Monitoring Mission guided RSPs to arrange exposure visits of the LSOs representatives to the government line departments which, in this study, is found to be conducive to educate them about the functioning and working mechanism of the line departments. From the discussions with the LSO members, it was inferred that those members who are either a part of the JDC or who have had exposure visits to the line departments, are more up-to-date about the government line departments working. Despite the fact that these LSO representatives share the information with rest of members, those who have physically interacted and attended a meeting with the government officials are found to be confident and well-informed about the details of the line departments.

The effectiveness of JDC can also be assessed by the proposal of the LSO members to make NADRA representatives a part of the committee. While discussing the area of improvements in the JDC mechanism during one of the FGDs, members shared that it would be effective to invite NADRA officials in the meeting where community members could easily interact with them and share their concerns regarding registration of CNIC, birth and deaths. This is the regular activity undertaken by the LSO members in SUCCESS Programme; therefore, after observing the effectiveness of coordination through the JDC platform, they recommended that those departments which they mostly interact it outside of JDC as well, must be in the committee to facilitate their process of collaborating with them during the meeting.

While talking about the importance of the JDC for the community, one of the RSPs’ Programme Managers stated, **“If I have to re-design the SUCCESS Programme, I will include the JDC activities again. It does not matter what I name this platform, the core idea of this forum**

⁵ Rural Support Programmes Network (RSPN) (2019). Challenges to citizen-driven local governance: Lessons from Pakistan. Available at <https://success.org.pk/wp-content/uploads/2020/05/Working-Paper-Challenges-to-citizen-driven-local-governance-Lessons-from-Pakistan.pdf>. Accessed on 4 November 2021.

needs to be there". Continuing his statement, he further stated that the presence of JDC is ensured on the ground level; however, on policy level, some changes are required including making JDCs an official forum notified by the Provincial Chief Secretary and bounding JDC representatives from the government line departments to share their development plans with LSOs. In his words, he stated,

“If the JDC is not officially notified by the Chief Secretary and the community institutions are not officially recognised to present their needs at the Joint Development Committee, then the issue of its sustainability prevails and it may not be effective. If the JDC becomes official, then the departments will be bound to respond to us [RSPs]. To make this effective, Government of Sindh should change the rule of business.”

Incentive Driven Partnership

Contrary to the popular belief that the government departments are ineffective in delivering the public services, the interviews with the line departments revealed that some departments are target oriented and needed to complete their tasks within a stipulated time, for example, vaccinators from veterinary and health department. These particular departments have strong inclination to develop a partnership with the community institutions to assist them in organising households with livestock for the vaccinations. This sort of partnership, which serve incentives to both the parties, is the significant one and a win-win situation for both the community and development departments.

“My job is to supply preventive vaccines to the livestock. I have to organise vaccination drives biannually because this is the area that I have to cover. Since our department lacks human resource so if community women assist me to do so in an organised way, my target is easily achieved. This is a collective issue and it has a two-way benefit. Through this partnership, we come to know of the sick animals present in the community and community members know that there are doctors to treat them” (Key informant interview with the government line department from Livestock).

Moreover, the major stumbling block for the government is the lack of operational resources (for example, transportation for the vaccinators), yet another issue is availability of data and research; this is where the community institutions complement and supplement them. Particularly, with the global outbreak of COVID-19, community institutions supported the government with the Poverty Scorecard data in all SUCCESS Programme district to enable them identify the poor households and reach to them for social support. Moreover, community leaders have done an impeccable job in assisting the government teams sent to facilitate the rural members to register for the grant provided under the Ehsaas Emergency Cash Grant Programme, to meticulously identify and register the deserving households.

“We even helped our people fill out forms for the Ehsaas Programme for the LSO record. We assisted them to get themselves registered by sending text messages. Some government

teams came to our village and refused few households to be eligible for the Ehsaas Programme compensation but we told them that those households are poorer as per our [poverty score] data and we got them registered. Eventually, those HHs received the Programme money” (Focus group discussion with the LSO members).

The RSPs have signed Memorandum of Understandings (MoUs) with various government line departments for collaboration in service delivery through the LSOs. This is an effective initiative to formalise the collaborations with the line departments at the local level. It is a good example of serving the interest of both the parties. For example, Forest Department provides rooted saplings to the community and they grow plants in their villages; Veterinary and Health Department provide the Vaccinator to the community members and they gather the members or livestock for the vaccine. Similarly, Education Department will ensure the presence and punctuality of teachers while community members enlist the out of school children to get them enrolled in the schools. However, the validity of these MoUs is currently for the SUCCESS Programme period and needs to continue post SUCCESS Programme so that community institutions may continue receiving benefits from the line departments as a result of the endeavours made by the RSPs. While the respondents of the Linkages Study shared a positive outlook of the partnership formalised through the memorandum of understanding, this is an improvement in the partnership between RSPs, government line departments and LSOs as the working paper published in 2019 revealed that such collaboration had resulted in one-off activities which did not engaged the community institutions as stated in the shared objective (RSPN, 2019).

