



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

Final Narrative Report

Submitted to:

European Union Delegation to Pakistan

Submitted by:

National Rural Support Programme (NRSP)

NRSP Regional Office, Hyderabad-Mirpurkhas Dual Carriageway,
Near Gul Mohar Restaurant, Rahuki, Hyderabad
Phone: 0349-8058545, 0303-7775944

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List of Acronyms used in the report

CAT	Community Awareness Toolkit	MER	Monitoring Evaluation and Research
CI	Community Institution	MHI	Micro Health Insurance
CIF	Community Investment Fund	MIP	Micro Investment Plan
CIG	Community Investment Grant	MIS	Management Information System
CMST	Community Management Skills Training	NADRA	National Database and Registration Authority
CNIC	Computerised National Identity Card	NFBE	Non-Formal Basic Education
CO	Community Organisation	NRSP	National Rural Support Programme
CPI	Community Physical Infrastructure	O&M	Operations and Maintenance
CRP	Community Resource Person	PIM	Programme Implementation Manual
DO	District Office	PITD	Physical Infrastructure and Technology Development
DPO	District Programme Officer	PIU	Programme Implementing Unit
DRR	Disaster Risk Reduction	PPRM	Programme Planning and Review Meeting
EPI	Expanded Programme on Immunisation	PRS	Poverty Reduction Strategy
ESMF	Environmental and Social Management Framework	PSC	Poverty Score Card
EU	European Union	RSP	Rural Support Programme
F&A	Finance and Accounts	RSPN	Rural Support Programmes Network
GAD	Gender and Development	SAP	
GOS	Government of Sindh	SEF	Sindh Education Foundation
HH	Household	SM	Social Mobilisation
HO	Head Office	SMC	School Management Committee
HRD	Human Resource Development	SMT	Social Mobilisation Team
IEC	Information Education and Communication	SO	Social Organiser
IGG	Income Generating Grant	SRSO	Sindh Rural Support Organisation
IMI	Institutional Maturity Index	SUCCESS	Sindh Union Council and Community Economic Strengthening and Support
IRM	Institute of Rural Management	TOP	Terms of Partnership
IT	Information Technology	TOT	Training of Trainers

JDC	Joint Development Committee	TRDP	Thardeep Rural Development Programme
JGI	Jubilee General Insurance	TVST	Technical & Vocational Skills Training
JICA	Japan International Cooperation Agency	UC	Union Council
LHW	Lady Health Worker	VDP	Village Development Plan
LMST	Leadership & Management Skills Training	VO	Village Organisation
LSO	Local Support Organisation	WASH	Water, Sanitation and Hygiene
LSON	Local Support Organisations Network		

1. Description

This document is the “Final Narrative Report” of the Action “Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme – NRSP Component” funded by European Union (EU) and implemented by the National Rural Support Programme (NRSP). This document provides detailed progress of the Action made by NRSP from its inception to closing. This Narrative report document consisted upon 5 (five) different sections, Section 1 gives description of the report; Section 2 gives an executive summary, reviews progress on activities and key achievements from starting to the end of project and presents updated logframe; Section 3 highlights the relationship between beneficiaries/affiliated entities and other cooperation; Section 4 reports on visibility and communication of the SUCCESS programme; and last and final Section 5 reports on location of records, accounting and supporting documents.

1.1	Name of Coordinator of the grant contract:	National Rural Support Programme (NRSP) ¹
1.2	Name and title of the Contact person	Mr. Agha Ali Javad General Manager, National Rural Support Programme (NRSP)
1.3	Name of Beneficiary(ies) and affiliated entity(ies) in the Action	National Rural Support Programme (NRSP), Government of Sindh, Rural Support Programmes Network (RSPN)
1.4	Title of the action	Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme NRSP Component
1.5	Contract Number	DCI-ASIE/2016/368-735
1.6	Start date and end date of the Action	February 01 st , 2016 and End date: June 30 th , 2022
1.7	Target country(ies) or region(s):	Pakistan, Sindh
1.8	Final beneficiaries &/or target groups (if different) (including numbers of women and men):	233,392 households, organised into 12,583 Community Organisations (COs) and federated into 1,104 Village Organisations (VOs) and 121 Local Support Organisations (LSOs) in the 4 targeted districts of Sindh, namely; Tando Allahyar, Tando Muhammad Khan, Matiari, and Sujawal Target group: Rural poor women via their COs/VOs/LSOs and the line departments and local government authorities in respective districts
1.9	Country(ies) in which the activities take place (if different from 1.7):	N/A

¹ Established in 1991, NRSP is the largest Rural Support Programme in the country in terms of outreach, staff and development activities. It is a not for profit organisation registered under Section 42 of Companies Act 2017 (repealed Companies Ordinance 1984).

2. Assessment of the Implementation of Action Activities

2.1 Executive Summary of the Action

In 2015, the European Union signed a Financing Agreement with Government of Pakistan to support the Government of Sindh in developing its Poverty Reduction Strategy and up scaling its community driven development initiatives in Sindh through the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme.

In 2016 the National Rural Support Programme (NRSP) entered in an agreement with the EU to implementing the Programme in four districts of Sindh, namely: Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan.

SUCCESS is an integrated poverty targeted and graduation programme that aims to empower the rural women and poor to graduate from abject poverty in the programme target districts. The programme interventions include Social Mobilisation (formation of community institutions and linking them with the services and supplies of government line department), Community Investment Fund (CIF), Income Generating Grants (IGG), Micro Health Insurance (MHI), Technical and Vocational Skills Training (TVST) and Micro Enterprise Development, Community Physical Infrastructure (CPI) and Adult Literacy and Numeracy Skills (ALNS). NRSP conducted a poverty census in the programme districts prior to the start of the programme interventions using the Poverty Scorecard².

The NRSP implemented the SUCCESS programme in 4 out of the 8 programme districts namely, Matiari, Tando Allahyar, Tando Muhammad Khan and Sujawal. In these districts NRSP has organised 244,308 households into 12,344 Community Organisations (COs), 1,133 Village Organisations (VOs) and 121 Local Support Organisations (LSOs). Each CO has an average of 20 households' membership thus constituting 246,634 representation of women community members. About 95% of COs follow their own saving programmes, which contains an overall total saving of over PKR 98 million. CO Representatives form VO that undertakes the development activities at the village level and provides institutional support to the lower tier. Similarly, VO representatives form LSO, which is the highest tier of the structure and along with the development interventions, develops linkages with public and private stakeholders. NRSP has trained over 32,400 women community leaders in management and leadership skills who are now running the community institutions, managing financial component, coordinating with the stakeholders, and providing institutional support to their members. Around 12,281 women learners successfully graduated an eight-month long Adult Literacy and Numeracy Skills programme with on average 85% marks obtained by learners upon completion of the course. Through the platform of JDC, 68 meetings convened to discuss local development issues and improve the delivery of government services and supplies to the people. The LSOs have implemented around 1,000 activities through their linkages with the government line departments, elected representatives and other development organisations. According the [Intuition Maturity Survey 2022](#), overall 76% Community Institutions are fully functional in SUCCESS programme districts. 75% of organised households have access to latrines in their homes as compared to 52% at the beginning of programme. 78% of children (5-12 years) are enrolled in school as compared to 38% at the beginning of programme. Modern contraception used increased from 25% to 49% among CO married members of reproductive age and 93% of the CO member households have vaccination cards for children (0-23 months) as compared to 52% at the beginning of programme.

The LSOs in the Programme Districts of NRSP have established CIF worth 578 million and provided micro loans to 40,013 households and 21,826 households received income-generating grant worth PKR 337million. Approximately, 82% of the CIF/IGG beneficiaries invested the money in livestock, 10% in agriculture and

² Poverty Scorecard (PSC) is a tool developed by the World Bank, adopted by BISP and RSPs to identify the poor households and design poverty and social safety programmes. Each household gets a score on the PSC survey. The score ranges from 0-100. Zero (0) indicates the probability of being the poorest and 100 indicates the probability of being non-poor. SUCCESS programmes household level interventions are targeted exclusively on the poorest households having PSC score below 24.

8% in enterprise in the informal sector. According to the Financial Inclusion Study conducted by CDPP³ The average income from CIF and IGG investments per beneficiary stood at PKR 12,702 per annum and asset of PKR 38,894 for livestock; PKR 19,836 per season for agriculture; and profit of PKR 24,360 per annum and value of business stock PKR 20,428 for micro enterprise. The results of multiple cycle of CIF revealed that 42% of the sample CIF beneficiary households moved to a higher band of poverty score, with 24% of the CIF beneficiaries moved out of the extremely poor category of PSC 0-23 since the baseline. Similarly, 43% of sample beneficiaries of IGG moved to a higher PSC band with 9% of IGG beneficiaries moving out from PSC 0-23.

Overall, 16,684 beneficiaries have been provided technical and vocational skill training in eight districts of programme areas. The External Performance Monitoring Mission (EPMM) 2022 confirms that 94% of TVST beneficiaries are involved in income generating activities. While most of the TVST beneficiaries, 34%, are earning additional income from PKR 1000 to 3000 per month, 12% of TVST beneficiaries are earning from PKR 12,000 to 15,000 per month. The programme insured 137,508 poorest families for a five-year long micro-health insurance, and approximately 23,483 of them have availed the medical services by using their insurance cards.

The VOs with technical support of NRSP completed 860 CPI schemes. Over 54,029 households in the neighbourhood are benefitting from the improved infrastructure to meet their basic needs and gain better access to public service facilities. [The Impact Assessment of CPI](#) component revealed that the water supply schemes saved PKR 1million to 9 million in health expenditures per year by avoiding water-borne-diseases and reduced the burden and time of water fetching for women, men and children. The irrigation schemes on average increased the beneficiary households' annual income by PKR 27,000. The drainage and sanitation schemes reduced health expenditures for beneficiaries valuing in the range of PKR 300,000 to PKR 714,000. Roads and bridges saved the beneficiaries travel time and reduced transportation costs.

Overall SUCCESS has created a strong foundation for a new beginning towards empowering the rural women of Sindh and reducing poverty at household level. The network of functional community institutions, trained cadre of honest and committed community leaders, availability of conducive policy environment, and commitment of the government of Sindh are the leverage points for a big change in Sindh.

The overall budget of NRSP component was EUR 24,210,000 with 5% share of NRSP. The overall utilisation at the end of the project remained at 98.63%

³ Impact of Financial Access Interventions of Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme on Poor Households, Centre for Development and Public Policy (CDPP), 2021

2.2 Results and Activities

General Activities

GA. 1 – Office Setup

The establishment of office premises across the programme area is one of the essential parts under the SUCCESS programme. It was therefore during the starting year of the programme when NRSP established its 14 (fourteen) Offices which included Programme Implementation Unit in Hyderabad, with 3 districts offices in programme districts and 10 field units at taluka level which is 100% against the agreed target. Later on, some offices were merged as the staff was reduced as per need and agreed action. (The list of the office is attached as Annex-01)

GA. 2 – Recruitment of Programme Staff

The hiring of staff was completed in year 1 and 2. Some new proposed positions were also filled which were proposed during the extension of the action for additional components of Enterprise Development and Adult Literacy.

A total of 369 staff was recruited to fill the planned positions throughout the programme tenure. This included 210 technical staff and 159 administrative/support staff. Out of this total hired staff 103 (28%) were woman and among the technical staff hired 97 (46%) were women.

GA. 3 – Orientation Training for key staff on Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT)

The first formal activity of the SUCCESS programme was an Orientation training of the staff on the Programme Implementation Manual (PIM) and Community Awareness Toolkit (CAT) manual. As per target RSPN had to conduct the training of 10 key staff members of NRSP who would further train rest of the NRSP field staff accordingly. In this connection, at the start of year 1 RSPN organized a nine-day Orientation Training, in Karachi from March 15-23, 2016, on use of the PIM and CAT. In this orientation training, 13 staff members from NRSP participated. The purpose of this training was to enhance participants' understanding on the importance of the standardized social mobilization approach, effective use of PIM through various mock exercises for standardization in programme implementation and reporting.

GA. 4 – Programme Orientation Training for Programme Staff

The professional and support staff hired for the Programme had to be trained through a comprehensive four days SUCCESS programme orientation training. In this connection, NRSP conducted a series of Programme Orientation Trainings for technical and administrative staff. The programme orientation training ensured an equal level of understanding among the programme staff, regarding programme objectives, implementation strategy & SOPs, work plan, role/responsibilities and how programme interventions are integrated with each other. The staff was also briefed about EU rules/regulations, visibility and communication guidelines and M&E procedure along with adopted Quality Assurance Checklist (QCA) on all interventions and sub-procedures to ensure effective implementation of the programme. A total of 154 staff (100% of the target) was provided this orientation training. (The list of participants of the training is attached as Annex-02)

GA. 5 – Sector Specific training events for Programme staff

Different Sector specific trainings have been conducted for the Technical staff at PIU and District level particularly for the MER, HRD, CPIs, MHI, IT, F&A, Procurement, CIF, Market & Linkages between TVST and other elements, ALC, and compliance sectors. A total of 188 staff members (104% of the agreed target) were trained on the different programme themes which includes; Leadership Management Skills Training (LMST), Community Management Skills Training (CMST), Community Resource Persons (CRPs) training,

Gender Sensitization, Monitoring & Evaluation, Communication documentation & reporting, SAP financial accounting, storytelling, case studies writing, photography, use of social media, water quality testing, ESMF protocol for CPIs & Adult literacy. The skills imparted by the staff in these training had significantly contributed in smooth and integrated implementation of the programme from its inception till completion. (List of participants of the training is attached as Annexure #03)

GA 6 – Design and testing of MIS for all interventions

To ensure standardization in the implementation approach and proper monitoring and tracking of the programme interventions, a set of integrated database applications was designed by NRSP for all the SUCCESS Programme partners (NRSP, SRSO, and TRDP) as agreed in the contract of the programme. NRSP has different MIS modules for Social Mobilization, HRD, CIF, IGG, MHI, TVST & CPI. During the first year the PSC separate android database was also developed. The MIS system developed in Oracle, included Social Mobilization and HRD models and four Android Applications that were developed and implemented. These applications included PSC data collection tool, Social mobilization (CO, VO) applications and Village profile application. A public dashboard based on this database developed by RSPN gives an overall progress of the SUCCESS programme on Key Performance Indicators on real time bases and can be accessed at <http://mis.rspn.org/success>. The MIS was regularly updated by the NRSP MIS team with additional modules for reporting according to the need throughout the implementation of SUCCESS Programme. (Screenshots of different MIS modules are attached as Annexure #04)

GA 7 – Printing of COs/VOs/LSOs record keeping

The printing of the material for Community, Village and Local Support Organizations was also one of the most important part. Therefore, in accordance with the formats and guidelines provided in the Programme Implementation Manual (PIM), all the required record keeping tools/documents were printed and distributed to the COs, VOs, and LSOs formed under the SUCCESS programme. These documents were used by the community institutions to record the attendance, proceedings of the meetings, members' savings, details of sub-granting, preparation of community-level plans and other documents needed to maintain the records of community institutions. These documents were properly designed keeping in view the visibility guidelines approved by the EU. All the formed 12,344 COs, 1133 VOs and 121 LSOs were provided with 100% of the record keeping materials. The materials included LSO register, LSO financial register, VO register, VO CPI register, LSO CIF borrower passbook, and CO register and saving passbooks etc

GA 8 – Baseline and End-line Socio-Economic Survey

In order to measure the impact of SUCCESS interventions with respect to income, poverty level and social characteristics RSPN and the University of Mannheim designed a baseline Socio-Economic Survey. The survey was conducted in 8 Sample Union Councils (2 from each district), through third party consulting firms. To administer this survey, APEX consulting firm was hired through competitive bidding process which was jointly undertaken by RSPN, University of Mannheim and implementing RSPs (NRSP, SRSO & TRDP).

The android application was designed for conducting this survey which was thoroughly reviewed by NRSP and the feedback of NRSP was incorporated in the final version of survey application. After finalization of android-based application, the APEX consulting hired the enumeration team and conducted a training of enumerators. NRSP programme M&E team not only monitored the trainings but also closely monitored the survey in the field in all the four programme districts.

The baseline socioeconomic survey was completed during the first year 2016, while the end-line was conducted in the last year (2022) of the programme by RSPN. The results of the baseline survey served as benchmark for the End-line survey results and the impact of the programme was measured accordingly. (Baseline survey report is attached as annexure #05).

GA 9- Annual Institutional Maturity Index (IMI) Survey:

To assess the capacities, functionality and effectiveness of community institutions (COs/VOs/LSOs) formed under the programme, an Institutional Maturity Index (IMI) Survey was designed by the Rural Support Programmes Network (RSPN) in consultation with the RSPs with technical support from the University of Mannheim Germany. This was sample based survey and annually conducted across the programme districts in which RSPN played a leading role. A total of 4 IMI survey were conducted during the Programme life. For this purpose, the SUCCESS MER team and Female Young Development Professionals YDPs (hired by RSPN) were trained and oriented on the IMI android-based application for the survey. The RSPN managed the database of the survey and developed reports accordingly.

The last IMI survey report can be accessed through following link.

<https://success.org.pk/wp-content/uploads/2022/09/IMI-Survey-2022-4th-IMI-Report.pdf>

Result/OP 1:

Approximately 2 33,392 rural households in 4 districts identified, mobilised into a three-tier system of community institutions (COs, VOs and LSOs) and capacitated

Household organization through Formation of Community organisation LSOs/VOs/COs

The social mobilisation is one of the most essential component of SUCCESS programme. It is the foundation step towards the initiation of a sustainable community driven local development initiatives. The social mobilization under SUCCESS programme involves in formation of vibrant and mature Community Institutions/platforms (COs/VOs/LSOs/LSO) through mobilising, organizing, capacitating and assisting rural women form the targeted rural areas of the four program districts. The community mobilization process was started after the data collection of households through Poverty Score Card (PSC) survey across the programme districts. A total of 333,465 households were surveyed during the programme. On the basis of this PSC survey, the basic poverty and socio-economic indicators were measured at the initial stage of the programme.