Members’ Dedication and Commitment

Collaborating with other organisation for the development work requires perseverance, determination and endurance, particularly with those organisations or government departments which has less incentive to work for the community development due to lack of accountability and transparent mechanism. Therefore, members’ repeated follow-ups and continuous struggle is susceptible of strong linkage creation. It is evident from the study findings that those LSO members which have undertaken several activities in collaboration with other organisation shared that it is the end result of multiple follow-ups, repeated meetings and continuous reminder to the concerned authorities. In instances where LSO members do not try to follow-up with the authorities and trust them to deliver their commitment to the community mostly end up getting disappointed. The key informant interview with a RSP’s Manager reinforced this finding,

“Consistency is a key to success. If someone is doing less but is consistent, it will have a remarkable result. On the contrary, if someone does a commendable job for, let’s say, three months but then stop performing, then the result will not be very effective.”

In addition to this, it was also observed that the most of the LSOs with good linkages are also active in undertaking other Programme activities and non-Programme activities through the self-help initiatives. Not only have they maintained data but they have also hanged/pasted the list of government buildings with their respective contact details for the members to get acquainted and

have an easy access to information. While having an updated list of government office building containing basic information is encouraged in the Programme, not all the LSO members follow this practice. As per the data gathered in the third round of the IMI survey, 70% of the LSOs have such record available in their offices; however, 65% of the data was found in the 'good' quality. While conducting the FGDs with the LSO members in the Linkages Study, it was observed that members with better linkages know the details of development stakeholders by heart and shared the processes of development activities undertaken in collaboration with them as well.

Grabbing Opportunities and Making the Most of the Programme

While the Programme provides equal level of support and mobilisation related capacity building, those who fathom the importance of working for the sustainability are the ones to grab better opportunities and making the most of the Programme interventions. Activist workshops, where local government officials, elected representatives, officials of other development organisations working in the area and leaders of the community institutions are invited, is a Programme activity and a platform for the advocacy and dissemination of Programme activities and achievements of the community institutions. Several government and non-government stakeholders attend this workshop which enables the community women to do networking with them. **“When the JDC was not even formed the LSO members already started working on their linkages in activists’ workshops”** (Key informant interview with the RSP’s Manager). Not only does it allow them to interact with the stakeholders, but it also instils new ideas into them by learning from other LSO leaders about the kind of work they do in their respective LSOs.

Moreover, ensuring participation of other stakeholders in the monthly meeting of the LSOs indicates a promising partnership in terms of conducting development activities in collaboration. The active LSO leaders, though not obliged in the Programme, share the schedule of their monthly meeting with the government line departments to extend an invitation to participate in the monthly meetings of the LSOs. This invitation does not necessarily always bring them the guests in their meeting; however, in few instances, some government line departments participated in their meetings and got themselves acquainted with the LSO development work in detail in their respective union council. It kick-started the practical collaborative work with the official and community institutions. The respondent from the FGD with the LSO members shared,

“They [RSPs] provided us the opportunity to meet with the government people and visit the government offices; now we should ourselves make the effort of going. RSPs are not going to take us by grabbing our finger to these places. It is our responsibility now to keep working with them and develop good linkages for the betterment of our society.”

Education, Distance and Date of Formation

Education of LSO members is another factor which is found to be an enabling factor mentioned by the RSPs personnel during the KIIs. In those LSOs where the leaders are better educated, they

are susceptible of fostering better linkages with the government and non-government organisations. A respondent from the KII shares,

“Education is an important factor for the LSOs having stronger linkages. The women leaders, who are educated, can speak confidentiality and put forward their demands to higher authorities, while those who lack higher education are not so confident which result in weaker linkages in their respective LSOs”.

The quantitative data collected regarding the education level of each participant during the FGD in the Linkages Study also reinforces this finding. As per the sampling of the Study where one LSO with stronger and one LSO with weaker linkages was selected in each district, it was inferred that in five out of eight districts, formers had at least one member with a bachelor’s or master’s degree. Whereas, in the other two districts while the highest level of education was matriculation and intermediate, the LSOs with weaker linkages had more members with no-education in their respective institution. In one district i.e. Matiari, however, the weaker fostered LSO had a member with the highest bachelor’s degree, the number of members with no-education was more in the weaker LSO as compared to the stronger one in Matiari.