The next step in this connection was programme introduction, and social mobilization of the community members through establishment of a three-tier structure of community institutions. The community institutions are accordingly formed at different level e.g at settlement level Community Organizations (COs), village or revenue level Village Organizations and union council level Local Support Organizations. As of June, 2022, NRSP has supported mobilisation of 244,308 (105% of the target) rural households into 12,344 (98% of the target) women led Community Organisations (COs), 1,133 (103% of the target) Village Organisations (VOs), 121 (100% of the target) Local Support Organisations (LSOs) and 4 (100% of the target) Local Support Organisations Networks (LSO) representing 1.6 million people. These institutions were also capacitated and strengthened through a series of capacity building trainings of women community leaders, Community Resource Persons (CRPs), Community Activists & Community Book Keepers. The LSO offices were established and equipped with necessary furniture and other required material. These LSOs also hired Community Book Keepers and NRSP trained them in managing the financial, administrative, and programmatic records of all activities to be carried out in their respective LSOs. Such institutional strengthening of LSOs has improved the level of confidence, particularly among the LSO office bearers.

In order to access the maturity level and strength and weakness of community institutions (COs/VOs/LSOs) established under SUCCESS Programme, an annual sample based Institutional Maturity Index (IMI) survey were conducted since the second year of programme implementation. These surveys were very useful for identification of areas of improvement for these institutions. In addition to that, the IMI tools developed by the RSPN also supported the community institutions for their regular self-assessment. Three major organisational development characteristics which included Organisational Motivation, Organisational Performance and Organisational Capacity were incorporated in the IMI tools.

The results of IMI 2022 showed overwhelming results as compared to the previous IMI. In NRSP programme districts 100% of LSOs, 98.4% of VOs and 100% of COs scored A and 1.6% of VOs scored B.

Text Box 1:

Comments by EPM Fourth Mission :

The capacity of CIs, in particular LSOs, increased to respond to the emergency situation. With the support of RSPs, LSOs responded to the COVID-19 pandemic in an organised manner. The role of LSOs was recognised by the district administration and government departments, as CIs took a number of actions at community level and coordinated with the district and local government in their respective areas.

Overall, a significant improvement was observed in all these community institutions over a series of IMI exercise. A majority of “B” category LSOs from 2019 survey jumped up to “A” category in 2021. Additionally, more LSOs from lower categories made their way up to “A” category in 2022. There were 100 LSOs that moved from “B” category and 8 LSOs from “C” category in 2021 to “A” category in last year of the Programme. Similarly, out of 312 sample VOs, 109 VOs from “B” category and 7 VOs from “C” category in 2021 graduated to “A” category in the final year 2022. Likewise, 178 COs from “B” category, 3 COs from “C” category and 1 CO from “D” category in 2021 graduated to “A” category in the final year 2022. (IMI Survey)

Capacity Building Trainings and Sensitisation Workshops: The women leaders/representatives of CIs, Community Resource Persons and Community Activists were trained on different community development themes which included social mobilization, development, planning, leadership, advocacy, resilience, disaster risk reduction, savings, cross cutting themes related to Health, WASH, Environment etc. In the result of these capacity building activities community institutions have become efficient, vibrant, mature and effective which are networking efficiently with local stakeholders, including government, for development planning and implementation. The trained community institutions’ members have now enhanced knowledge and understating on managing the grass root level institutions.

As a result of these institutional development measures women leaders of community organisation and local communities are involved community development through developing Micro Investment Plans at household level, Village Development Plans and Union Council Development Plans at village and union council level respectively. These plans are developed in consensus with communities and all stakeholders. The communities also connected themselves with the project through various activist workshops where community members, government officials, and local body elected representatives participated. These events created opportunities to discuss diverse needs and issues pertaining to the communities. Such discussions helped immensely in prioritising the interventions and were later incorporated in UCDPs. As of June 2022, a total of 25,746 (97% of the target) office bearers of community institutions were trained on Community Management Skills Training, 2,603 (100% of the target) were trained on Leadership Management Skills Training, 289 (100% of the target) LSO office bearers were trained on Management, Advocacy and leadership training, 245 (101% of the target) trained on communication and presentation skills and understanding of Govt system training, 369 (101% of the target) LSO Office bearers/credit committee

members trained on CIF management, improvement of service delivery under CAT indicators and orientation of LSOs on registration process. 95 (100%) field staff was trained on cross-cutting critical issues covered in Community Awareness Toolkit (CAT), and 3,177 (97.5%) Community Resource Persons were trained on CAT.

Joint Development Committees: in order to link the community institutions with government line departments Joint Development Committees (JDCs) were formed at each Taluka and District level and notified by the Deputy Commissioner. The JDCs are comprised of local authorities, local elected representatives and community representatives. Deputy Commissioner at district level & Assistant Commissioner at Taluka level is the chairperson of the JDCs. The objective of JDCs, as stated in the Financing Agreement, is “to advocate for access to essential public services and for planning, implementation and monitoring of local development plans”. The LSOs continued presenting their development plans in these JDCs so that government line departments make these plans as part of their annual development planning process.

The research study conducted by the RSPN on JDCs revealed that although there were some limitations and challenges, the notion of the JDCs was very innovative and useful to for the community driven development approach. The JDC meetings developed the trust-building between RSPs and government line departments and provided support in smooth implementation of SUCCESS and other projects. The key challenge for the RSPs remained the continued orientation of the frequently changing government officials regarding the concept of JDCs and the need for community participation in the development process. As for as the communities is concerned the JDCs have been appreciated by the representatives of LSOs as a forum that elevates them as equal and as powerful to those who hold power, at least symbolically. The study shows that JDCs have rarely been convened by their chairpersons, i.e. Deputy Commissioners and Assistant Commissioners. The relevant RSP officials had to pursue the local administration to hold these meetings. As of June 30, 2022, a total of 68 JDC meetings were held against target of 144 to ensure inclusion of poorest households in the development process and help them access services to improve their socio-economic conditions. Due to the COVID-19 pandemic and frequent transfers of the line departments staff, the target of JDC meetings could not be achieved.

NRSP signed 15 MOUs with different departments e.g. Health, Education, Social Welfare, Agriculture & Livestock departments etc. These MoUs have proved to be instrumental to strengthen the linkages between the CIs and the government through NRSP as a support programme.

Training and sensitisation of officials from government line departments and elected representatives:

The officials of government line departments including local government, elected representatives as well as Community Institutions (VOs/LSOs) representatives have been trained on participatory local development processes to help improve the working of Joint Development Committees, better understanding of the government officials and representatives on community driven development and increased participation of the community members in the development process. As of June 2022, a total of 290 participants from above mentioned sectors/departments have been trained.

Provision of adult literacy and numeracy skills:

Considering the recommendations of MTR, this component was added in the extension period of the Action. Under this additional component of SUCEES, Adult Literacy Centres were established where women community members (including women beneficiaries of TVST, CIF) or any female member from their households were provided with basic reading, writing and numeracy skills. To ensure the highest quality an experienced organization Management Development Foundation (MDF) was hired through competitive bidding process. The adult literacy and numeracy component stimulated the gender roles positively in development and socioeconomic empowerment.

NRSP also signed an MOU with GoS's Directorate of Literacy and Non-Formal Education to align all actions with the Government of Sindh's Directorate of Non-Formal Education. The package-A of the Adult Literacy & Numeracy Skills approved by the Govt was used under Component. NRSP also signed LoU with the JICA (Japan International Cooperation Agency). The main objective of this LoU was to collaborate and develop synergies between JICA-AQAL and the NRSP for the effective implementation of Adult Literacy and Numeracy Skills component of the EU-Funded SUCCESS and to enable the NRSPs' ALNS project team to fully understand the "Package A" with special emphasis on the curriculum, learning material, mechanism for teachers' training, scheme of studies, formative and summative assessment, equivalency certification and data management, and be able to implement well to benefit the target group to its maximum. At the end of the programme, a total of 484 Adult Literacy Centres were established through which 12,280 members of community organizations were imparted the basic calculation, basic writing and reading skills.

Major activities undertaken to achieve the Expected Result 1:

Activity 1.1. Community members in the targeted rural areas are capacitated and assisted so that they can mobilise and form active, operational and mature organisations, from COs to VOs, then LSOs and networks of LSOs.

NRSP's successfully tested three-tier Social mobilisation strategy involved intensive endeavours in the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme, where by poor households representing by women were organised into different folds or community institutions. The Community Organisation (CO) is a neighbourhood/settlement level institution comprising 10-25 households, In the second tier, minimum 3 COs are federated into Village Organisations (VOs) for planning and coordination at the village level. At the third tier, representatives from all VOs in a Union Council (UC) form a Local Support Organisation (LSO). LSO provided a platform to create linkages with government line departments and other development organisations to facilitate service delivery to the poor efficiently and advocate the cause of community development. These community institutions were then strengthened through provision of capacity building trainings and awareness for enhancing their managerial, productive and cooperative skills. These institutions provided a platform for planning and implementation of household and village level interventions to improve the lives of the people. In addition to that these community institutions were also linked with local authorities through JDCs for close engagement and coordination to ensure and improve access of the poor households to social and financial services. Different sub-activities were carried out under this social mobilization activity which included poverty scorecard census, formation of community institutions, development plans at household, village and Union Council level, capacity building & skills development training, provision of grants etc.

Table 1 below shows the achievements against targets:

Table-1: Social Mobilisation Achievements as of June 2022

Activities	Project Target	Achievement	% age
A- 1.1.1. Poverty Scorecard Census (Households)	333,416	333,465	100
A -1.1.2. Formation of Community Organisations (COs)	12,583	12,344	98
A-1.1.2. a: Total Household Organised (70% of Total Households)	233,392	244,308	105
A- 1.1.2. b: Total population of Organised HHs		1,602,965	
A-1.1.3. Formation of Village Organisation (VOs)	1,104	1,133	103
A- 1.1.4. Formation of Local Support Organisations (LSOs)	121	121	100
A-. 1.1.5 LSO Networks established at district and taluka level	4	4	100

Activity 1.1.1. Poverty Scorecard (PSC) Census

Output: Poverty scorecard data collected from 333,416 households in 121 Union Councils of 4 districts

Activity 1.1.1. Poverty Scorecard Census

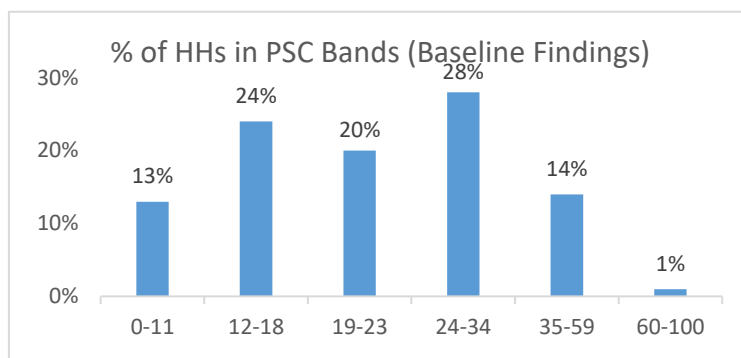
Output: Poverty scorecard data collected from 333,465 households in 121 Union Councils of 4 districts

Poverty targeting is one of the core elements of the RSPs Social mobilisation approach before the start of CO formation. Therefore, the Poverty Scorecard census (PSC) was completed in all 121 Union Councils of the Programme area. A team of Enumerators and supervisors was hired for this purpose and a door to door survey of all households in the four target districts was undertaken in the first year of the programme. The survey was also closely monitored by NRSP's M&E team. The households target and achievement are presented in Table 2 below:

Table-2: Poverty Scorecard Survey (Targets and Achievements) as of June 30, 2022

Activities	Project Target	Achievements	%age
No. of Talukas Covered	14	14	100
No. of Union Councils Covered	121	121	100
No. of Revenue Villages covered	729	729	100
No. of rural Households covered	333,416	333,465	100
Rural population covered	2,207,428	2,210,053	100

The PSC survey, besides providing information on poverty score of each household, also provided information on key household demographic indicators, household facilities and assets. A total of 56% household fall under poverty score 0-23 with Sujawal being on top (67%) followed by Tando M Khan (59%), Tando Allah Yar (50%) and Matiari (47%).



A summary of the PSC data is presented below:

1. The survey covered a population of 2.21 million in 333,465 households, out of which 56% were in the PSC 0-23 poor category. The breakdown among poor households (having PSC 0-23) was as follows:

- 23% of the poor households (13% of all households) were in the PSC 0-11 category (the extremely poor or ultra-poor);
- 42% of the poor (23% of the total) were in the PSC 12-18 band (the chronically poor); and,
- 35% of the poor (20% of the total) were in PSC 19-23 (the transitory poor).

2. The average household size among the poor was 7.2, compared with 5.8 for the non-poor (those in the PSC 24-100 range). Children (less than 18 years old) made up 51 percent of the population. Among adults, 78.47 percent of the men, 91 percent of the women and 66.4 percent of the total had never attended school. More than half of the remaining 13 percent had completed only 5 years of schooling. Among school age children (5-6 years old), 61 percent of the boys and 78 percent of the girls were not in school. Characteristics of poor households that tend to affect their prospects significantly are summarised in Text Box 3, with additional information provided below.

3. Less than 1 percent of those in poor households (and slightly more than 1 percent of the non-poor) had obtained birth certificates. However, 73 percent of the poor (and the same proportion among the non-poor) possessed government-issued Computerised National Identify Cards (CNICs), which are a pre-requisite for banking, higher education, voter registration and employment in the formal sector. Among poor households, 79 percent of the men and 69 percent of the women had obtained CNICs.

4. Three-quarters of the poor households (and 68 percent of the non-poor) had access to electricity and a large majority (84 percent) had access to improved sources of water, with 45 percent reporting a hand pump in the dwelling and 35 percent relying on a public tap or stand post. However, 49 percent of the poor (and 43 percent of the non-poor) did not have a toilet in the household and only 11 percent (compared with 33 percent of the non-poor) had a flush toilet (with the remaining 35 percent relying on dry latrines).

Asset Ownership and Patterns of Employment

5. Approximately 24 percent of the poor households (and 36 percent of the non-poor) reported ownership of a motor cycle or scooter and 2.41 percent owned a car or tractor. In terms of other household assets, 78 percent of the poor households owned a cellular phone, 25 percent had television and 11.2 percent

Text Box 2: Resources of the Poor HHs in the SUCCESS Programme Districts

- 92 percent of the poor households were landless, with almost all of the remaining owning less than a subsistence holding.
- 87 percent of the adults (96 percent of the women) had not attended school.
- More than half of the remaining 13 percent had completed only 5 years of schooling.
- 8 percent owned a motor cycle or scooter and none of the poor owned a car or tractor.
- 53 percent owned livestock, including an average of 0.8 heads of cattle and 0.8 goats per household.
- 91 percent of those working outside the house were earning from agricultural or off-farm labour that pays daily wages in cash or kind.
- 73 percent of the households owned a cellular phone but very few (0.1 to 1.6 percent) owned household appliances.
- 81 percent of the men and 71 percent of the women had obtained CNICs.

Source: SUCCESS Poverty Score Card Survey (<http://mis.rspn.org/success>).

had a cooking stove or cooking range. Very few poor households (11.4 percent) owned other appliances such as refrigerator, freezer, air conditioner, air cooler, geyser, heater and microwave oven.

6. Seventy percent of the poor households (and 72 percent of the non-poor) reported owning livestock. Almost equal proportions of the poor households (40 percent) reported owning cattle and goats, with an average of 0.8 heads of cattle and 3.1 goats per household across the poor population as a whole. (Among goat owners, the average was 1.3 goats per household.) Only .11 percent of the poor owned sheep and 19 percent owned donkeys.
7. As many as 80.36 percent of the poor households were landless, with almost all of the remaining owning less than what is considered a subsistence holding (12.5 acres or 4 hectares). As in the rest of Pakistan, the landless (as well as small farmers) rely on livestock and off-farm employment for much of their income. In the SUCCESS programme districts, approximately 82.39 percent of those working outside the house were engaged in agricultural or off-farm labour that pays workers on the basis of daily wages in cash or kind. Less than 3 percent worked on their own land, and the remaining 7.33 percent were engaged in government and private sector employment and some form of business.

Following are the key lessons drawn from the PSC exercise that may be useful for future decision making:

- There is a general lack of updated and reliable data available for planning development activities. In future programmes while setting targets existing available data needs to be double checked and used with caution.
- Some of the households refused to participate in PSC survey and some were not at home during the survey. The households were revisited and some of them agreed to participate after sending women enumerators on their demand while some had contacted the NRSP team after seeing the mobilisation activities in their respective villages.
- The use of android based online data collection methods helped in quality of data collection, analysis and reporting. Built in checks within the application minimised some of the consistency and logic errors usually enumerators do, availability of data on the servers on daily basis helped the monitoring team to check data quality on daily basis and reacted for course correction and progress data helped the PSC management team to track the progress on daily basis.
- The number of households falling under the 0-23 score are much higher than expected. Most of the SUCCESS interventions are targeted on households falling in PSC category of 0-23.

Activity 1.1.2: Formation of Community Organisations

Output: A total of 12,344 (98%) Women COs against of target 12,583 have been formed (Union Council wise summary of COs is enclosed as Annex 6)

The Community Organizations are formed at muhalla/hamlet level comprising upon 10-25 household but in some unavoidable cases this criteria can be relaxed. The CO is considered as the foundation stone of entire three tier social mobilisation structure and approach. As of closing of the project, a total of 12,344 (98% of the target) women COs have been formed with a membership of 244,308 households (105%) including 176,765 households falling in the PSC band (0-23). The COs membership includes 72% women from the PSC 0-23 category (Poor category) and the rest of households from PSC 24-100 category. A total population of 1,602,965 is represented by the women COs established so far. In order to become the part of participatory development, these community organizations have also developed their micro investment plans (MIPs) at household level. All households have developed the MIPs. These micro investment plans are also translated in the actions and different programme activities CIF, IGG and TVST are implemented as per MIPs. These community organizations are practicing in the savings, implementation of community awareness toolkit via CRP sessions and many other activities for the income generation and awareness at settlement level.

At the CO level, one of the key activities under SUCCESS was to integrate awareness sessions as part of the social mobilisation process. This was done through engaging and training local community resource persons, who conducted awareness sessions on critical social sector issue in the regular meetings of the community institutions, especially in COs and VOs. A dedicated awareness toolkit was developed with 12 sessions; however, with the onslaught of COVID-19, one additional session on its awareness and prevention was added in the year 2020. The topics included:

- Maternal and Neonatal Health
- Course of Vaccinations and Prevention from Diarrhoea and Pneumonia
- Birth Spacing and its Benefits
- Nutrition
- HIV/AIDS
- Cleanliness
- Water and Sanitation
- Education
- Disaster Risk Reduction
- Civic Rights
- Registration (CNIC, birth certificate, marriage certificate, etc.)
- Pollution and Climate Change
- COVID-19 Precaution

Community resource persons were engaged at the VO level and trained by the NRSPs' Social Mobilisation Team to conduct these sessions at the CO level. CRPs were responsible to conduct awareness session on one of the above topics in the CO's monthly meeting and prepared progress reports on the key indicators listed above. The leaders of COs presented it at the VO monthly meetings and VOs further shared it at LSO monthly meetings. The LSOs then consolidated the progress on these indicators at the union council level and shared with the NRSP.

Activity 1.1.3: Formation of Village Organisation (VO)

Output: 1,133 Village Organisations (VOs) formed against target of 1,104 - (List of VOs is enclosed as Annex 7)

The Village Organisations (VOs) are the second most important tier of NRSP's three tier social mobilisation approach. The VO is a federated body of COs at the village level/Revenue village level, which is generally represented by the COs' presidents and managers of the respective revenue villages. A VO is comprised at least 3 COs and 11 COs on an average. In case of densely populated areas, one VO is formed at each Revenue Village level. However, in Sindh, each Revenue Village comprises of smaller hamlets (called Goth), therefore the VOs were formed based on the geographical proximity and access between different settlements. Therefore, the number of VOs is higher than the number of revenue villages. At the completion of the Programme, a total of 1,133 (103% of the target) VOs have been formed with an average of around 11 COs per VO. All the formed VOs have developed their village development plans. All formed VOs (1,133) are notified by the respective districts' Duputy Commissisoners and 100% VOs have opened their bank accounts.

As for as the subgrant of IGG and CPIs are concerned the 1,127 VOs have received IGG sub-grants of PKR 337 million including co-finance amount which they further disbursed to poor households (PSC-0-12) for income generation purpose. Meanwhile 860 VOs received CPI grants of PKR 399.8 million for the community level infrastructure schemes. The VOs have also conducted development activities on self-help basis with government line departments and other service providers. These activities are also enlisted in their development plans and this ensures the suitability and functionality of VOs.

Activity 1.1.4: Formation of Local Support Organisations (LSOs)

Output: A total of 121 LSOs formed (100% of the target achieved) (List of LSOs is enclosed as Annex 8)

The third significant tier and the central of NRSPs social mobilisation approach is the Local Support Organization which is also considered as a union council level apex body formed through the federation of Village Organizations of respective union council. Each VO nominate at least its two members preferably president and manager for the General Body of the LSO. Further General Body select five office bearers (President, Vice President, General Secretary, Joint Secretary & Treasurer,) to form the Executive Body of the LSO. The LSO is larger platform of community institutions from where union council level development plans are made and executed and enable the community representative to carry out community driven development at a higher level. As the tertiary tier, LSOs are also uniquely able to develop linkages with government and non-government organisations, donor agencies and the private sector.

As of June 2022, a total of 121 LSOs has been formed covering all the rural Union Councils of NRSP SUCCESS programme districts. On average each LSO has around 9.4 VOs and 102 COs. All 121 LSOs have been notified by the Deputy Commissioners of their respective districts, have opened their bank accounts, and developed their respective UCDPs. The total membership of LSO's General Bodies and Executive committees is 3,415 and 1,815 respectively. Through SUCCESS programme 121 LSOs have established their offices and are managing Community Investment Funds (CIFs) worth PKR 578.7 (100%) million. The LSOs are using CIF to provide micro loans to the poor households for income generating activities. CIF is also key for the financial sustainability of LSOs and financial inclusion of women. Almost all LSOs have carried out the self-help activities with government line department and other stakeholders. IMI survey reflects that 100% NRSP LSOs have achieved the score of A category comparing this to the previous IMI results is a big leap in Institutional Maturity that LSOs have gained over the period.

Text Box 3: Comments by EPM on LSOs maturity

- The capacity of CIs, particularly of LSOs, enhanced over time. Meetings were held regularly, record-keeping was improved and CIs started taking self-help initiatives i.e., tree plantation, registration of Computerised National Identity Cards (CNICs), B-Forms and Nikahnama, (marriage certificate), etc. The findings revealed that on aggregate, 92% of members attended CI meetings and 66% deposited regular savings. The members were aware of the beneficiary selection criteria for programme interventions and made decisions collectively with consensus. Community Awareness Toolkit (CAT) sessions were organised regularly, except in those COs where CRP was not available
- Overall, members of CIs and particularly LSOs were observed to be more confident and their presentation and communication skills were better than seen in the previous mission. NRSP provided formal training on presentation and communication skills.
- (According to External Performance Monitoring)

Activity 1.1.5: LSO Networks created at the district level

Output: 4 LSO Networks against the target of 4 have been formed.

In order to create productive linkages between community institutions which help them to share their development plans, information and ideas, and create opportunities, or a network of Local Support Organizations at district level is formed under SUCCESS programme. This network of LSOs works as coordination and networking body which supplement the work of LSOs formed at the Union Council level. These forums also provide a platform for networking and policy advocacy at the district level. As of June, 2022, total 4 (100%) LSO Network have been formed.

Activity 1.2: Community members are sensitised, trained and capacitated on important number of topics including community management, advocacy, women-specific human right, family planning, nutrition, WASH, environment and DRR

The capacity building for elected representatives of Community Institutions is very important for smoothly running their respective CIs. Soon after the formation of COs/VOs/LSOs their selected leaders/office bearers trained through series of capacity building trainings on management, leadership, advocacy and financial skills which enabled them to run these community institutions efficiently and effectively and provide support to the community members of their respective CIs. Besides these intuitional management trainings, the community members were also mobilised through awareness sessions on number of important topics including women’s basic human rights, family planning, nutrition, WASH, disaster risk reduction, environmental awareness, education and literacy by using the Community Awareness Toolkit (CAT). The Community Resource Persons (CRPs) delivered these sessions in the community. Under capacity building activities, as of June 2022 a total of 25,746 (97% of the target) office bearers of community institutions have been trained on Community Management Skills Training, 2,603 (100% of the target) representatives of VOs have been trained on Leadership Management Skills Training, 289 (100% of the target) LSO office bearers have been trained on Management, Advocacy and Leadership Training, 310 (96% of the target) Activists Workshops have been conducted, 95 (100%) field staff have been trained on cross-cutting critical issues covered in Community Awareness Toolkit (CAT), and 3,177 (97.5%) Community Resource Persons have been trained on CAT/CIF & on credit appraisal & recovery techniques for CIF as a part of exit strategy.

Table-3: Achievements of Various Capacity Building Trainings

<i>Activities</i>	<i>Target</i>	<i>Achievement</i>	<i>% age</i>
<i>A-1.2.1. Community Management Skills Training including CAT organised for CO Activists/ Office bearers</i>	26,566	25,746	97
<i>A-1.2.2. Management and leadership training for VO office bearers</i>	2,598	2,603	100
<i>A-1.2.3. Management, Advocacy and leadership training for LSO office bearers</i>	288	289	100
<i>Training for LSO Office bearers (includes communication, presentation skills, understanding of Govt systems and exposure visit to Govt offices)</i>	242	245	101
<i>Training of LSO Office bearers/credit Committee members on CIF management, Improvement of service delivery under CAT indicators and orientation of LSOs on Registration process</i>	363	369	101
<i>A-1.2.4: Activists workshops for office bearers of CO/VO/LSO</i>	322	310	96
<i>A-1.2.5: Training of field staff on Cross cutting issues – Community Awareness Toolkit (CAT)</i>	95	95	100
<i>A-1.2.6: CRP Training on CIF and CAT</i>	3,259	3,177	97.5

Activity 1.2.1: Community Management Skills Training (CMST) including CAT organised for CO Activists/ Office bearers

Output: A total of 25,746 persons trained in CMST/CAT (List of CMST events is attached as Annex 9)

After the formation of Community Organization, two members are selected as its leaders. Of these, one is president and the second is manager. These both members are generally nominated by the concerned CO for the Community Management Skills Training (CMST). The CMST is a three day's training which was often conducted at field unit level and sometimes in community considering the convenience of CO members. Under this training women leaders were trained on social mobilization, managerial skills, planning, communication, CAT, record keeping, linkages development, savings, promoting good governance and accountability and the methodology of the SUCCESS programme. The content of the training was delivered through simple, easy and interactive methods which included visual/pictorial presentations which helped those participants who have low literacy ratio to understand the context and content of the training. These trainings imparted the knowledge to community representative and enabled them to communicate with their community and others with confidence and helped them in conducting the development activities in their community. It is also observed in the field that trained CO leaders are engaged in savings during routine meetings and conducted planning and executed their plans at local level. The trained community leaders have a significant role in the strengthening and sustain their CO. As of June, 2022, a total of 25,746 (97% of the target) CO Activists/Officer have been provided CMST training.

Activity 1.2.2. Management and Leadership Training for VO office bearers

Output: A total of 2,603 members trained in Leadership Management Skill Training (List of LMST-VO events is attached as Annex 10)

After the CMST trainings of CO Representatives, second step was training and capacity building of VO office bearers (Presidents and Managers) on Leadership and Management Skills. These office bearer's training events comprised of three days which were organised at the Field Unit level. The LMST content consisted upon the topics of leadership, management, village level planning, financial management, procurement, record keeping, linkages, social mobilization, communication and CAT (Community Awareness Toolkit). In addition to those detailed sessions on management of community grants, selection processes for beneficiaries and follow up for post-intervention support were also taught to the VO representatives. Since the Community Physical Infrastructure schemes are implemented and managed at VO level, therefore training sessions also focused on prioritising the community needs, management of grants, selection of beneficiaries, carrying-out CAT awareness sessions at community level etc. In a result of these trainings VO leaders are now operating their CIs effectively and carried out different activities through linkages development with government agencies and other organizations. As of June 2022, a total 2,603 of VO office bearers are trained against a total project target of 2,598.

Activity 1.2.3: Management, Advocacy and Leadership Training for LSO office bearers

Output: A total of 289 LSO office bearers trained in Management, Advocacy and Leadership training (List of LMST-LSO events is enclosed as Annex 11)

After LSO formation, two members from each LSO are provided advanced level of management, advocacy and leadership training. These were four days long duration training and events were organized at taluka and district level. The scope of this training is wider amongst other mentioned community trainings. Therefore, content was also designed accordingly and focused on management of COs/ VOs/LSOs and their capacity building, linkages development of LSOs with the public and private social services providers, awareness raising on cross cutting issues, planning at the UC level and coordination with the local government. The Impact of this capacity building can be witnessed through the development activities and improved service delivery through linkages development with government agencies and other service providers. The LSOs

office bearers are also trained to manage the grants provided them under SUCCESS programme, the current CIF and other grants management is an example of these trainings.

As of June 2022, total 289 (100% against the total target) LSO office bearers have been trained on management, advocacy and leadership to run their respective LSOs effectively. These training helped LSO officer bearers to better manage LSO activities and resources, develop plans and take actions under SUCCESS and other programmes.

Training for LSO Office bearers (includes communication, presentation skills, understanding of Govt systems and exposure visit to Govt offices)

Output: A total of 245 LSO office bearers trained (*List of participants of training is attached as Annex 12*)

From the findings of the External Performance Monitoring, it was learnt that LSO members are well aware about the managing the Community Institutions, but they need more knowledge and information regarding the Communication, Presentation skills and understanding the Government systems including the exposure of the Government Offices in order to present the community needs to various departments in appropriate manner. Four-day training events were arranged. The topics covered under these trainings included: the effective communication, presentation skills, advocacy, Grievance redressal mechanism, and visit of Government Offices including the planning for linkage building. This training also focused on the Government offices working procedures for better solution of the problems of the community. As of June 2022, total 245 (101% against the total target) LSO office bearers have been trained.

Training of LSO Office bearers/credit Committee members on CIF management, Improvement of service delivery under CAT indicators and orientation of LSOs on Registration process

Output: A total of 369 LSO office bearers/Credit committee members trained (*List of events is attached as Annex 13*).

This training was arranged a part of exit strategy. The objective of the training was to enhance the understanding and knowledge of the participants about the CIF management, Improvement of the service delivery in CAT with special focus on Water, Immunisation, Sanitation, and Education & Civic rights and on process of LSO registration. The training covered CIF policies and procedures, Banking mechanism & operations, AMT/CFT, Sustainability of the LSO with CIF budgeting, Role of CRPs & CBK, Importance of CAT in improving service delivery at community level and registration systems of the regulatory bodies including the awareness about local govt systems. As of June 2022, total 369 (101% against the total target) LSO office bearers have been trained.

Activity 1.2.4: Activists Workshops for office bearers of CO/VO/LSO

Output: A total of 310 Activists' Workshops organised (*List of workshops is attached as Annex 14*)

The Activist Workshops provided an opportunity for the CO/VO/LSO office bearers and activists including CRPs to interact and learn from each other's experiences, invite government officials from local government, health, education, public health engineering, agriculture, livestock, election commission and social welfare department to inform them (government officials) about the community initiatives.. Moreover, this forum also supported in creating linkages with communities and service providers for ensuring the service delivery at household level. As a result of workshops, CIs officer bearers and activists were enabled to carry out community driven development initiatives in their respective communities. The women community activists shared their learnings with participants and highlighted the most pressing issues of their communities, such as access to girl's education, basic health, clean drinking water, vaccination and sanitation at village level. Since the inception of project, a total of 310 (96% of total target) of workshops were organized which not

only resulted in linkages development but also enhanced the learning, experience and confidence of rural women leaders.

Activity 1.2.5: Training of field staff on Cross-cutting issues – Community Awareness Toolkit

Output: 95 Staff members trained

The sensitization and capacity building are the most significant aspects of the social mobilization process. NRSP trained its field staff particularly Social Organizers (SOs), Capacity Building Officers and District Program Officers on cross cutting issues included in Community Awareness Toolkit (CAT). The purpose of this training was to create awareness of staff on critical issues that affect communities such as Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Environment and civic act. The activity helped the staff to further support the community at field level and conduct on job training of CRPs and community activists on the crosscutting issues. As of June, 2022 a total of 95 staff received this training and further engaged in training of Community Resource Persons (CRPs) on the same topics.

Activity 1.2.6: CRP Training on CIF and CAT

Output: A total of 3,177 CRPs trained on CIF and CAT (List of CRP training events is attached as Annex 15)

The Community Resource Persons (CRPs) were identified by each Village Organization formed under SUCCESS Programme. Mostly female/women CRPs were identified and selected by the VOs, however, in some special cases male CRPs were also selected considering women literacy ratio, mobility issue and geographically scattered areas. The CRPs are the vital human resource and capital at community institutions level and their role is very critical in expansion and sustainability of social mobilisation activities during and beyond the Programme life. The selected CRPs were trained through three-day training on Community Awareness Toolkit (CAT) and after completion of training, these CRPs delivered regular sessions in their assigned COs on CAT. Besides, NRSP staff also capacitated these CRPs through continuous mentoring. The CRPs along with social mobilisation activities, also supported the community institutions in conducting appraisal for CIF and IGG beneficiaries. As of June 2022, a total of 3,177 (97.5 % of the target) CRPs were trained. As a part of exit strategy, the CRPs were also trained on Credit Appraisal & Recovery Techniques (CART) for CIF and Community Awareness Raising Toolkit (CAT)

The CRPs sessions has brought a positive change in the lives of people and capacitated the community to take efforts for better service delivery in their respective area. The continuous CRPs session yielded results because, communities are now adopting safe health and hygiene practices, getting their children enrolled in schools, making their houses and villages clean. At the end of the programme, the community institutions recorded birth of a total of 58,093 deliveries through skilled birth attendants at health facility (public and private). In addition, 132,403 children (0-23 months) have been vaccinated, 87,761 community members have built or utilized the latrines, 359,738 eligible (above 18 years of age) women and men formed/renewed their CNICs, 25,966 married couples from CO member households obtained marriage certificates, 104,066 children (5-12 years) from CO member households were enrolled in school, reopened schools, 181,324 CO members were given orientation on basic human rights, 73,904 birth certificates of children (boys and girls) from CO member households were formed, 171,285 forest/fruit trees were planted by CO member households, and 165,880 CO members registered themselves as voters.

Activity 1.2.7: Strengthen local communities through skills development and access to resources

In order to strengthen the local community and their institutions they were further capacitated through different capacity building initiatives, which include regular follow-up and planning meetings with the trained CRPs, monthly honorariums on the basis of certain agreed outputs, selection and training of at least one book keeper at the UC level and financial assistance to the LSO in the shape of a grant to establish their offices. The LSOs purchased furniture and computers/laptops so that the required information and data is kept and updated on a regular basis by the book keepers. Table 4 presents the targets and achievements for the sub-activity as of June 2022.