Distance or the location of the LSO office is another factor which is found to have a significant influence on the links created with the development organisations which are mostly based in the main cities of the target districts. Not only does it provide them an edge to approach public and private authorities, but it also enables the LSO members to frequently visit the RSPs offices, even in ad hoc basis too, to attend different kinds of training, meetings and gatherings with outside partners as well. They are more likely to visit the development organisation offices along with the RSPs staff as well, as compared to the LSO representatives which are situated farther away. Higher cost of travel from far off villages to the government and RSP offices is another obstacle due to non-availability of public transportation. Moreover, RSPs social mobilisation teams tend to undertake multiple visits to the community institutions closer to their main offices; they, sometimes, prefer to take any visitor including government, private or no-for profit to the nearby institutions to save them some time. The visitors coming from outside of RSPs sometimes share impeccable remarks or feedback with the community institutions which provide further guidance to them in terms of doing development work in a refined manner or in a way which could grab the attention of the development organisations. Therefore, distance being an uncontrollable variable leaves an immense impact on the working of the LSO members to work in collaboration with other organisations. A member of the LSO during the focus group discussion shares,

“We learn the way visitors ask us the questions regarding development work in our area and how we implement it here. We learn from them that how they question us and try to ask the similar questions to the government officials to hold them accountable.”

The formation date of the LSOs indicates a direct influence on the linkages creation particularly in relation with the JDC. In the sample of the Linkages Study, five out of eight district had LSOs with stronger linkages formed before the LSOs with weaker linkages. During the FGDs, it was

evident that those LSOs which have not undertaken many activities in collaboration with the government line departments shared that their representatives have hardly attended one or two JDC meetings. As the JDC meetings are scheduled bi-annually and a long hiatus during the global pandemic, the late formed LSOs did not get much opportunity to participate in the linkage creation activities. Similarly, lesser exposure visits to the government departments and participation in the advocacy workshops are few of the programme activities which relatively newly formed LSOs had lesser opportunities to grab from.

Authorities Behaviour

Good behaviour of the government officials is one of the major enabling factors shared by the respondents of each category i.e. FGDs, KIIs and IDIs. Apart from partnership drawn through the incentives which drives authorities to work with the community institutions, not everyone has a supporting attitude towards the community institutions. Some officials are either keen on doing social work activities or they have goodwill gestures towards the community which facilitates the community women to collaborate with them. Moreover, the collaboration of RSPs with the authorities shape the promising behaviour of officials towards the community member. Tando Muhammad Khan, for example, is the Programme district with one of the maximum involvements by the Deputy Commissioner in the Programme activities. While gathering the data from the Kambar Shahdaskot, it was revealed that the current Deputy Commissioner is the former Assistant Commissioner from Kambar Shahdaskot, who was oriented about the SUCCESS Programme when he was serving in the district. His exposure to the Programme was fruitful in extending his support in the Tando Muhammad Khan district as well. The rapport built by the RSPs facilitated the community women in receiving supportive behaviour by the department officials. During the KII, one of the RSP's Manager stated,

“The behaviour of the government officials varies from person to person. It does not depend on the whole department like sometimes you get welcoming members but sometimes there are some discouraging members of the staff. I have worked with the government officials for almost 7 years, and I have realised that the individuals in the government department matter. We (RSPs) have made efforts to change the attitudes of many officials to be friendly towards the community.”

Challenges and Barriers

The scope of the linkages study focuses on capturing the challenges or barriers local support organisations face in developing and maintaining substantial linkages with the public, private and not for profit stakeholders. The methodology designed in the study aimed to do a comparative analysis of the LSOs with strong linkages with that of the weak ones. The findings of the study reveal that weaker linkages are the result of roadblocks persistent within the community institutions members and at the side of the development stakeholders.

One of the key challenges lies on the administrative and programmatic functioning of LSO members where some of the LSOs focused immensely in achieving the targets of major components of the Programme without having time to focus on the need of fostering linkages with other stakeholders. These LSOs did commendable jobs in disbursing IGG/CIF and mobilising communities about the Programme interventions; however, they were less inclined to fathom the need of collaboration and coordination with the organisations outside of their target areas. The working paper on the JDC mechanism calls this functioning as ‘winning battles to lose war’ revealing that all the efforts are put in chasing the targets of the Programme activities and limiting the work on the sustainability component (RSPN, 2019).