Table-4: Summary of Targets V/s Achievements of Social Mobilisation activities through CRPs

Activities	Target	Achievement	% age
A- 1.2.7.1: Program Planning and Review Meeting with CRPs	5,343	5,915	110
A- 1.2.7.2: Expansion and deepening of social mobilisation through CRPs	47,150	37,884	80
A- 1.2.7.3: Training of book keeper / Accountant (at UC level)	270	265	98
A- 1.2.7.4: Establishment of LSO office and payment of honorarium to CRPs and Book keepers/accountants	121	121	100

Activity 1.2.7.1: Programme Planning and Review Meeting with CRPs

Output: 5,915 Programme Planning and Review meeting held with CRPs

The trained CRPs conducted field level activities. In order to review progress of the CRPs, the concerned LSOs regularly conducted monthly meetings which are also known as monthly Program Planning and Review Meeting (PPRM). Initially during first few quarters some of these meeting were held at Field Unit level because establishment of the LSO offices was in process. Later on, these meetings were conducted in the offices of respective LSOs. These meetings helped CRPs in preparing monthly plans and review the progress accordingly. Field teams, especially Social Organizers and Capacity building officers, attended these meetings.

The CRPs PPRMs not only ensured the accountability and transparency of honorarium but also provided an opportunity and platform to CRPs for sharing their issues and challenges faced in conducting field activities and developing their plans accordingly. The meetings also resulted in strengthening the linkages between CRPs and LSO representative which created and synergy for working more effectively at community level. As of June, 2022, a total of 5,915 (110% of the target) meetings have been conducted with the CRPs to review the CRPs' progress and plans for the next months.

Activity 1.2.7.2: Expansion and deepening of social mobilisation through CRPs

Output: 967 CRPs actively working in the programme area for social mobilisation, sensitisation, awareness raising and other allied activities

NRSP has firm belief that only strong social mobilisation can result in sustainable community driven local development and positive socio-economic change. For the sustainability and expansion of the social mobilisation movement/process/approach, the CRPs have been playing a very important role under SUCCESS programme. In this connection CRPs have been engaged in multiple activities to sensitise their

fellow community members. Following are key activities performed by CRPs for expansion/strengthening of social mobilisation:

- Expanded the outreach (formation of new COs) and ensured inclusion of all the poor HHs in COs;
- Facilitated meetings of COs/VOs/LSOs and members of COs in developing individual members' Micro Investment Plans (MIP), appraisal of potential beneficiaries of CIF and preparation of Village Development Plans;
- Delivered sessions in CMST and LMST (Potential CRPs) and assisted COs/VOs in record keeping;
- Conducted refresher sessions for Adult Literacy & Numeracy Skills Participants
- Highlighted the achievements of CO/VO through effective presentations during visits to communities by stakeholders;
- Active involvement in manager conferences (activist workshops);
- Awareness Sessions in COs/VOs using CAT;
- Participated in monthly CRP progress planning meetings
- Sharing monthly achievements in meetings
- Prepared planning for next month in such meetings
- Transferred knowledge of record keeping to COs to ensure sustainability
- Sharing issues and challenges along with coping strategies.

During the programme period the turnover ratio of CRPs remained high and challenging. There could be many reasons for this high turnover, the main reason underlined by the CRPs and community were scattered COs with relatively longer distance; therefore, the CRPs faced difficulty while travelling to these COs. In order to overcome this challenge the number of CRPs per VO were increased so that the CRPs have easy access to community organisations of his/her respective area. As of June, 2022, total 967 CRPs were actively working in the SUCCESS programme area for implementation of social mobilisation, sensitisation, awareness raising and other activities.

Activity 1.2.7.3: Training of Community Book Keeper / Accountant (at UC level)

Output: 265 Community Book Keepers (CBK) trained (List of CBK training events is attached in Annex 16)

The Local Support Organizations are operating at highest level of three tier social mobilisation and also implementing a number of activities. The financial management is also involved in most of these activities. For the purpose of proper documentation of all the activities, especially financial book keeping, each LSO identified a book keeper having the responsibility of managing and updating of all LSO level record, mainly the financial transactions at LSO office. These book keepers have been trained through three days extensive training on record keeping, financial management and training on how to operate the MIS. The training covered the topics like use and maintenance of financial records, how to do postings into ledger accounts, developing income and expenditure statements, bank accounts and transaction etc. After these training CBKs have full capacity for properly documenting all the records of LSOs and VO. The CIF and Finance sectors teams also supported these CBKs in managing and maintaining the financial record with hands-on training.

These CBKs are also helping in enhancing the technical and operation capacities of LSO which has strengthened the LSO to ensure financial transparency, accountability and good governance. Now these LSOs are capitated and leading the organizational operations in transparent manner and will continue functioning beyond the SUCCESS programme. As of June, 2022, a total of 265 (98% against the target) Community Book Keepers have been identified and trained.

As a part of exit strategy, the CBKs were also trained at LSO level/Cluster level on financial book keeping & CIF-MIS.

Activity 1.2.7.4: Establishment of LSO offices and payment of honorarium to CRPs and bookkeeper/accountant

Output: All 121 LSOs provided sub-grant for LSO’s offices establishment & payment of honorarium to CRPs/CBKs (list of LSOs provided sub-grant for the establishment of office and payment to CBK/CRP is attached as Annex-17)

The LSO’s sustainable operation and functionality are also one of the prime objectives of the SUCCEES Programme. To achieve this milestone, since the formation of LSO many activities have been conducted for institutional support of the LSOs. In this connection, the established LSOs were also given one-time institutional grant which was used for establishment of LSO offices, purchasing of furniture and computers and payment of honorarium to CRPs & Community Book Keepers to work at the Village Organization level and book keepers/accountants to work in the LSO offices. This grant was transferred to LSOs in instalments. The technical backstopping and guidance were provided to LSOs for following and ensuring the EU procurement procedures while using this sub-grant.

All of the 121 LSOs formed under SUCCEES Programme received one-time institutional sub-grant for establishment of LSO office and payment of honorarium to CRPs & CBK. The total value of this grant was PKR 169.5 million against the approved amount of PKR 188.4. These grants have enormously contributed to the visible presence of LSOs at union council level. Not only communities but government authorities are also well aware about the LSO offices as the office premises improved access to the LSOs. These LSOs are also supporting government departments particularly Health, Education, and Livestock in organizing the polio campaigns and COVID19 awareness and vaccination camps, enrolment campaign and vaccination for livestock. It has also created an ease for community members and provided them a common place and platform for enhanced access to services.

Activity 1.3: Joint Development Committees for both local authorities and community representatives will be institutionalised at the District and Taluka level.

Summary of the sub activities, their targets and achievements are presented in Table 5.

Table-5: Summary of Achievements of JDCs establishment and their capacity building events

Activities	Target	Achievement	% age
A- 1.3.1: Support to Establish Joint development committees at the taluka and district level	18	18	100
A- 1.3.2: Meeting of Joint development Committees at Taluka and district level	144	68	47
A- 1.4: Training of local government, district line department officials and LSO representatives in participatory development planning	288	290	101

Activity 1.3.1: Support to Establish Joint Development Committees at the taluka and district level

Output: 18 JDCs are formed in all the districts and Talukas (Copies of JDC notification by the respective Deputy Commissioners is enclosed as Annex 18)

The Joint Development Committees JDCs are formed under SUCCEES Programme in collaboration with the government authorities, which supported the community institutions to work more effectively. These

committees are comprised of representatives from all the government line departments, elected representatives, representative of LSOs, representatives of NRSP and are chaired by the Deputy Commissioner at the district level and Assistant Commissioner at the Taluka level. Besides this the JDCs are formally notified by the Government of Sindh through Deputy Commissioners of respective districts. The key objective of JDCs was to create synergies between the Community Institutions (CO/VO/LSO), local administrations, line departments and other development partners in the programme area for the planning of SUCCESS programme and other development initiatives. This participatory planning approach provided a learning platform for all actors concerned; to avoid duplication of efforts and monitoring of collaborative efforts to impact development results and outcome. For the better understanding of objective and functions of JDC, both government officials at the district and taluka level and the community representatives (office bearers of the CO/VO/LSOs) were trained which also enabled them to understand their roles and responsibilities as JDC member.

This forum also provided an opportunity for the LSO representatives to develop linkages with line departments, review their plans and discuss strategies for improved access to public sector social services on sustainable basis. These linkages proved instrumental and provided new avenues to policy makers at district and provincial levels. In the result of these JDC forums and linkages with government authorities, the community institutions conducted numerous activities and the service delivery was increased. By the end of the SUCCESS Programme, a total of 18 JDCs are formed at taluka and district level.

Activity 1.3.2: Meeting of Joint Development Committees at Taluka and district level

Output: 68 Meetings of Joint Development Committees at Taluka and district level

As per agreed TOR the Joint Development Committees conducted meetings every bi-annually. These meetings were attended by the district and taluka JDC members including LSO representatives, government officials, NRSP staff and other development partners. During the meetings, main agenda items used to be the village and UC level development plans, progress of the programme interventions and the Taluka level government plans and implementation status. This forum also provided an opportunity for the LSO representatives to review the government plans and discuss strategies to improve access to public sector social services (education, health, sanitation, agriculture and livestock extension etc.). Representatives from other NGOs were also invited to share their plans (on case-to-case basis). As of June 2022, a total of 68 JDC meetings were conducted against a target of 144 to ensure inclusion of poorest households in the development process and help them access services to improve their socio-economic conditions. The COVID-19 pandemic had affected the flow of JDCs meetings. In addition, in some districts and talukas frequent transfers of government officials and lack of interest of Govt officials remained a challenge in conducting the JDC meetings with required frequency.

According to **External Performance Monitoring Mission**, *”the JDC forum was appreciated by both communities as well as government officials. The interviews with JDC members in four selected districts for the Fourth Mission highlighted that all RSPs had developed a good rapport with the government officials and were able to create linkages between CIs and the government”*.

Almost all the JDC members from the government side confirmed that they participated in orientation programme. The members were clear about the role of JDCs. The government officials and CI representatives cited many occasions where CI representatives facilitated the government officials in the implementation of their programmes in the field organised by RSPs.

The LSO members found JDC to be a useful platform to highlight the issues with government officials. According to them, JDC was particularly effective in opening closed schools. However, they also felt that the DC or other government officials are not usually present in their offices and, therefore it was difficult for them to follow up with them after JDC meetings. When asked which departments were more effective in

giving response and taking action, LSO members informed that Health, Social Welfare and Livestock departments, the National Database and Registration Authority (NADRA) and the Election Commission were more effective. However, the Education Department was ineffective, despite the majority of LSOs raising education issues in the JDC meetings. On further probing, it was learnt that the Education Department was effective in reopening abandoned schools, but issues like a shortage of female teachers or provision of missing facilities in schools were not addressed. According to government officials interviewed in the Fourth Mission, issues like teacher appointments or provision of facilities were policy and budget-related issues which were beyond the control of Taluka and the District level administrations.

Lack of coordination between district administration and provincial line departments was emphasised as a major concern to make JDCs more effective. There was a common consensus among JDC members that district departments report to their counterparts in the provincial departments and the DC being Chairperson has no authority to take any action on behalf of the government departments

It was noted that RSP staff and CIs made serious efforts to present community needs in JDC meetings.

The coordination of RSPs and LSOs with the line departments remained effective, even outside JDC meetings. The government departments, particularly district administration, utilised LSOs in the COVID-19 response activities. For example, LSOs were engaged in identifying the poorest households, distributing rations, face masks, sanitizers and organising vaccination camps, etc,

Activity 1.4: Training of local government, district line department officials and LSO representatives in participatory development planning

Output: 290 (101%) Government Officials are trained (List of Government officials and LSO representatives training is attached as Annex 19)

For this, both government officials at the local level and the community representatives (office bearers of the CO/VO/LSOs) needed to understand each other's functions; a series of trainings (2-3 days duration) along with an exposure visit in other Programme districts were conducted. NRSP in collaboration with government line departments finalised the names of officials for these trainings. The selected LSO representatives were also part of this capacity building programme. This supported the SUCEESS programme in two ways: firstly it built capacity of the government officials/elected representatives and LSO office bears to better understand the three-tier social mobilization process, and secondly these events also enhanced and strengthened the linkages between community institutions and Government Authorities which further supported in the smooth implementation of programme interventions and the local level development process through the LSO/ VOs/COs. The capacity building activity also proved to be significant for enhancing good governance, behaviour and skills, such as consensus-building, transparency, accountability and resource management. In total 290 (101% of total target) government official from different departments and LSO representatives were trained.

Activity 1.5: Provision of adult literacy and numeracy skills, to be outsourced:

Output: 12,281 women received adult literacy and numeracy skills. (List of ALNS Training Centres is attached as Annex-20)

This Adult Literacy and numeracy skills component was added in the extension period of the Action (SUCEESS programme) by following the recommendations of the SUCEESS Mid Term Review (MTR) and the External Performance Monitoring (EPM) mission. The objective for including this important concept was to enhance the reading, writing and numeracy skills of rural women and enable them to mainstream their role for social and economic empowerment and support them in finding employment or become self-employed. As agreed in the contract of SUCEESS for the implementation of this component NRSP outsourced an organization named Management Development Foundation (MDF) through competitive

bidding procedure. NRSP and MDF aligned this component with GOS's Directorate of Literacy & Non-Formal Education curriculum. In addition to this curriculum, the reference books named Package-A developed for the government of Sindh's Non-Formal Basic Education (NFBE) by the Japan International Cooperation Agency (JICA) and currently being implemented by the Sindh Education Foundation for adult learners was adopted and implemented in the established centres.

These Adult Literacy Centres (ALCs) have been established at the settlement (sub-village) level. The locations and the teachers were mutually selected with the consent of respective Village Organizations VOs and learners as per their ease and convenience. The women CO members or any female from their household falling the criteria were enrolled in the centres. Some enrolled women CO members were also the beneficiaries of CIF, IGG, MHI, TVST and MEG under the SUCCESS programme. These are the women who either never attended school or dropped out before completing the 5th grade in school. After the completion of their course, these women are now able to read and write basic sentences in Sindhi/Urdu and will be able to perform basic arithmetic functions.

Text Box 4: Comments by External Evaluator of Adult Literacy Component

Learners were found "fully satisfied" about various aspects of teaching and teachers, when their satisfaction was asked through a questionnaire. They responded that 80% teachers used ample examples and exercises during teaching; while 73.2% used good teaching methodology, and 75% kept the course environment conducive for learners. (Adult Literacy & Numeracy Skills (ALNS) Assessment Report)

The duration of the ACLs was eight (8) months and the prescribed course was completed in the due time period. As soon as the adult literacy syllabus was completed in the centres, an additional one-week refresher course on the Community Management Skills Training (CMST) module of the NRSP was also delivered through the CRPs. As of reporting period total 484 Adult Literacy centres were established in which 12,281 women learners were provided literacy on the basic reading, writing and numeracy skills. Out of these 12,281 learners 11,864 (98 of total target) passed with 80% attendance.

Overall, the learner's performance was excellent, as majority of them have obtained more than 70% marks, which reflects the support provided during the learning process to the centres. The consolidated ranking of all three subjects reflects that 91.3% of the surveyed learners fall in the highest-ranking category and 5.0% in the lowest ranking, whereas the consolidated average marks are 85.1%. {Adult Literacy & Numeracy Skills (ALNS) Assessment}

Expected Result (ER) 2: Community Investment Fund, Income Generating Grants, Technical /Vocational Training & Micro Health Insurance provided to poor households

In order to reduce the multidimensional poverty in SUCCESS programme area multisector approach has been adopted and activities are conducted accordingly which proved beneficial and ensured increase in the income of poor households. In accordance with the households and community institutions development plans includes micro investment plans (MIPs) at household level, village development plans (VDPs) at VO level and the union council development plans at LSO level with five different types of interventions and dedicated separate resources against each intervention were implemented. These interventions include Income Generating Grants (IGGs), Technical Vocational Skills Training, Micro Health Insurance (MHI), Community Investment Funds (CIFs) and Micro Enterprise Grants (MEGs).

The mentioned interventions were particularly designed to increase the income of poor household that fall in the PSC range 0-23 and reduce their poverty and provide them social safety against health and economic shocks. According to the NRSP's experience poor households require financial support to start an economic activity they may not be in a position to qualify for credit from banks or microfinance institutions; some HHs may have some adult male / female member who need technical / vocational skills few of them also

need finance to start his/her own business and some will find a job; some would need knowledge / information to improve their earning using existing resource like agriculture, livestock etc.

These diverse set of activities have a significant contribution in increasing the income of poor households, i.e. building technical and vocation skills on the economic potential of the household member. At the community level, CIF is also a most important and sustainable intervention that has been ensuring the access of poor people to the financial services for enhancing or starting their business which leads to increasing income. The sudden health shocks and the expenses incurred on those is also an enormous economic burden on the extremely poor households having 0-12 poverty scores in order to meet these abrupt expenditures the households with PSC range 0-12 were provided Micro Health Insurance. An additional financial activity under SUCEES programme was Micro Enterprise Grants which was included in the programme in extension phase. This grant has also positively supported the poor TVST beneficiaries to initiate their own business.

During project period, NRSP performed the following sets of activities for ensuring the increase in the income of targeted poor households:

- **TVST:** A total of 16,684 beneficiaries (102% against the target) including 12,841 (77%) women and 3,843 (23%) men from poor households were trained in Technical and Vocational Skills (TVST). The TVST trades included garments/embroidery making, beautician skills, food processing, crop and livestock management, automobile, electronics and construction work.
- **CIF:** Rs. 578.7 million against the target of Rs. 578.7 million (100%), CIF sub-grants have been transferred to 121 Local support Organisations and out these 1,426.358 Million (246.5%) has been further disbursed to Individual beneficiaries as loan. A total of 40,013 households against a target 86,050 households have benefited. About 99% of the beneficiaries invested CIF in livestock, and 1% in small village level enterprises.
- **IGG:** A total of 21,826 (100%) women from the poorest households got income generating grants from their VOs. About 99.6% of the beneficiaries invested in livestock, 0.4% in small village level enterprises and agriculture inputs. A total of Rs. 337 million (100%) have been sub-granted to VOs
- **MHI:** A total of 48,186 (100% against the target) HHs have been provided Micro Health Insurance covering 309,495 people to reduce household health expenditures and provide access to health services. A total of 10,606 patients were treated with an amount of 105.9 million (74% claim ratio). Out of these MHI claims 80% are gynaecology and pregnancy related.
- **MEG:** A total of 2,223 (90% against the target) HHs have received Micro Enterprise development grants and invested in different business as per their acquired TVST trainings skills.

Activity 2.1: Community members, especially women, provided vocational and technical skills, especially farmers and livestock owners

The TVST is one of the major components of SUCCESS programme. NRSP faced many challenges under this activity from its inception to completion and also learnt new lessons and witnessed many positive results of this intervention. In the implementation of TVST, the learnings and suggestion generated through different evaluation and monitoring review were incorporated to improve the execution of this component. Similarly, the SUCCESS MTR conducted in 2019 recommended some changes in the TVST component for its redesigning and implementation which are given as under. NRSP also followed the proposed changes in the implementation of TVST component.

- Number of target beneficiaries revised from 36,500 to 16,400. The reduced target helped in focusing on the quality of training with longer duration, better utilisation of skills and enhanced market linkages.

- **Market Based Wage Employment:** This was focused with the Market assessment Survey done by SEBCON and Training Service Provider IRM through synergizing the market demand and tailored training regarding the skills and market needs.
- **Self-Employment and Micro-enterprises:** A micro-enterprise component was added with the focus on localised value chains for products that exist in communities. This included traditional skills e.g. in handicrafts, agro- based and other enterprises. It included, where needed, the formation of Business Development Groups (BDGs) of mainly women community members, in order that they also have access to necessary skills and finances, thus creating better integration with other components of SUCCESS such as the TVST, CIF and also the IGG.
- The MTR conducted in 2019 recommended redesigning the TVST component to achieve long lasting impacts. Based on the recommendations of the SUCCESS MTR changes were made accordingly to the component. These changes included: (i) A market survey, market analysis, analysis of value chains, analysis of employment opportunities available in the market was conducted by a specialised service provider identified through competitive bidding process. (ii) All training participants under TVST were eligible for IGG and/or CIF. Vocational training participants initiating micro enterprises were supported with training in entrepreneurship, market information, and capital access through enterprise grants and/or linking them with Community Investment Fund. (iii) longer and higher quality trainings for a reduced number of beneficiaries, (ii) targeting more men to positively impact the household income compared with earlier focus on the women beneficiaries.

Summary of the achievements of sub-activities against targets is presented in Table 6.

Table-6: Summary of Achievements of TVST

<i>Activities</i>	<i>Target</i>	<i>Achievement</i>	<i>% age</i>
<i>Activity 2.1.1: Market Assessment Survey</i>	<i>1</i>	<i>1</i>	<i>100</i>
<i>Activity 2.1.2: Training Needs Assessment</i>	<i>1</i>	<i>1</i>	<i>100</i>
<i>Activity 2.1.4.: Training of selected beneficiaries in Technical, Vocational and Enterprise Skills</i>	<i>16,400</i>	<i>16,684</i>	<i>102</i>
<i>A- 2.1.5: Post training Linkage and Support services (linkages, Placement Etc.)</i>	<i>16,400</i>	<i>16,684</i>	<i>102</i>

Under the redesigned phase following activities were undertaken:

A. Market-Based Wage Employment

Activity 2.1.1: Market Assessment Survey

Output: Market based skills demand assessed, trades identified and selected

In compliance with the recommendations of MTR 2019 for conducting a market survey for assessing the demand and supply side utilisation of TVST skills, NRSP outsourced the services Consulting firm -SEBCON (Pvt.) Limited through competitive bidding process. The SEBCON (Pvt.) Limited under the Technical and Vocational Skills component of the SUCCESS Programme conducted the market survey and analysed market need and employment opportunities available for self-entrepreneurship and waged employability of the TVST learners.

This research study provided in-depth knowledge and information about the market opportunities available in the programme area. This helped in harnessing the poor communities (men & women) technical skill and aligned them with current market need and requirements. The TVST trades were aligned as per market needs which proved beneficial for initiating sustainable market led micro enterprises and technical human resource at community level. The detailed survey report is attached as annexes 21.

The Market Survey Report suggested that “Strengthening the value chain for manufactured goods is imperative for enhancing the quality of goods produced and for meeting the requirements of the major markets. Wage earning opportunities are already limited in rural areas of Sindh, and by training men and women and making them semi-skilled, to say the least, in producing better quality products, prospects of selling rural based products in urban centres is expected to greatly improve and help in establishing linkages and developing value chains between rural and urban areas. Possession of assets or skills also leads towards empowerment of people. Empowering women in rural areas can play a significant role in their decision-making, thus reducing the severity of vulnerability while also supporting targeted poor families.”

Activity 2.1.2: Training Needs Assessment

Output: 16,684 community members identified and selected for Technical and Vocational Skills and micro Enterprise development Training

The Training Need Assessment (TNA) is an assessment process and investigative tool for determining the training needs of the individuals for achieving the desired objectives and goals. NRSP SUCCESS team conducted the Training Needs Assessment (TNA) in collaboration with the TVST training service provider M/S Institute of Rural Management (IRM) that was selected through a competitive bidding process. The TNA included a screening of interested individuals’ male/female from the household who were member of the community organization and their training need was already identified in the household level micro-investment plan. Initially participants were trained in the trades which were mutually finalised with IRM without doing market assessment and considering the need of that area but after the recommendations of MTR, these training participants were provided skills training according to the need of that particular areas so that they can utilise their training skills and earn the income for which they are trained. The assessment and screening of the interested TVST candidates was carried out by using different tools e.g., individual interviews, candidates' willingness, skill suitability, availability, market demand and potential for self-enterprise/micro enterprise. The candidates qualified from all above requirements were recommended to training institute. The TVST service provider conducted another screening through its team and finalized the participants for training.

Activity 2.1.3: Signing of Memorandum of Cooperation (MoC) with private sector

Output: 14 MoC signed with private sector

For linking the trained TVST participants with the potential employers and services providers, NRSP Enterprise Development team made efforts through exhibitions, events and linkages development and signed 14 Memorandum of Corporation with deferent private sector entities which included boutiques, beauty parlours, fashion designers, handicraft shops and market associations. As the result of these MoCs, the TVST beneficiaries were engaged in services and selling their products with good profit margins in collaboration with market players. Apart from this, through the exhibitions and events, the products particularly handicrafts prepared by the trained TVST participant’s especially rural women were promoted to showcase the artistic work of rural artisans. This provided the new avenues of learning and linkages development between suppliers and trained TVST participants.

Activity 2.1.4.: Training of selected beneficiaries in Technical, Vocational and Enterprise Skills

Output: 16,684 persons trained in technical and vocational and enterprise skills (Summary of TVST training events is attached as annexure 22)

All the trainings were conducted by the Institute of Rural Management IRM. The TVST beneficiaries were also selected as per the mutually agreed criteria shared by the IRM. The participants who received training in different events were assessed through a test conducted at the end of the training events. At the end of each training event the test was conducted and the successful candidates were given certificates by IRM. For the sustainable economic growth generation, the trained TVST beneficiaries were eligible for IGG and/or CIF as per criteria so that they can start economic generation activities. Additionally, these Vocational training participants were also provided Micro Enterprises Grants. That also supported them to start their small/micro enterprises.

As of June, 2022, a total of 16,684 (102%) beneficiaries including 12,841 (77%) women and 3,843 (23%) men from member households were trained in Technical and Vocational Skills (TVST). Women mostly opted for garments (embroidery work, tailoring), beautician skills and food processing, which are suitable for women working at home in an environment where mobility outside the village is highly limited. Some of the women also opted for home-based livestock farming and poultry farming. Men mainly opted for automobile (driving and motor cycle repairing), mobile phone repair, computer skills training and construction work.

The EPM results of interviews with beneficiaries revealed that an aggregate of 56% of TVST beneficiaries were engaged in economic activity before TVST; whereas 94% of beneficiaries were working after TVST. There were 38% more TVST beneficiaries working after TVST.

All beneficiaries interviewed found a job after receiving TVST (External Performance Monitoring)

Table 7: Trade wise Details of TVST participants

Trade	Sector	Female	Male	Total
Beauty Industry	Beautician	983	-	983
Beauty Industry	Bridal Makeup Expert (Advance)	13	-	13
Beauty Industry	Hair Dresser	-	68	68
Chappal Making Training	Chappal Making	-	13	13
Construction	House Carpenter	-	72	72
Construction	Mason	-	16	16
Construction	Painter (Building Painter)	-	12	12
Construction	Plumber	-	29	29

Text Box 5: Comments by EPM on TVST & its utilization

As per External Performance Monitoring: It was encouraging to note that more TVST beneficiaries were linked to CIF and IGG to start businesses. The interviews with beneficiaries indicated that 41% of TVST beneficiaries had received CIF or IGG. The EPM analysis of IGG and CIF users reveals that 42% were invested in livestock rearing, 25% in small scale businesses, 15% in agriculture inputs and only 5% invested in tailoring. The findings indicate that a total of 56% of TVST beneficiaries were engaged in an economic activity before TVST, whereas 94% of beneficiaries were working after TVST. There were 38% more TVST beneficiaries working after TVST.

<i>Trade</i>	<i>Sector</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
<i>Electrical</i>	<i>Electrician (Advance)</i>	-	177	177
<i>Embellished Textile & Related Products</i>	<i>Adda Work</i>	297	-	297
<i>Embellished Textile & Related Products</i>	<i>Applique work</i>	1,870	-	1,870
<i>Embellished Textile & Related Products</i>	<i>Block Printing</i>	-	17	17
<i>Embellished Textile & Related Products</i>	<i>Chuniri Lehnga</i>	88	-	88
<i>Embellished Textile & Related Products</i>	<i>Hand Embroidery</i>	2,312	-	2,312
<i>Embellished Textile & Related Products</i>	<i>Crochet work</i>	389	-	389
<i>Embellished Textile & Related Products</i>	<i>Machine Embroidery</i>	242	-	242
<i>Embellished Textile & Related Products</i>	<i>Mat Designing</i>	61	-	61
<i>Embellished Textile & Related Products</i>	<i>Rilli Making</i>	344	-	344
<i>Food Processing</i>	<i>Achar Making</i>	391	-	391
<i>Food Processing</i>	<i>Bakery Products</i>	120	34	154
<i>Food Processing</i>	<i>Kheecha and Chips Making Training</i>	70	-	70
<i>Hospitality Industry</i>	<i>Cooking</i>	-	26	26
<i>Information Technology</i>	<i>Computer Skills Training</i>	-	130	130
<i>Light Engineering</i>	<i>Air conditioning and refrigeration Repair</i>	-	16	16
<i>Light Engineering</i>	<i>Mobile Phone Repair</i>	-	32	32
<i>Logistics</i>	<i>Car Driving</i>	-	848	848
<i>Mechanical</i>	<i>Motor Cycle Repairing</i>	-	790	790
<i>Skills Related to Farms/Agriculture</i>	<i>Agriculture and Crop Management Training</i>	35	88	123
<i>Skills Related to Farms/Agriculture</i>	<i>Commercial Poultry Management</i>	1,049	77	1,126
<i>Skills Related to Farms/Agriculture</i>	<i>Community Livestock Extension Worker(CLEW) Training</i>	-	29	29
<i>Skills Related to Farms/Agriculture</i>	<i>Home Based Livestock Farming</i>	1,009	444	1,453
<i>Skills Related to Farms/Agriculture</i>	<i>Home Based Poultry Management</i>	104	-	104
<i>Skills Related to Farms/Agriculture</i>	<i>Kitchen Gardening</i>	139	12	151
<i>Skills Related to Farms/Agriculture</i>	<i>Sheep & Goat Product</i>	15	-	15
<i>Skills Related to Farms/Agriculture</i>	<i>Sheep and goat production</i>	75	-	75
<i>Textiles and Garment</i>	<i>Baby Garments</i>	448	-	448

<i>Trade</i>	<i>Sector</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
<i>Textiles and Garment</i>	<i>Burqa/Hijab Making Training</i>	259	-	259
<i>Textiles and Garment</i>	<i>Domestic Tailoring</i>	360	-	360
<i>Textiles and Garment</i>	<i>Dress Designing (Advance)</i>	-	12	12
<i>Textiles and Garment</i>	<i>Dress Designing (Advance)</i>	2,082	575	2,657
<i>Textiles and Garment</i>	<i>Tailoring</i>	35	251	286
<i>Training on Fishing Management</i>	<i>Fish Farming</i>	51	57	108
<i>Training on Tyre Puncture Repairing</i>	<i>Tyre Puncher</i>	-	18	18
<i>Grand Total</i>		12,841	3,843	16,684

Activity 2.1.5.: Post training placement support services

Output: 16,684 trained persons are provided support services

NRSP also supported the trained TVST beneficiaries to engage them with other service providers/employers and linked them with CIF/IGG and MEG after completion of TVST trainings as a part of its efforts to engage TVST graduates in income generation activities. NRSP staff also worked for capacitating the TVST beneficiaries to improve the quality of goods and services produced by them.

Self-Employment and Micro-Enterprise

Under the new addendum of the Action, the major activities were incorporated in the TVST component. The self-employment opportunities through setting up and training for micro enterprises at the local level were also essential part of this activity. Under this indicator activities were also designed. The main focus of this activity was to formulate mainly women Business Development Groups. These women were informed well about the options shown in the market assessment studies, training options with certificate, available toolkits, grants, loans and advice after training.

The process had the following activities:

Activity 2.1.6: Market Assessment Survey for Micro Enterprises

Output: Marketable micro-enterprise product and services identified and selected

NRSP through the third party named SEBCON Pvt. Limited conducted a market survey for identifying the potential demand for products, services to be offered by micro enterprises within geographic localities. The survey also focused on the non-traditional trades of TVST which are currently demanded by the market and also identified the skills and techniques for the rural women & men artisans trained and to-be-trained under TVST component.

Activity 2.1.7: Formation of Business Development Groups (BDGs)

Output: 108 Number of Business Development Groups formed and members trained

Business Development Groups were formed under the TVST component for starting businesses collectively. As TVST participants have received many trainings under different trades and many of them belong to same

geographical area, therefore the likeminded TVST graduates in the same trade were mobilized to form a Business Development Group for combined business endeavours NRSP's capacity building officers identified the potential by assessing the provision of Micro Enterprises Grant for these Business Development Groups as this was the value-added support for starting the businesses/enterprises. This component combined the efforts of the TVST beneficiaries to start the business mutually. Further this was strengthened by the Enterprise team available at NRSP supporting them into designing the products by hands on training and their market presence by providing them with the support of product and brand visibility including advertising material. A total of 108 Business Development Groups were formed.

Activity 2.1.8: Financial Support for toolkits and Enterprise Start Up

Output: 2,223 Micro Entrepreneurs financially supported for toolkits or start up grant (list of grant beneficiaries is attached as Annex-23)

Access to financial services was a challenge to the potential entrepreneurs who wanted to start their business after receiving technical and vocational skills training. This issue was largely addressed in the no-cost extension of the programme. Micro Enterprise Grants were added in the programme to benefit the entrepreneurs. Under this component 2,223 beneficiaries received the grants for start-ups. These beneficiaries were also provided with addition support of hands-on training to manage the business and market linkages including the marketing & advertising products by Enterprise development team. The summary of achievements is provided in table No. 8

Table 8: Achievements of Micro Enterprise /Start-up grants

Activity	Target	Achievement	% age
No. of TVST Participants provided MEG for toolkit or start-up support	2,485	2,223	89.5%
Amount of MEG (EUROs in millions)	335475	317572	96.6%

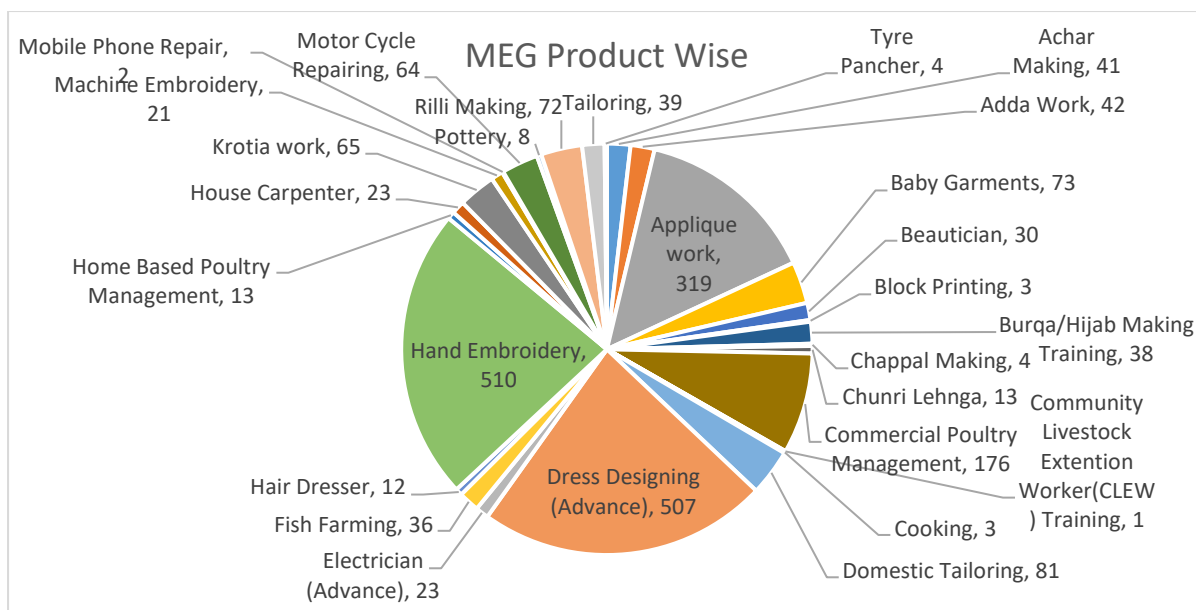
Following is the district wise summary of Micro Enterprise /Start-up grants provided to TVST participants:

Table 9: District wise summary of Micro Enterprise /Start-up grants

S.No	District	No. of Micro Enterprise /Start-up grants provided	Amount of Grants (EUR in millions)
1	Matari	378	53522.97
2	Sujawal	877	123572.1
3	Tando Allahyar	401	56447.18
4	Tando Muhammad Khan	567	84030.12
	Grand Total	2,223	317,572.4

Products of these beneficiaries have been also exhibited in various events arranged by NRSP under SUCCESS Programme with the name of "Our Craft" and in other events arranged by different authorities at local level and national level. The exhibitions supported these start-ups by building their exposure and getting orders as well. This also strengthened the market linkages of the start-ups and this will continue after the SUCCESS Programme as well. The list of the events arranged/participated is attached as Annex-24.