In addition to this, it was interesting to find that in few LSOs, Community Book Keepers (CBKs) coordinate with the departments and do all the collaboration; therefore, no direct contact with the departments has been built by the members which puts them being in the disadvantage. As of now, these LSOs appear to have undertaken many activities in collaboration with other development organisations; however, the followed process will not give them an added advantage in terms of ensuring sustainability for their LSOs. Moreover, it was further observed that in some LSOs there is a lesser coordination between the executive body and general body. While members from the executive body are in coordination with the development stakeholders, they are mainly updated with the issues or needs of their areas which are usually discussed in the meetings with the departments. As a result, all development activities and initiatives are undertaken in those areas while depriving others from the public or private services.

From the discussions with the LSO members, it was gauged that good linkages require time commitment by the LSO leaders or representatives. In those LSOs, where mostly LSOs members belong to the poor households, members are struggling to make their ends meet. They spend more time in doing labor work on the fields and hardly have any time left to travel to the city to conduct meetings with other departments. For them, the opportunity cost of undertaking a meeting with a private or public department is a one-day wage; therefore, in those LSOs where majority of the members belong to the lower band of the poverty scorecard tend to focus more on programme activities than to create linkages with external organisations.

On the other hand, the issue lies on the government administrative and structural processes too which result in weaker linkages of the community women with the line departments. One of the prevalent issues is the frequent transfers of the government officials. Even though it is a standard process of public departments to transfer their employees after a year or two, community members who manage to develop strong linkages with the particular government officials have to start from the scratch when a new transfer assumes the job responsibility. **“The main issue is the frequent transfers of the officials. When the new officer comes, we have to orient him everything from the start. By the time, he understands everything [Programme], he gets transferred. Additionally, in the meetings when we make any requests and the officials commit to deliver it by the next meeting; and when we show up in the next meeting, we learn that he has been transferred so in such cases we have to start from the zero”** (Key informant interview with the RSP’s Manager). The JDC working paper complements this finding by sharing that, “Loss of

institutional memory hinders the JDCs to deliver due to frequent transfers of the Assistant and Deputy Commissioners. The Programme Manager SUCCESS TRDP said ‘the district or taluka heads are key to the performance of the JDCs and it takes time before they fully comprehend the RSPs work and its importance for the poor people. In some cases, we have to arrange field visits to Deputy Commissioners and Assistant Commissioner. In other cases, some officers have visited the rural sites of the programme on their own before they okayed to support the JDCs. Often, after huge time investment of the officers and the RSPs, these district and taluka heads have short tenures and we lose the momentum and support needed to make the line departments deliver and cooperate with our local support organisations’” (RSPN, 2019).

In addition to this, not all officials tend to be supportive towards the needs and demands of the community members and despite the repeated struggles to follow up on the resolutions submitted to these particular government departments, community women end up receiving no response at all from them. Moreover, government line officials at district level have limited authority, particularly on budget, so for those resolutions which require budget allocation, they have to rely on their superiors’ approvals which hinders the development activities more. **“When it comes to providing resources in that case, they [government line departments] are unable to provide it due to some budget issues but otherwise they listen to us in every matter”** (Key informant interview with the RSP’s Manager). From the interview with the government line departments, it is inferred that passing orders, where there is no budgetary approval, is feasible and mostly happen in the target locations. On the other hand, in some tehsils it was found that few government officials do not go to their offices which are situated in far flung areas. In those areas, even the Assistant Commissioners sit in the nearby office located in the main city so for those LSOs, the efforts to foster linkages with the line departments doubled which sometime result in failure despite the repeated efforts. Perception about corruption among government departments is another issue which has fractured the trust of community members on the government servants for the public services.

The government line departments do not share their annual development plans in the JDC meeting with the community members. Without this, the very first idea of linking community and their needs with the government departments where they can bridge the gap, the objective behind the JDC setup is shaken. In addition to this, a structural issue is that the district and taluka heads of line departments that are responsible for service delivery do not report to these administrative officials. The key challenge on the part of government is how to include community needs in the annual development planning process of the government. The existing rules and procedures of government departments do not cater to the participation of community institutions in development planning and implementation processes. **“There is a whole different process to include the needs of community members in the ADP. It is formulated on a provincial level; therefore, doing it at the taluka level without the policy change does not seem feasible at the moment”** (Key informant interview with the Assistant Commissioner). The second issue is the ownership of community institutions as an official partner in development. Further, there is limited human and financial capacity of line departments to engage with community institutions.