These MEG were provided for start-up of different trades. The following graph shows the trade wise segregation of MEG.



Activity 2.2: Identify and support innovative economic activities and access to efficient markets

The activity was directly linked with and supported the poor households in increasing their household income. The households who were falling in the category of ultra-poor or had bottom line PSC in the list were the direct beneficiary of this financial service and they were provided one-time income generating grant to start economic activity and link them with efficient market. The economic activities which were started or supported through IGG were according to the needs of the local area.

The activity mainly focused on the poor community members including farmers and livestock owners which were provided technical assistance and one-time grant. This helped the farmers and livestock owners to adopt new technologies and improve their food security and nutrition as well. NRSP sub granted the IGG to the VOs and in turn VOs have disbursed the amount as per agreed criteria. The overall objective of the sub-granting for IGG was to support the achievement of the SUCCESS Programme's overall and specific objectives. This activity directly contributed to the Result-2 i.e., an average sustainable increase of poor households' income by 30%. The eligibility criteria for a VO to receive the sub-grant of IGG was that the VO:

- is membership based, inclusive, and have successfully participated in a social mobilisation programme based on the concept of this proposed programme;
- is among implementing LSO / VO / CO that are registered or notified by the Government
- has a bank account, a demonstrated ability to manage project accounts, and has received training in project/project account management;
- has identified Poor Households on the basis of Poverty Score (0-23) and community validation;
- has finalized MIPs and incorporated those in the VDPs;
- has established all the required project management committees foreseen in the Programme Implementation Manual, and has a transparent reporting system and prepares minutes of all meetings; and
- Agrees to all audit requirements.

As per the process, COs identified the need for IGGs using MIPs and submitted it to the VOs. The Village Organizations finalized the list of identified households with type of economic activity along with amount requested for each household for which the IGGs is requested. Under IGG intervention, NRSP provided community members one-time cash grants and technical assistance to identify and support economic

activities and gain access to market to improve their households' income. As of June 2022, a total of 21,851 (100% of the target) households, falling in the poverty score band (0-12), have received IGGs. PKR 337 million was disbursed to community institutions (VOs) which was further disbursed to individual beneficiaries. This included Co-financed amount of PKR 54.144 million under IFAD funded National Poverty Graduation Programme. The summary of the sub activities with their annual targets and achievements are presented in Table 8.

Table-10: Summary of Achievements of IGG

Activity	Project Target	Achievement	% age
Activity 2.2: Identify and support innovative economic activities and access to efficient markets	21,901	21,826	100%
A- 2.2.1: VDPs are finalised to compile information about the identifying economic opportunities, required support and list of beneficiaries	21,901	21,826	100%
A- 2.2.2: Based on the VDP and individual assessment, provision of income generating grants ((IGG)	21,901	21,826	100%
Activity 2.2.2.a: Total amount of IGG disbursed (EUROs in millions))	2.417	2.413	99.83%
A- 2.2.3 Support to Establish links of community members to efficient markets	17	17	100%

Activity 2.2.1: VDPs are finalised to compile information about the identified economic opportunities, required support and list of beneficiaries

Output: 21,826 VDP are finalised, identifying economic opportunities.

Under SUCEES programme each organised household had developed its MIP which describes the economic activities and other components including household's available resources, its technical capacity and market potential of proposed economic activity, its suitability and competitiveness. Together, these components formulated a business plan of that particular household for increasing its income. On the basis of these MIPs, the financial and technical assistances were provided to these households. This assistance included IGG, CIF, TVST and MEG. Moreover, the household level MIPs were also incorporated in the VDPs and VDPs were finally included in UCDPs.

Based on the MIPs, the COs submitted list of eligible beneficiaries' households to the respective VOs and after scrutiny/validation of the beneficiaries, the VOs finalised the lists of households for IGG and included the final number of HHs in its VDPs. Besides MIPs, the household PSC range (0-12) was also finalised for the provision of Income Generating Grants (IGG). Thus, as of June 20, 2022, a total of 21,851 beneficiaries were finalised for economic opportunities.

Activity 2.2.2: Based on the VDP and individual assessment, provision of income generating grants

Output: 21,826 households are provided with IGG grants (List of VOs Provided with IGG sub-grants is enclosed as Annexure-25).

Based on the VDP, MIP and following the process agreed in the SUCCESS Action and programme Implementation Manual, the VOs disbursed the IGG to households having PSC score of 0-12. The VOs finalised the list of all eligible households and submitted to NRSP. The submitted HHs lists were further assessed and validated through CRPs and social and technical appraisal of each household were conducted. The VOs also requested for the grant under their sub-grant agreements and submitted lists of finalised

households and fund request through resolutions. As of June 2022, a total of 1,126 VOs received PKR 337.29 million as sub-grant and they further disbursed it to 21,851 households. Household invested this amount on purchase of productive assets such as the establishment of small tuck shops, productive livestock for fattening etc. IGG grant added to the self-esteem of household and generated economic activity in the villages and connecting poor households to market as well generating sustainable revenue. Economic impacts of the IGGs at the household level can be witnessed. It is worth mentioning that IGG transformed human capability into the economic opportunity. Households who received IGG have now a source of sustainable income to meet their basic needs and reinvest some income to enhance their business base. Some challenges were faced by few IGG beneficiaries and initially they got financial loss due to poor marketing skills, poor financial management of the business and in some cases the unwise choice of business. It was an anticipated challenge by NRSP, that's why strategically team strictly and regularly followed to infant business and kept them guiding to overcome the challenges. Besides these, the women have been economically empowered because the cash has been directly transferred to Female HHs members who are the member of community organizations. These are women who make decisions along with their other family members in the purchasing and selling of assets. This financial inclusion also contributed in the women empowerment in the rural areas by making them financially sustainable.

External Performance Monitoring observed that: *CIs took decisions very carefully and after detailed discussion when selecting IGG beneficiaries, so that the poorest households could get IGG. Though PSC is the main criteria used for selecting the beneficiaries, the discussion helped them to identify the most deserving individuals within the same category of people. It was interesting to note that none of the women complained about favouritism or questioned the selection of beneficiaries. This indicated that CIs were sufficiently mature to understand and follow the selection criteria, and cooperative and supportive in assisting the most deserving individuals.*

Activity 2.2.3: Support to establish links of community members to efficient markets

Output: Community participation in 17 Enterprise Development interventions/market linkages/exhibitions for marketing of local products

Under SUCCESS programme, the beneficiaries who have been provided financial and technical inputs/assistance in the shape of IGGs, CIF, technical and vocational skills have established their business or are providing services at local level. In order to promote and strengthen the micro enterprises established by the programme beneficiaries, they need technical support to extend their linkages with the potential markets and suppliers. In this regard a market assessment was conducted by a firm named SEBCON (the detailed survey report is attached as annexure #21).

On the basis of the survey results the programme beneficiaries were given orientation on the available market potential opportunities through CIs meetings and CRPs sessions. Besides, the products of some leading TVST, CIF, IGG & MEG beneficiaries were also promoted through establishing stalls at social events, local festivals, exposes and exhibitions. NRSP also arranged separate exhibitions and stalls in major cities like Tando Allahyar, Tando Muhammad Khan, Hyderabad, and Lahore at local, provincial and national level. These promotional activities for rural small entrepreneurs with the tag of “OUR CRAFT” have built the capacity and confidence of rural women entrepreneurs and provided them new avenues of growing and expanding their micro-enterprises through establishing new market linkages.

As of June 2022, a total of 17 exhibition events have been organized through which rural entrepreneurs benefitted through linkages development. List of market linkage interventions is attached as Annex-24

Activity 2.3: Develop an approach to facilitate income generation of community members through Community Investment Fund (CIF)

Output: Income generation approach through CIF is developed in 121 LSOs (list of LSO Provided with CIF sub-grants Annexure-26)

The Community Investment Fund (CIF) is a capital grant provided to the Local Support organizations (LSOs) under SUCCESS programme with the objective that the LSOs will further extend this amount in small loans to the poor beneficiary households with PSC (0-23) for starting or expanding their income generation activities. This intervention is also directly aligned with SUCCESS programme result of 30% increase in the income of poor HHs. This is also considered as sustainable capital for social enterprises like COs/VOs/LSOs through its revolving. CIF provided the financial access and independence to rural women through flexible micro loans as it served two broad objectives (a) it helped to ensure the sustainability of COs/VOs/LSOs and (b) it helped poor household members in increasing their incomes by setting up and enhancing the existing small businesses and creating livelihood assets (e.g. investment in livestock and agriculture inputs).

While addressing the sustainability of CIs under SUCCESS programme, the CIF component was implemented through sub-granting to LSOs in accordance with the EU sub-granting eligibility criteria and in compliance with NRSPs social mobilisation sustainability and capacity building approach. It was required that the eligible LSO:

- is membership based, inclusive, and have successfully participated in a social mobilisation programme based on the concept of this proposed programme;
- is among implementing LSOs / VOs / COs who are registered or notified by the Government
- has a bank account, a demonstrated ability to manage project accounts, and has received training in project/project account management;
- has identified Poor Households on the basis of Poverty Score (0-23) and community validation
- has finalized MIPs and incorporated those in the VDPs and UCDPs
- has established all the required project management committees foreseen in the Programme Implementation Manual, and has a transparent reporting system and prepares minutes of all meetings;
- has put in place a system for record keeping of all transactions, financial management and monitoring; and
- it agrees to all audit requirements;

After receiving the CIF sub-grant, the CIs then provided CIF to poor and poorest women on rotational basis through interest-free loans to enable the beneficiaries to undertake economic/income generating activities identified in the Micro Investment Plans (MIP) prepared by individual households at the CO level. NRSP provided technical support to the CIs in implementation of the CIF and also monitored and maintained records of CIF intervention. The overall objective of the CIF sub-granting was to support the achievement of the SUCCESS Programme's overall and specific objectives particularly Result-2 i.e., an average sustainable increase of poor households' income by 30%. The CIF also proved beneficial in developing capacity of the community institutions in terms of financial management, planning household level economic support initiatives for poor households and helping them to improve their economic activities. For maintaining the LSOs level financial and other record, LSOs hired community bookkeepers who were trained by NRSP in keeping & MIS management.

After receiving the CIF sub-grant from NRSP, the second most important step was the disbursement of this amount as small loans to the poor households with PSC range (0-23), who were engaged in some economic activity (business, enterprise, livestock rearing, trading or agriculture, service provision etc.). The CIF loans were given to the poor households according to their needs identified in the Micro Investment Plans (MIP) prepared by individual households at the CO level. The CRPs at village level were engaged to guide

beneficiaries and facilitate appraisals for fulfilling necessary documentation requirements during SUCEES project period. In future, the LSO will also utilise these trained CRPs and pay their honorarium from the CIF income. The loan size, repayment mode and methodology were also finalised by the LSO in its credit policy.

Meeting the challenge of large number of poor households with PSC 0-23 and limited volume of the CIF amount available with LSOs, NRSP leveraged the currency exchange gains and provided additional finances to the tune of PKR 94.7 million to LSOs for investing as CIF to reach the maximum number of poor households.

RSPN study on *Impacts of Financial Access Interventions of Sind Union Council and Community Economic Strengthening Support (SUCCESS) Programme on Poor Households (2020)* suggested that as compared to the 2016 baseline, 42% of the sampled CIF beneficiary households have moved to a higher PSC band in 2020. Similarly, 44.5% of the sampled IGG beneficiaries have moved to a higher PSC band. These results indicate a lower poverty level after the CIF and IGG interventions. Overall contribution of CIF/IGG income as a percentage of the baseline income came out as 7% for livestock, 11% for agriculture, and 14% for enterprise. Given the stock of animals unsold and value of businesses setup however, a larger unrealised benefit of the CIF/IGG remains. Across the board, returns to beneficiaries who had obtained multiple CIF loans remained higher. Estimated cost of borrowing for the beneficiaries in obtaining CIF loans proved to be more cost effective than other sources of finance.

As per the External Performance Monitoring: *It was encouraging to note that all LSOs were managing CIF and had started revolving the funds; 86% of LSOs were revolving CIF for the 2nd time and 44% for the 3rd time. This has improved the management capacity and experience of LSOs as well as generating funds at LSO level*

EPM also observed that multiple time loans generated more employment or assets at household level. For example, many women bought a goat with the first loan and then sold the goat after a year, and with this money and a second-time loan bought a small calf. In some cases, women bought livestock with the first loan and opened a grocery shop with the second loan.

In general, beneficiaries were satisfied with the amount of CIF and all beneficiaries found it easy to collect the amount from the bank. At the time of the Fourth Mission, NRSP had made beneficiaries responsible for depositing their instalments directly to the banks

CIF exit strategy

Since the CIF is a Capital amount for LSOs and it will continue benefiting the poor communities beyond the SUCCESS programme and LSOs will manage the overall operations of the CIF, therefore it is critical that LSOs should have capacity, experience and understanding of the CIF management. During last 6 years, the LSOs have managed CIF with the technical assistance of NRSP. In addition, as part of CIF exit strategy, some additional activities have been carried out at NRSP and LSO level. These are all summarised below:

- ✓ Signing of ToPs with LSOs for further running the CIF programme
- ✓ The CIF policy was finalized to facilitate LSOs to run the CIF independently after SUCCESS.
- ✓ The CIF MIS has been developed and handed over to LSOs for its further management and updating.
- ✓ The CBKs for all 121 LSOs (100%) are trained on maintaining MIS & financial bookkeeping.
- ✓ 1,036 CRPs are trained on Credit Appraisal & Recovery Techniques which will further assist the LSOs in the outreach of the CIF.
- ✓ 370 LSOs members preferably office bearers are trained on managing CIF, LSO registration, local government elections & improving service delivery in CAT indicators completed.
- ✓ The LSOs have developed the cost recovery plan/Business plan to run the CIF on sustainable basis.

Since the beginning of Programme period, the CIF has been given as interest free loan with minimum documentation charges from the borrowers. However, after the completion of the SUCCESS Programme, the LSOs have decided that they will charge some service charges along with documentation fees for meeting the operational expenditures and for the sustainability of the CIF operations. It is also agreed and suggested by the LSOs that one CBK can look after, manage and update the record more than one LSOs and cost of the CBK honorarium will also be paid by respective LSOs accordingly.

As of June 2022, a total of PKR 578.7 million was sub-granted to 121 Local Support Organisations and a total of PKR 1,426.3 million, including revolved loans, have been further disbursed to poor individual beneficiaries through CIF component. Overall, **40,013** households have benefited from CIF grants against target of 86,050 households. Summary of targets and achievement of the sub-activities are presented in Table 11.

Table-11: Summary of Achievements of CIF

Activities	Target	Achievement	% age
<i>A- 2.3: Develop an approach to facilitate income generation of community members through CIF</i>	121	121	100%
<i>A-2.3.1: Amount of CIF disbursed to LSOs (EURO in millions)</i>	4.504	4.494	99.8%
<i>Activity 2.3.2: Total amount of CIF disbursed to poor households by LSOs (EUROs in million)</i>	16.614	11.105	67%
<i>Activity 2.3.3: Total households provided CIF grants</i>	86,050	40,013	47%
<i>Amount CIF Disbursed to Poor Households in PKR in million.</i>	578.768	1430	247%
<i>No, of Loans</i>	86,050	70,594	82%

In addition, all the LSO have completed different cycles of CIF disbursement during the project. The summary of cycles completed by LSOs are given in the following table:

Table-12: Summary of LSOs with completed cycles of CIF Disbursement

S.No	Description	No. of LSOs
1	<i>No. of LSO completed 4 Cycles</i>	01
2	<i>No. of LSOs completed 3 Cycles</i>	22
3	<i>No. of LSOs completed 2 Cycles</i>	65
4	<i>No. of LSOs completed 1Cycles</i>	33

The EPM has observed that “multiple time loans generated more employment or assets at household level. For example, many women bought a goat with the first loan and then sold the goat after a year, and with this money and a second-time loan bought a small calf. In some cases, women bought livestock with the first loan and opened a grocery shop with the second loan”.

In response to the recommendations of the MTR conducted in 2019, the integration of the different programme interventions was emphasized. The following table gives the summary of integration among different programme components:

Table 13. Summary of integration of different intervention of SUCCESS

S.No	Activity/Description	No. of HHs
1	No. of TVST HHs accessing the CIF loans	8,098
2	No. of TVST HHs accessing the IGG	1,667
3.	No. of TVST HHs accessing the Micro Enterprise Grants	2,223
4	No of IGG HHs accessing CIF loans	1,779
5	No. of CIF HHs accessing NRSP Commercial microfinance	647

The reasons of less achievement in CIF beneficiary households is due to the delay in account opening, limited bank branches where the LSOs could operate their bank accounts for CIF management, COVID-19 pandemic and consequent lockdowns/implementation of strict SOPs by the authorities and flood/rain situation in some programme areas during implementation period

Activity 2.4.: Provision of micro health insurance to the poorest households

Protecting the poor communities living in rural areas against health shocks, the micro health insurance (MHI) was included in the SUCCESS Programme as a social protection measure that helped and protected them from health-related economic shocks which adds to the miseries of the poor communities. It is a fact that a significant proportion of household income is spent on health expenses. According to the WHO, in 2019, 53.81 percent people made out-of-pocket health expenditures in Pakistan and this percentage in 2016 (inception year of SUCCESS programme) was 62.22 percent⁴. These healthcare expenditures in rural areas increase the economic vulnerability of poor households and most of them borrow money for seeking health care which further worsen their financial conditions. The quality services delivery in rural areas is itself a serious issue which has been negatively contributing in increasing the rates of diseases in rural areas and the population living there is at risk. It was, therefore, the SUCCESS programme which supported health expenditures through MHI besides allocating resources to other poverty eradication activities. The Programme financed this social protection measure through provision of Micro Health Insurance Cards to the poor households with PSC range of 0-12.

Activity 2.4.1.: Provision of micro-health insurance to the poorest households

Output: 48,186 households provided micro-health insurance cover during the programme period

Under the SUCCESS Programme, for the provision of micro-health insurance, MHI facility and services were provided through an Insurance Company named “Jubilee General Insurance Company Ltd”. The Insurance Company was hired through competitive bidding process following the EU’s procurement guidelines. It was agreed between the NRSP and Insurance Company that NRSP will pay an amount PKR 1,000 as premium per year per family and the company issued the health cards to policy holders (MHI Beneficiaries).

As agreed in the SUCCESS contract, an average 398 poorest households were selected from each Union Council for the provision of MHI facility in different phases in accordance with the completion of mobilization activities in the union councils. The households provided with MHI facility have signed the Insurance contract/registration form and NRSP transferred the premium amount to the selected Insurance

⁴

https://data.worldbank.org/indicator/SH.XPD.OOPC.CH.ZS?end=2016&locations=PK&most_recent_value_desc=false&start=2000.

Company. Each family was insured for one year and the policy was renewed on annual basis. Following health package was received by the MHI Beneficiaries.

- Hospitalization for (Rs. 25,000) per family member per year
- Disability for (Rs. 25,000) per family member per year
- Natural death cover for (Rs. 25,000) for bread earner of the family

NRSP also received the claims from MHI beneficiaries and after checking all the requirements those claims were submitted to the insurance company and the Insurance Company reimbursed the claims after necessary internal screening. The MHI activity was closed after the completion of 5th year of SUCCESS programme. The insurance company did not sign addendum for extension due to high claim ratio. This component was accordingly discontinued for extended period under the intimation of EU.

As of June 2022, a total of 48,186 (100%) households falling in PSC (0-12) were provided MHI cards. A total of 10,606 patients were treated with an amount of Rs. 105.9 million (74% loss ratio against the premium) so far. The summary of targets and achievements are provided in Table 14:

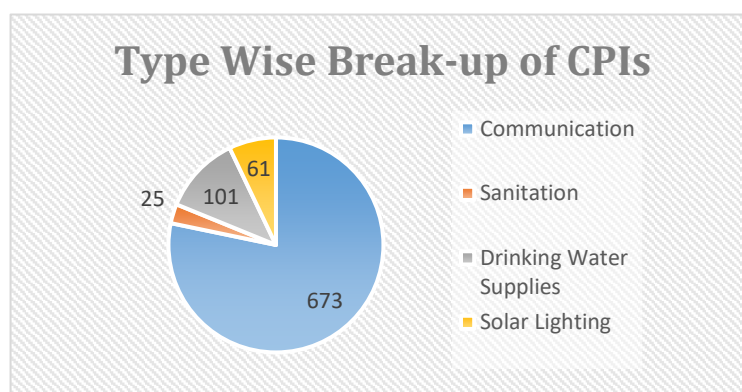
Table-14: Summary of Achievements of MHI

Activities	Project Target	Achievements	% age
A- 2.4.1 Provision of Micro-Health insurance to the poorest Households	48,400	48,186	99.6%
A--2.4.1.1: Number of people Insured	325,248	323,810	99.6%
Total HHs Insured with renewal cases	181,600	141,828	78%
A- 2.4.1.2: Amount of MHI premium given to MHI service provider (PKR)	181,600,000	141,828,000	78%
A- 2.4.1.2.a Number of cases/Claim		10,606	
A- 2.4.1.2. Amount of Claim (PRK In Millions)		105.9	74%

Expected Result (ER)-3: Community Identified Infrastructure built on improved with community involvement

The community level infrastructure has a great role in reshaping the lives of rural people in Sindh. But unfortunately, the provision of well-maintained, reliable and effective infrastructure at community level has remained an issue not only in Sindh province but across the country. The dilapidated infrastructure in rural areas is an evidence in this regard. One of the main issues behind the unavailability, unequitable provision, and lack of maintenance and ownership of these infrastructure facilities in rural areas is nonexistence of participatory approach and involvement of local community in the prioritization and maintenance of these facilities.

On the contrary under SUCCESS Programme, NRSP supported women led community institutions in initiation and completion of 860 (100%) CPIs against the total project target of 860. The completed CPIs are directly benefiting 54,029 households.



These needs were identified and listed in Village Development Plans and later on discussed in the Joint Development Committees to avoid duplication of efforts and resources. These infrastructure schemes such as rural Communication (link roads, rehabilitation of soling connecting settlements / farms, bridges, water supplies (hand pumps) and Solar lighting schemes enabled the local population to fulfil their basic needs and live a social and economic productive life. In addition to that these integrated development interventions such as CPIs are supporting the rural poor women’s mobility, enabling them to make decisions, and changing their conventional roles.

A study commissioned, under SUCCESS Programme, by RSPN on women empowerment noted that:

“The completion of Community Physical Infrastructure (CPI) scheme has made a huge difference in the community, directly contributing to a reduction in resistance and ridicule. Women are respected, empowered to go out in public and work independently. The experience of handling CPI projects has enhanced women’s ability to make decisions, and has actually changed women’s accepted roles i.e. what a woman can do. For the community, the CPI schemes are a tangible, visible, and definitive proof of the LSOs, and its members’, ability to mobilise resources and solve the community’s immediate issues. It provides the verbal and vocal approval that women need to be able to venture forward with credence and confidence. The CPI schemes convert, or at least curb, those ‘naysayers’ who would prevent the women CO and LSO members from venturing forward with their community work.

The very act of identifying, prioritizing, and managing the establishment of a community infrastructure scheme, developed the CO and LSO members in meaningful ways. It has developed women’s understanding of how community infrastructure, especially roads, are a must for a community to prosper and grow. According to the respondents, “they were encouraged to take decision by RSPs despite resistance from the community men and applied for the CPI scheme. “The experience of handling CPI projects has enhanced women’s ability to make decisions, and to say ‘no’. “Not all communities could be given CPI schemes all at once. We had to make a decision as to who would receive the scheme first. And we had to learn to be fair and just”. There are spill over effects of being able to facilitate a community infrastructure project. The women say that they feel abler to handle their chores, manage household expenses, and take decisions in their family matters only because they were able to complete infrastructure projects (paved roads, hand pumps and sewerage lines were few mentioned by our respondents) – conventionally dominant by men - on their own. They were mobilised to be confident, communicate, develop negotiation skills and establish a firm belief in hard work”.

Summary of target and achievements of the sub activities are presented in Table 15.

Table-15: Summary of Achievements of CPIs

Activities	Project Target	Achievement	% age
Activity 3.1.1: Community needs identified for basic infrastructure	860	860	100%
A-3.1.2: Studies conducted to prepare estimates and feasibility of identified infrastructure schemes	860	860	100%
Activity -3.1.3: Sharing of information about the identified schemes with the JDC and local authorities	860	860	100%
Activity 3.1.4: Initiation of approved infrastructure projects	860	860	100%
Activity 3.1.4.a: amount approved for schemes (Euro in Millions)	2.593	2.568.	99%
Activity 3.1.5: Completion of infrastructure projects	860	860	100%

A-3.1.1 Community needs to be identified for basic infrastructure

Output: communities identified 860 infrastructure schemes.

The CPIs have been implemented through the sub-granting to VOs as per EU's guidelines agreed in the Description of the Action. The VOs had identified community needs through its member COs and consolidated these into the VDPs. This process used a variety of assessment tools, including community meetings, field surveys, and focus group discussions, to triangulate information about community needs. Each CO submitted its need for infrastructure scheme and the VO developed their development plans in according to the needs received from the COs and prioritised one scheme among all received proposals with consensus of the members. These all needs further incorporated in the UCDPs of the respective union councils.

Following the process of technical and social feasibility, as of as of June 2022, a total of 860 (100% against the target) CPIs were identified through the Village Development Plan (VDP) process and completed in keeping with approved specifications. The type of CPI and location of the CPIs was determined by the communities themselves based on the need and priority of the project in their Village Development Plan (VDP) and consolidated in the Union Council Development Plans (UCDP). The types of CPIs included culverts, drinking water supply and brick/CC payments etc.

A-3.1.2 Studies conducted to prepare estimates and feasibility of identified infrastructure schemes

Output: 860 studies are conducted for schemes

After need identification process from community the finalised schemes were submitted to the concerned NRSP filed Office. Subsequently, the field engineer and SMT visited the proposed location for preparing cost estimation and design of the scheme and conducted social appraisal. Once the engineer & SMT technically & socially evaluated the site, the FE prepared a feasibility report determining whether or not the scheme is technically & socially viable. The findings were discussed with the respective community institution. For the schemes that were technically and socially feasible, the community was asked to deposit a community share which would be used for the post-completion operation and maintenance of the schemes. Following the process, NRSP conducted a social and technical feasibility study based on the set formats for every single identified scheme. As of June, 2022, a total of 860 (100% against the target) feasibilities studies were completed. Some schemes were also cancelled due to some social issues. In such cases, the community was requested to identify alternate scheme according to its prioritisation list in the UCDP exercise.

Activity 3.1.3: Sharing of information about infrastructure project with the joint development committees and local authorities

Output: 860 schemes have been shared in JDCs

In order to inform government officials and to avoid duplication of resources, all the identified schemes were presented in Taluka / District level Joint Development Committees (JDCs) meeting. These meetings were attended by government officials, elected representatives, LSO representatives and NRSP staff. The lists of the CPIs were also shared with government departments for record. The district government appreciated the efforts for sharing the lists of CPI projects.

A-3.1.4 Initiation of approved infrastructure projects

Output: 860 schemes are initiated

Soon after approval of the schemes, meetings were conducted with concerned CIs and a sub-grant agreement was signed explaining the roles / responsibilities of NRSP and community. This was considered as start/initiation date of the project.

The community participation was ensured at every stage of the implementation and different sub-committees were formed for proper implementation of the CPI project and ensuring the transparency of funds utilisation. As of June, 2022, a total of 860 (100% against target) CPI schemes were initiated. During last two years, of the CPIs implementation was expedited as NRSP overcame the teething problems in this component. Given the MTR and external performance review recommendations, all CPIs already completed were re-examined for their compliance with specifications. If they lacked the required standard then they were retrofitted to meet the required standards/approved specifications wherever needed. In addition, some on-going schemes were also revised to incorporate the recommendations of EPM wherever needed. Some of the schemes were also revised due to inflation so that the community is able to complete the schemes as per approved specifications without compromising on quality.

A-3.1.4 Completion of infrastructure projects

Output: 860 Schemes are completed (100% of target). (List of completed CPI schemes is enclosed in Annex-27)

NRSP completed a total of 860 CPI schemes. These schemes have been handed over to the Village Organizations (VOs) and will be managed, sustained and kept functional through Operation and Maintenance (O&M) committees constituted by the VO.

The RSPN conducted an assessment of the Community Physical Infrastructure (CPI) schemes initiated under the SUCCESS Programme, through a third party named “of HIMAT Consulting (Private) Limited”. The key findings of the survey are presented below;

Relevance: In general, the CPIs have been found relevant to the needs of the target groups of communities. In a pure rural setup women’s participation in the meetings is always rare. However, among all the 40 FGDs, more than 80% participants said that they were consulted about the identification of scheme. An overwhelming majority of the respondents confirmed consultative process during identification of CPI. Since the involvement of women in the schemes was mandatory so the social taboos which were high and rigid behaviour of women for not allowing them to sit alongside men has reduced. The male members allowed them to participate in the meetings. The participation of women in the process of identification has been moderate to high. One of the main reasons behind the strong relevance of the CPIs was the participatory and bottom-up approach which was followed during the process of identification and implementation of the schemes. Community mobilization has remained the central ingredient of the CPI project cycle. VOs, awareness raising sessions and external linkages with other organisations have complemented the component of CPIs and produced synergies.

Social impact: CPI component contributed to direct and indirect social impacts. On overall basis, the social impact of such schemes has been rated high by the participants of the FGDs. All the schemes are accessible to the women. The CPI component has complemented efforts to improve the quality of life of people. Access of communities to safe drinking water has improved, sanitation and hygienic conditions have ameliorated and access to social services including education and health facilities has increased. As indirect social benefits, the communities have enhanced social cohesion, developed their capacity to take collective decisions and actions including resolving conflicts and mobilizing resources for their development. The participation of women in the project cycle – right from the needs’ assessment to the procurement of materials for the CPIs to taking part in the operation and maintenance of the CPIs after its completion has empowered them in planning and implementation of collective actions at the grass-roots level. The women members of different committees played an active role, even procurement was done by the communities themselves, and hence, women empowerment has improved. However, in the construction activities, their participation has been negligible. Women did not participate in the construction directly; however, they played a secondary role to help the men to construct the schemes. For example, some women reported that they cooked food and meals for the men who were working in the construction/fixing of schemes. The cash

contribution of women was obvious. Community-women were aware of the contribution made overall by the VO. The awareness of women related to the contribution was a good omen of financial accountability and clarity of funds. Even some women were aware of the total cost of the schemes. The women seemed motivated to help men in the construction work.

Economic impact: The CPI component produced economic benefits in two major ways: first is a reduction in household expenditures, and second is amelioration in their income. The CPIs have led to reduction in health expenditures, mainly because of decline in diseases and in transport expenditures, mainly because of improved access. Besides, the CPIs have saved time of communities in general (especially in traveling) and of women in particular (especially in fetching water). On the other hand, due to better access to markets and availability of additional time, economic activities leading to addition of family incomes, have also started emerging. On overall basis, the economic ROIs of almost all schemes are high.

Technical assessment: CPI schemes were designed well. The assessment team found a majority of the schemes were functional and the actual specifications matched with designed specifications. However there were gaps identified by the technical team during the assessment exercises. It is encouraging to report that amongst all the FGD members, most of the women participants of the FDGs were aware of the committees formed at the village level. They named committees as: (1) Monitoring (2) Purchasing (3) Audit (4) Maintenance. All women confirmed that they visited their scheme 4-5 times in order to check the progress. These visits were made as it was agreed with RSPs and the community that women shall be allowed to visit the schemes to check the progress.

Maintenance committees existed in all cases. In some instances, the community has collected funds which are being used to maintain the schemes. The RSPs have already trained the community so minor damage is repaired by the villagers. However, in case of any major repair, the audit committee takes a decision.

According to External Performance Monitoring: it was concluded that CPIs were prioritised and selected by RSPs in consultation with the target beneficiaries and based on selection criteria. The process of CPI selection involved a series of steps such as situation analysis, vigorous consultations, FDGs and prioritisation of the needs within the communities. The CPIs were selected from a broad range of categories identified by the communities, mainly drinking water supply, brick/street pavements, latrines, culverts, lift irrigation, etc

A great number of CPIs were inspected and at the majority of those CPIs, no discrepancies were found, while the rectifications required at a small number of CPIs were completed. All CPIs selected for verification existed on the ground and almost all met the requirements for which those were constructed, notwithstanding a few issues. CPIs benefited all segments of the communities equally, regardless of caste, creed, gender, religion/ethnicity, poverty ranking, etc. and the locations were identified jointly by the community members

During the Fourth Mission, it was observed that RSPs had made practical efforts to mobilise and encourage communities to grow trees. As a result, the EPM team found mature trees grown at most of the CPIs and recommends that RSPs focus on tree plantation at sites for future CPIs.

The project digests of all CPIs visited contained all the basic information about the schemes and were properly documented with a correct sequence

It was observed that RSPs had made noticeable progress and improved the quality of CPIs. There was no significant variance found in the dimensions, quantity of material and cost of the CPIs when compared with the approved CPI proposals

CPIs visited by the EPM team, 27 were rated as highly satisfactory, 73%, satisfactory,

It was noted that RSPs followed the guidelines specified in PIM to ensure operation and maintenance (O&M) and sustainability of completed CPIs. During brief interactions with beneficiary VO members, it was witnessed that at all visited locations, communities were aware of the formation and responsibilities of O&M Committees

CPI benefits and Return on Investment (RoI)

The objective of CPI intervention is to increase economic and social services, community benefits from CPIs and productive assets operated and maintained with community involvement. The CPI beneficiaries are drawing both economic as well as social benefits from the CPI facilities. CPI projects have provided two types of benefits to the poor rural communities:

- i) **Direct Benefits:** direct employment for the local people in the form of wages; providing business opportunities for local entrepreneurs who supply the material required for the construction/installation of CPIs; and direct social benefits including more cohesion in the community in discussing and resolving conflicts and social issues.*
- ii) **Indirect Benefits:** the availability of services on their doorstep to improve the quality of life and living standards and reduce the physical and financial burden of the beneficiary community. Community involvement in the procurement of material/labour and implementation of CPIs has enhanced the technical and fund management capacities of CIs.*

The brick pavements, street pavements, link roads and culverts provide the rural communities with easy access to nearby all-weather metaled roads and public services such as hospitals in an emergency, local and town markets, schools, courts, government department offices, job locations, etc. These CPIs have also reduced the transportation cost to those destinations. In addition, storm water disposal and hygiene conditions in the villages have improved.