Harassment issues by the male community members, though not very rampant in the study findings, is another factor which discouraged community women to visit to the public offices in the city. One of the District Managers shared the anecdote of community women being stalked and followed by the community male members to keep an eye on them. They repeatedly maintained such behaviour in pursuit of finding out what these community women are up to. However, after observing their continuous work for the development, male members stopped following them. Instances like this sometimes discourage women to travel to the city to continue fostering linkages with the development organisations. Moreover, most of the government line department are headed by male and also there is no or very limited presence of women officials in government departments which make women community members uncomfortable to visit the government offices.

Long distance to the development organisations' offices which are mostly based in the main city is another factor which contribute to the extent of linkages. It creates more impediments for community women to foster linkages. In areas where good public transportation and basic infrastructure facilities are missing, the cost of traveling to the offices involves a hefty amount of transportation, long timing and lost wages of the day for the members whose line of work involves labor work. **“Whenever there is a transport issue, I request NRSP team to provide me a conveyance. Travelling on a bike to attend the meeting with government official costs me 200 PKR for one meeting”** (In-depth interview with the LSO representative to the JDC). In addition to this, government line departments who are posted in far flung areas do not mostly go to their offices which creates further hurdles for the LSO members to access the government officials to submit resolutions to the relevant authorities.

Limitations

The data collection for the Linkages Study was planned alongside the IMI data collection. Therefore, when the team was undertaking FGDs for the Linkages Study, some LSO members have confused it with the IMI exercise, despite informing them at the start of the discussions. As a result, a few LSO members were reluctant to share the challenges faced by them in terms of fostering linkages with the development organisations. They may have perceived that doing so will decrease their LSO IMI score which they did not want as there seemed to be a healthy competition among all LSO members so they did not openly discuss the challenges which is one of the significant parts of the Study.

In addition to this, the initial sampling of the Linkages Study was done by reviewing the IMI data of 2019; the number of resolutions passed by the public and private sector stakeholders was taken into consideration. Since the IMI exercise was carried out two-year ago, those LSOs which have improved/ weakened their linkages over the time were not considered in the sample. Moreover, on the second stage, LSO initiatives were reviewed in consultation with the RSP District Managers to recommend the names of LSOs with stronger or weaker linkages. This process may include the

bias of district teams and therefore there could be a possibility of leaving behind the stronger or weaker LSOs in the sampling.

Sustainability: Recommendation and Way Forward

While the Joint Development Committee is evident to be an effective platform for the community members to present their demands and needs to the government departments, the current practice of JDC processes in the Programme manifests several challenges for the RSPs and community members to ensure its sustainability post SUCCESS Programme.

One of the biggest challenges for the JDCs is to have no authority on financial planning and allocation followed by other structural issues that need changes in rules of business. The members of the committee do not report to the Chairs of the meeting i.e. Assistant Commissioner or Deputy Commissioner. They attend these meetings at the invitation of them; however, neither are they accountable to them nor their departments budget get approved by them. The budget approval lies with the provincial departments. Despite the formal convening of the meeting to present the needs or demands by the LSO members, Deputy or Assistant Commissioners have a limited authority to direct the government line departments to implement the development activity, particularly when it requires the budgetary allocation as the budget of the district government line departments is dispatched from the provincial level; therefore, without the involvement of the provincial Secretary, the effort partially goes in vain. “A structural issue is that the district and taluka heads of line departments that are responsible for service delivery do not report to these administrative officials: they work according to their departmental rules rather than ad hoc instructions from the civil administration” (RSPN, 2019). To tackle this issue, policy level intervention is required which can be done through two ways: either to get the JDC notified by the Chief Secretary Sindh to make it a formal committee or make community members (representatives of LSOs) part of the District Development Committee (DDC). While the DDC is the Government of Sindh constituted committee at the district level for the elected representatives to coordinate with the executing agencies of the development projects, there is no community representation in these committees.

The RSPs are the intermediary which facilitate community to attend the JDC meetings by providing information about the meeting and sometimes with the conveyance. They also ensure timely holding of JDC meeting by collaborating with Assistant and Deputy Commissioners. Without their consistent follow-up with the relevant authorities, the frequency of the meeting could be disturbed. An easy access to the government offices gives an edge to the RSPs which LSO members will more likely be struggling with, if RSPs do no longer serve as an intermediary. Currently, as per the feedback by the government line departments, the LSO leaders lack technical capacity as well as financial understanding on how to budget their collaboration activities. This issue will persist post-Programme as well which can be tackled by providing focused training on the linkage creation to LSOs by RSPs post SUCCESS Programme.

Even though the MoUs signed between the RSPs and the government line departments are indispensable initiatives for the collaborative development work, the RSPs and government line departments would need to renew the MoUs post SUCCESS Programme.

For the LSOs to continue working beyond the Programme period, it is imperative to instil the ideas among the members that along with the Programme interventions undertaken till the exit phase, the increased coordination with the development organisations leads to the availability of public-private services in the community and further ensure the institutions' sustainability beyond the Programme duration. During this study, it was gauged that few members lacked the basic understanding of the importance of fostering linkages with the stakeholders. Many of the activities undertaken in collaborations with other organisations are the end results of RSPs efforts and assistance to the LSO members. As the Programme is quickly approaching to its exit stage, mobilising community institutions about the need of cooperation, building their capacity focusing on the linkages creations and chalking out the strategy to overcome the barriers in terms of fostering linkages should be the prime focus of the RSPs and RSPN.

Annexure 1: List of Respondents

Focus Group Discussions with the LSOs				
S. No	Name of LSO	No. of Participants	District	Date
1	Khushali ** ⁶	8	Jamshoro	8 th January 2021
2	Dhingano Bozdar * ⁷	12	Tando Allahyar	9 th January 2021
3	Sultanabad **	10	Tando Allahyar	9 th January 2021
4	Noor *	14	Larkana	11 th January 2021
5	Mohen-Jo-Daro **	10	Larkana	12 th January 2021
6	Ekta Kamyabi **	16	Qambar Shahdadkot	13 th January 2021
7	Sartiyoon Sobh *	23	Qambar Shahdadkot	14 th January 2021
8	Karam Khan Nizami *	12	Matiari	18 th February 2021
9	Matiari **	18	Matiari	19 th February 2021
10	Tabdeeli *	9	Jamshoro	22 nd February 2021
11	Umeed *	6	Dadu	24 th February 2021
12	Awam Jo Awaz **	11	Dadu	25 th February 2021
13	Bhalle Dino Sathio **	14	Tando Muhammad Khan	27 th February 2021
14	Sheikh Fareed *	10	Tando Muhammad Khan	1 st March 2021
15	Shah M. Shah**	15	Sujawal	3 rd March 2021
16	Jhok Sharif *	11	Sujawal	4 th March 2021

In-Depth Interviews with the LSOs representatives to the JDC Meetings				
S. No	Respondents' Name	Name of LSO	District	Date
1	Ms. Zahida Parveen	Khushali	Jamshoro	8 th January 2021
2	Ms. Rani Bibi	Shahpur Rizvi	Tando Allahyar	9 th January 2021
3	Ms. Zahida Bibi	Noor	Larkana	11 January 2021
4	Ms. Yasmeen Chandio	Ekta Kamyabi	Qambar Shahdadkot	13 th January 2021
5	Ms. Mehr-un-Nisa	Matiari	Matiari	19 th February 2021
6	Ms. Aarfa Kalhor	Awam Jo Awaz	Dadu	24 th February 2021
7	Ms. Razia Bibi	Bhalle Dino Sathio	Tando Muhammad Khan	27 th February 2021
8	Ms. Hameeda Mureed	Shah M. Shah	Sujawal	3 rd March 2021

Key Informant Interviews with the Government Line Departments' Representatives to the JDC Meetings and RSPs Programme Managers and District Manager				
S. No	Respondents' Name	Designation and Department or Organisation	District/ Location	Date
1	Mr. Mushtaq Solangi	District Health Officer, Health Dept.	Jamshoro	8 th January 2021
2	Mr. Muhammad Usman	Teluka Education Officer, Education Dept.	Larkana	12 th January 2021
3	Mr. Zohaib	Assistant Commissioner, Taluka Qubo Saeed Khan	Qambar Shahdadkot	14 th January 2021
4	Dr. Ausaaf	Veterinary Officer, Livestock Dept.	Matiari	18 th February 2021

⁶ ** shows the top ranked LSOs in terms of fostering linkages as per RSPN data including the # of resolutions passed by the government line departments in the IMI data 2019, LSO initiatives and as per the RSPs' suggestion.

⁷ * shows the low ranked LSOs in terms of fostering linkages

5	Dr. Mazhar Ali Rind	Deputy Director, Livestock Dept.	Tando Allahyar	20 th February 2021
6	Dr. Zahid Hussain	District Health Officer, Health Dept.	Dadu	25 th February 2021
7	Dr. Sadiq Ali	Deputy District Health Officer, Health Dept.	Tando Muhammad Khan	1 st March 2021
8	Mr. Ali Muhammad Gurmani	Taluka Education Officer, Education Dept.	Sujawal	4 th March 2021
9	Mr. Abdullah Channa and Mr. Mansoor Khoso	District Programme Officer and Former DPO	Sujawal	17 th March 2021
10	Mr. Sajad Ali Kandhir	District Manager	Larkana	17 th March 2021
11	Mr. Asad Ali Jatoi	District Manager	Qambar Shahdadkot	18 th March 2021
12	Mr. Akbar Khoso	District Manager	Dadu	18 th March
13	Mr. Jaleel Khokhar	District Programme Officer	Tando Muhammad Khan	24 th March 2021
14	Mr. Jamal Mustafa Shoro	Programme Manager	Sukkur, SRSO	24 th March 2021
15	Ms. Fozia Khaskheli	District Programme Officer	Tando Allahyar and Matiari	25 th March 2021
16	Ms. Nasreen Khan	District Manager	Jamshoro	25 th March 2021
17	Mr. Jai Parkash Shivani	Programme Manager	Jamshoro, TRDP	26 th March 2021
18	Mr. Ghulam Muhammad Haider	Programme Manager	Hyderabad, NRSP	2 nd April 2021

Annexure 2: Number of Development Activities Implemented by the LSOs with the Development Stakeholders

Districts-wise Activities	No. of initiatives	Households Benefited
Dadu		
Linkages With the Government Line Departments & Elected Representatives		
Small CPIs (Hand Pumps, Toilets)	6	475
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	7	1907
Health Camps (Immunisation, Family Planning, COVID-19)	4	2095
Livestock (Distribution and Vaccination)	1	915
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	12	3859
Education (Schools' Opening, Renovation, Enrolment)	3	1847
Linkages with the Development Organisations		
Small CPIs (Hand Pumps, Toilets)	3	184
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	1	200
Health Camps (Immunisation, Family Planning, COVID-19)	1	4
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	60
Social Support (resource mobilisation for marriage, stopping forced marriages)	1	3
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	2	836
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	2	141
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	1	250
Jamshoro		
Linkages With the Government Line Departments & Elected Representatives		
Small CPIs (Hand Pumps, Toilets)	2	220
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	2	156
Health Camps (Immunisation, Family Planning, COVID-19)	4	1580
Livestock (Distribution and Vaccination)	1	330
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	6	1086
Linkages with the Development Organisations		
Small CPIs (Hand Pumps, Toilets)	1	50
Livestock (Distribution and Vaccination)	6	523
Nutrition (Seeds, Kitchen Gardening, Poultry)	8	580
Social Support (resource mobilisation for marriage, stopping forced marriages)	1	50
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	2	603
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	1	3
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	240
Schools Campaigns and Enrolment	3	839
Social Support (resource mobilisation for marriage, stopping forced marriages)	2	700
kambar Shahdadkot		
Linkages With the Government Line Departments & Elected Representatives		
Cleanliness Campaign and Tree Plantation	1	500
Small CPIs (Hand Pumps, Toilets)	14	4371
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	39	3306

Districts-wise Activities	No. of initiatives	Households Benefited
Health Camps (Immunisation, Family Planning, COVID-19)	39	9782
Livestock (Distribution and Vaccination)	3	1952
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	53	21334
Education (Schools' Opening, Renovation, Enrolment)	16	9600
Social Support (resource mobilisation for marriage, stopping forced marriages)	5	5290
Linkages with the Development Organisations		
Small CPIs (Hand Pumps, Toilets)	6	2222
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	24	2649
Health Camps (Immunisation, Family Planning, COVID-19)	25	27719
Livestock (Distribution and Vaccination)	1	1500
Nutrition (Seeds, Kitchen Gardening, Poultry)	2	108
Education (Schools' Opening, Renovation, Enrolment)	1	200
Social Support (resource mobilisation for marriage, stopping forced marriages)	3	521
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	21	20809
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	16	1656
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	11	2078
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	400
Schools Campaigns and Enrolment	22	8453
Social Support (resource mobilisation for marriage, stopping forced marriages)	25	2703
Larkana		
Linkages With the Government Line Departments & Elected Representatives		
Small CPIs (Hand Pumps, Toilets)	14	2817
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	65	10964
Health Camps (Immunisation, Family Planning, COVID-19)	35	12565
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	25	6983
Education (Schools' Opening, Renovation, Enrolment)	2	600
Social Support (resource mobilisation for marriage, stopping forced marriages)	3	350
Linkages with the Development Organisations		
Small CPIs (Hand Pumps, Toilets)	7	273
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	2	475
Health Camps (Immunisation, Family Planning, COVID-19)	2	28
Livestock (Distribution and Vaccination)	1	36
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	60
Social Support (resource mobilisation for marriage, stopping forced marriages)	1	3
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	6	1800
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	10	716
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	7	2053
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	25
Schools Campaigns and Enrolment	2	800
Social Support (resource mobilisation for marriage, stopping forced marriages)	4	515
Matiari		
Linkages With the Government Line Departments & Elected Representatives		

Districts-wise Activities	No. of initiatives	Households Benefited
Cleanliness Campaign and Tree Plantation	2	191
Small CPIs (Hand Pumps, Toilets)	21	7442
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	39	13291
Health Camps (Immunisation, Family Planning, COVID-19)	50	23181
Livestock (Distribution and Vaccination)	19	8018
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	55
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	116	45923
Education (Schools' Opening, Renovation, Enrolment)	10	4387
Social Support (resource mobilisation for marriage, stopping forced marriages)	7	3095
Linkages with the Development Organisations		
Nutrition (Seeds, Kitchen Gardening, Poultry)	2	123
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	23	4829
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	8	1370
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	7	2545
Schools Campaigns and Enrolment	13	4378
Social Support (resource mobilisation for marriage, stopping forced marriages)	11	2493
Sujawal		
Linkages With the Government Line Departments & Elected Representatives		
Small CPIs (Hand Pumps, Toilets)	2	450
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	2	2050
Health Camps (Immunisation, Family Planning, COVID-19)	4	869
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	28	5451
Linkages with the Development Organisations		
Health Camps (Immunisation, Family Planning, COVID-19)	1	710
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	21	6692
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	1	50
Schools Campaigns and Enrolment	2	586
Tando Allah Yar		
Linkages With the Government Line Departments & Elected Representatives		
Cleanliness Campaign	1	1200
Small CPIs (Hand Pumps, Toilets)	6	3597
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	6	890
Health Camps (Immunisation, Family Planning, COVID-19)	23	8999
Livestock (Distribution and Vaccination)	2	1330
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	64	86380
Education (Schools' Opening, Renovation, Enrolment)	2	1618
Social Support (resource mobilisation for marriage, stopping forced marriages)	1	225
Linkages with the Development Organisations		
Small CPIs (Hand Pumps, Toilets)	3	4657
Health Camps (Immunisation, Family Planning, COVID-19)	2	1131
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	250
Social Support (resource mobilisation for marriage, stopping forced marriages)	1	3

Districts-wise Activities	No. of initiatives	Households Benefited
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	12	4964
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	3	42
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	2	1311
Schools Campaigns and Enrolment	20	7517
Social Support (resource mobilisation for marriage, stopping forced marriages)	2	58
Tando Muhammad Khan		
Linkages With the Government Line Departments & Elected Representatives		
Small CPIs (Hand Pumps, Toilets)	2	172
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	3	456
Health Camps (Immunisation, Family Planning, COVID-19)	5	1468
Civic Registration (CNIC, Birth, Marriage, Death, Disability)	15	4085
Social Support (resource mobilisation for marriage, stopping forced marriages)	1	2
Linkages with the Development Organisations		
Small CPIs (Hand Pumps, Toilets)	2	450
Distribution of Various Items (Sewing Machine, Ration, Solar Lights, Cloths)	1	150
Health Camps (Immunisation, Family Planning, COVID-19)	1	450
Linkages with Philanthropists/ Waderaas/ Influential through Self-Help Basis		
Cleanliness Campaign and Tree Plantation	10	5910
Awareness Sessions and PPE distributions (Immunisation, Family Planning, COVID-19)	6	2455
Nutrition (Seeds, Kitchen Gardening, Poultry)	1	25
Schools Campaigns and Enrolment	12	2904
Social Support (resource mobilisation for marriage, stopping forced marriages)	2	31

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centers around the belief that poor people have an innate potential to help themselves; that they can better manage their limited resources if they are organised and 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**

3rd Floor, IRM Complex, Plot # 7,
Sunrise Avenue (off Park Road),
Near COMSATS University, Islamabad, Pakistan
Phone: +92-51-8491270-99, Fax: +92-51-8351791

Web: <http://www.success.org.pk>

Twitter: @successprog

Facebook: facebook.com/successprogramme

Twitter: @successprog

Facebook: facebook.com/successprogramme