The qualitative benefits of drinking water hand pumps and other water supply schemes reported by the beneficiaries included year-round availability of safe drinking water, a reduction in water-borne diseases and time savings for women and children when fetching water that can be used for other economic, social and educational activities.

Solar Light/Solar Power CPIs have provided the opportunity for rural community to extend their work day beyond sunset and earn sufficient income through income generating activities like embroidery, etc. The availability of light has taken these vulnerable communities out of energy poverty and the beneficiary community feels honour in having solar lighting in their houses. Solar power systems installed to run large water supply schemes saved operational costs and ensured the availability of drinking water throughout the year.

The estimated return on investment (RoI) of CPIs indicates that all CPIs show good VfM and are viable investments for the benefit of communities. Estimated RoI for link roads, street pavements/water storage tanks, brick pavements, and solar powered drinking water schemes was high at 35%, 28%, 27% and 26%, respectively.

2.3 SUCCESS Programme and its Sustainability of the Action

The design of the SUCCESS programme incorporates high level of sustainability of the results in terms of financial, institutional, policy and environmental aspects. The RSPs promote the three-tiered social mobilisation approach, founded on, over three decades of community-driven development experience of RSPs across Pakistan. The EU funding for SUCCESS further strengthened and broadened the RSP efforts to provide strategic support for developing Province wide Poverty Reduction Strategy (PRS) and Community Driven Local Development (CDLD) policy.

At the policy front, SUCCESS was able to influence public policy with official approval of the PRS and CDLD policy that paved way for the establishment of a specific directorate for the implementation of the government's CDLD programme – The Peoples Poverty Reduction Programme (PPRP) implements the RSP's community driven development approach across all the rural districts of Sindh. Similarly, the PRS's second strategy of addressing urban poverty and third strategy of Rural Growth Centre are entrusted under UPSP Directorate. The provincial Annual Development Plan 2021-22 included budget allocations for extending the PPRP programme and piloting of RGCs in five districts. These policy interventions are unlikely to undergo substantial changes in the coming years.

At the district level, the Joint Development Committees are now recognised as platforms where Community Institutions, Line Departments and Local Government engage regularly. The Community Institutions are considered instrumental to increase the outreach of the government Line Departments' (LDs) services. The RSPs have signed MoUs with LDs to improve service delivery on social indicators including children and livestock vaccination, enrolment of children in schools, registration of CNICs, women voters etc through the network of community institutions.

However, these are insufficient institutional provisions and inclusive mechanisms to formalise Community Institutions, with specific functions and rights, to implement the CDLD policy. The higher level policy success can be leveraged with an act of parliament or administrative order from the highest level that (i) directs the LDs to use the Community Institutions as conduit to deliver its existing services and supplies to the poor, (ii) changes the rules of business of budget making, to include the development needs identified by the Community Institutions into the government's Annual Development Programme, and (iii) institutionalise a separate law to register the LSOs as legal entities. The government of Sindh may engage the RSPs as long-term partner to design and implement innovative programmes according to the changing needs of the communities.

Through the SUCCESS and PPRP, the RSPs were able to motivate the women members of the community to create a network of community institutions (COs, VO, and LSOs) that now cover 90% of the poor households and over 75% of all households in the 20 districts of rural Sindh. These institutions have a cadre of trained and dedicated women community leaders, Community Resource Persons, Community Bookkeepers, and teachers with skills to independently undertake socio-economic activities and development initiatives. These institutions of the women and trained human resource is one of the key capacities that will continue functioning post programme.

Over 80% of these community institutions are fully functional and community leaders have the capacity to effectively run these institutions. The LSOs have established Community Investment Funds (each LSO with an average of PKR 6million). The ROM mission (2022) was able to verify that 'LSO leaders are now fully aware about CIF management challenges and have developed considerable experience in the micro finance domain. LSOs clearly understand the need to collect CIF processing fees/service charges and use that money to ensure sustainability and revolving CIF once the SUCCESS programme ends.' The ROM mission also asserts that 'keeping the CIF functioning after the intervention completion is extremely relevant because access to cheap micro-loans by ultra-poor is considered a great economic opportunity for meeting people's needs and therefore the main leverage factor to keep social mobilisation alive.'

Keeping this in the view, NRSP has designed the CIF activities and procedure for continuation from the start of the programme for seamless exit of the CIF component. LSOs received the revolving fund under the programme and operated it with independence and authority. This, in itself, constitutes an exit for the NRSP and the complete transfer of responsibility to the LSOs. To further enable the LSOs to manage the CIF operations prudently in the post-SUCCESS periods, NRSP undertook purpose-specific Capacity Building of LSO in CIF management during the last quarter of the project and transferred all responsibilities to the LSOs to continue the CIF beyond project life. During the last quarter of the SUCCESS project life, following actions were taken as part of the exit strategy for handing over of the overall management function of the CIF to LSOs:

a. Training of LSO members on Financial Management and Record Keeping: During the last quarter of the project, the NRSP conducted more specific financial management training of all the LSOs' Book Keepers, the CIF committee members and the Community Resource Persons engaged in the CIF management. The training focussed on how to independently manage the CIF post SUCCESS. NRSP has already designed and implemented a training programme for its micro credit field staff namely Credit Appraisal & Recovery Techniques (CART). This training was modified and imparted according to needs of the LSOs.

b. Meeting operating cost of CIs (CBK, CRPs, stationery): these costs were covered by the project during SUCCESS life. For revenue generation to continue CIF operations, the LSOs started charging a fee/service charge at varying rates depending on their local needs. During the last quarter of the project, NRSP, conducted sessions with LSO office bearers to review their cost structure and align it with the post project scenario when they will have to pick the cost of CBKs and CRPs and other costs.

c. Management Information System: NRSP has developed a reporting system for the LSOs both in the form of a computer software as well as using manual registers. During the last quarter further training was given to Community Book Keepers and the system was handed over to them.

d. Human Resources: The LSOs already have a cadre of community activists/office bearers, CRPs and CBKs who are already trained by NTRSP and participating in the management of CIs. NRSP conducted additional sessions with the LSOs executive body to further formalise this structure by preparing specific job description of each activist/CRP/CBK.

e. Banking operations: The LSOs are already managing their own bank accounts for CIF which are used for disbursement, recovery and collection of fees etc and payment of expenses. During SUCCESS project, NRSP used to send an endorsement letter to the concerned Banks to release the funds. After discussion with banks and putting in place necessary controls for LSOs, NRSP wrote letter to different banks to withdraw from signing this endorsement letter.

NRSP has longstanding presence in the SUCCESS programme districts. NRSP will also continue working with the fostered LSOs post SUCCESS through other ongoing as well as future projects and programmes. If the LSOs needed any support from the NRSP on any aspect of the CIF management, NRSP would consider entering into an agreement with LSO(s) based on mutual consensus for running the CIF operations.

Complete CIF Exit strategy is attached as annexure #28

2.4 Log frame Matrix (Updated) Updated as of 30th Jun 2022,

Intervention logic	Indicators	Baseline (2015-16)	Current value [June-2022]	Targets (2022)	Sources and means of verification	Assumptions
<p>Overall objective: Enable the Government of Sindh from 2018 to support and sustain community-driven local development initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.</p>	<p>1. Percentage of the households with PSC 0-23</p> <p>2. Average monthly per capita income of targeted poor households</p> <p>3. Level of empowerment reported by targeted female beneficiaries</p>	<p>1. 56%</p> <p>2. PKR 2,139</p> <p>3. No baseline</p>	<p>1. This will be updated after the completion of evaluation study.</p> <p>2. This will be updated after the completion of evaluation study.</p> <p>3. This will be updated after the completion of evaluation study</p>	<p>1. 40%</p> <p>2. PKR 2,725 (at constant prices – 30% increase over the baseline)</p> <p>3. Improved level of empowerment reported in Women Empowerment Matrix (2022)⁵</p>	<p>1. Sample based poverty scorecard rankings pre and post programme;</p> <p>2. Third party baseline and end line sample surveys;</p> <p>3. Women Empowerment Study</p> <p>1-3: Final Evaluation Report</p>	
<p>Specific objective(s): SO 1: Stimulate community-driven local development initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular</p>	<p>1.1. Percent of technically and financially viable women led (COs/VOs/LSOs) - “Scoring 70% or above on the Institutional Maturity Index”.</p> <p>1.2. Percentage of women CIF and IGG beneficiaries investing in income generating activities and livelihood assets</p>	<p>1.1. 0%</p> <p>1.2. 0%</p>	<p>1.1. 99% CIs [IMI 2022)</p> <p>1.2. 98%</p>	<p>1.1. 70% CIs</p> <p>1.2. 70%</p>	<p>1.1 Sample based Annual Institutional Maturity Index Survey</p> <p>1.2. Thematic sectoral study on CIF and IGG in 2020</p>	<p>The province does not suffer major calamities or insecurity</p> <p>Increased capacities of district authorities for</p>

⁵ The improvement will be measured using the women empowerment framework and associated indicators used in the women empowerment study (<https://success.org.pk/wp-content/uploads/2019/06/Women-Empowerment-Final.pdf>). The indicators include personal level changes, relational level changes and societal level changes. The study is divided into two rounds first round done in 2018 and the second round will be done at the end of the programme to see the changes over time.

Intervention logic	Indicators	Baseline (2015-16)	Current value [June-2022]	Targets (2022)	Sources and means of verification	Assumptions
attention to empowering women	1.3. Percent of women and men (TVST beneficiaries) employed in formal and informal sectors and/or in micro business.	1.3. 0%	1.3. 65% self-employed (informal) and 7.5% employed in formal sector [MTR Survey 2019] This will be updated after the completion of evaluation study	1.3. 70%	1.3. Thematic sectoral study on TVST in 2022	service delivery are sustainable after the Programme;
	1.4. Percent change in health expenditure of MHI users.	1.4. 0%	1.4. This will be updated after the completion of evaluation study	1.4. 30% reduction	1.4. Thematic sectoral study on MHI in 2022	
	1.5. Percentage of implemented community physical infrastructure schemes operated and maintained by communities.	1.5. 0%	1.5. 100%	1.5. 70%	1.5. Thematic sectoral study on CPIs Annual Interim Report and EU External Monitoring Mission reports	GoS commits sufficient resources to implement the PRS and CDLD
	1.6. Implementation status of GoS's PRS and CDLD policy with budgetary allocation	1.6. SPDC formed	1.6. GoS's PRS including CDLD policy formulated & approved by CM Sindh, CDLD expanded to 6 more districts and RGCs pilot started	1.6. PRS and CDD policy implemented by government of Sindh as per the sequencing in the Implementation Roadmap.	1.6. TA components annual reports	Economic growth and inflation remains stable
	1.7. Percentage of targeted poor households (poverty score of 0-23) which have: (i) CNIC (ii) School-aged children going to school	1.7. i) 73.4% ii) 21% iii) 89.2%	1.7. This will be updated after the completion of evaluation study.	1.7. i) 90% ii) 29% iii) 90%	1.7. Baseline and end line survey and Poverty Scorecard survey	

Intervention logic	Indicators	Baseline (2015-16)	Current value [June-2022]	Targets (2022)	Sources and means of verification	Assumptions
	(iii) Eligible children vaccinated (iv) Consulted public health facility at time of illness/injury (v) Access to improved drinking water sources (piped water or hand pump in dwelling) (vi) Latrine in the house (vii) Drainage for water disposal from houses 1.8 Percent of women adult literacy learners able to read and write simple sentences in Sindhi/Urdu and perform two-digit numeric operations of plus, minus and multiplication.	iv) 58% v) 62% vi) 52% vii) 59.7 % 1.8. None	1.8. 11,864 (98%)	iv) 62% v) 79% vi) 74% vi) 68% 1.8. 70% of the Adult Literacy Centre graduates	1.8. Tests results of learners at the time of graduation and monitoring reports	
Outputs Result/OP 1: Approximately 2 33,392 rural households in 4 districts identified, mobilised into a three-tier system of community institutions (COs, VOs and LSOs) and capacitated	1.1. Number/percent of rural households (represented by women household member) actively mobilised disaggregated by districts 1.2. Number of Community Organisations (COs) fostered 1.3. Number of Village Organisations (VOs) fostered	1.1. [0] 1.2. [0] 1.3. [0] 1.4. [0] 1.5. [0]	1.1. 244,308 households (71.8 % of the total households) 1.2. 12,344 COs 1.3. 1,133 VOs 1.4. 121 LSOs	1.1. 233 392 households (i.e 70% of the total households in targeted districts) 1.1 12,583 COs, 1.2 1104 VOs 1.3 121 LSOs	1.1 – 1.11. Annual Key Performance Indicators (KPI) Report, Annual Interim Report and EU External Monitoring Mission reports	Project targeted areas have unhindered access for service providers, Climate conditions are conducive and macro-economic situation is stable

Intervention logic	Indicators	Baseline (2015-16)	Current value [June-2022]	Targets (2022)	Sources and means of verification	Assumptions
	1.4. Number of Local Support Organisations fostered		1.5. 4 LSONs	1.4 4 LSONs		Provincial government continues to remain committed to reforms towards community driven local development approaches District authorities give priority to poverty reduction and good governance;
	1.5. Number of LSO Networks formed					
	1.6. Number of Community Resource Persons (CRPs) trained, disaggregated by sex;	1.6. [0]	1.6. 3,177 CRPs	1.6. 2,137 CRPs		
	1.7. Percentage of COs provided awareness sessions on cross cutting issues on adopting coping mechanisms and resilience, DRR, planning, savings and cross cutting themes (nutrition, WASH, gender, civic rights, environmental awareness, etc.) disaggregated by districts	1.7. [0]	1.7 100%	1.7 100%		
	1.8. Number of women provided with basic literacy skills	1.8.[0]	1.8. 12,280 women	1.8. 12,100 women		
	1.9. Number of Joint Development Committees (JDCs) comprised of local authorities and community representatives established and functioning at district and Taluka levels	1.9.[0]	1.9. 4 District JDCs and 14 Taluka JDCs formed	1.9. 4 District JDCs and 14 Taluka JDCs		
Result/OP 2: Community Investment Fund, income-	2.1. Number of poor households provided support from Community Investment Fund to	2.1 [0]	2.1. 40,013 poor households	2.1. 86,050 poor households [45.7 %	2.1-2.5. Annual KPI Report, Annual Interim Report and	Macro-economic conditions remain contusive

Intervention logic	Indicators	Baseline (2015-16)	Current value [June-2022]	Targets (2022)	Sources and means of verification	Assumptions
generating grants, technical/vocational training and micro health insurance provided to poor households	invest livelihood assets and income generating activities disaggregated by district			of the poor households]	EU External Monitoring Mission reports	for economic activities and not negatively impact the gains of the project
	2.2. Number of poorest households provided income generating grants disaggregated by districts	2.2. [0]	2.2. 21,826 poorest households	2.2. 21901 poorest households [11.6% of the poor households]		
	2.3. Number of poor community members trained in technical, vocational and micro enterprise development skills disaggregated by sex and districts	2.3. [0]	2.3. Total 16,684 with 3,843 male and 12,841(77%) female members trained	2.3. 16,400 with at least 50% women trained		
	2.4. Number/percent of poor households provided with enterprise development grants to initiate micro enterprises	2.4. [0]	2.4. 2,223 Poor households received grant	2.4. Total of 2,485 households		
	2.5. Number/Percent of poorest families (disaggregated by gender and districts) insured with micro-health insurance	2.5. [0]	2.5. 48,186 poorest households	2.5. 48 400 households [25.7% of poorest households (PSC 0-23)]		
Result/OP 3: Community- identified infrastructure built or improved with community involvement	3.1.Number of community infrastructure schemes built by the communities, disaggregated by districts	3.1 [0]	3.1. 860 CPIs	3.1. 860 CPIs	3.1. Annual KPI Report, Annual Interim Report and EU External Monitoring Mission reports	Floods and other disasters do not damage CPIs.

2.5 Mainstreaming cross-cutting issues

The core strategy in the design and implementation of the programme is gender sensitive as it exclusively focuses on the Gender Equality. Almost every key activity under SUCCESS programme entails working with women from eligible HHs. All the community institutions are centric and women members have enormous opportunities for financial inclusion and socioeconomic empowerment. Before the start of SUCCESS Programme, the patriarchal setup in the programme districts had negligible space for women to mainstream into the life and in decision making. The situation has now radically changed as the entire focus of the programme remained around women empowerment. This also contributed to the financial inclusion as well because previously women were limited to the household chores and were not permitted to go outside or contribute to the economic activities. Through this programme all the economic activities have been done with women members, making them more inclusive in decision making at household's level. At the same time, men have been sensitized that women can lead the household welfare when given an opportunity.

The three tier social mobilization structure of CO/VO/LSO is based on the principle of transparency & accountability at respective level. The office bearers of the Community Institutions maintain their record and make it available to every member of their institution as part of their transparency approach. The decision making at the respective CI level was made in democratic & transparent manner as per the defined criteria's.

External Performance Monitoring observed that: *CI's took decisions very carefully and after detailed discussion when selecting IGG beneficiaries, so that the poorest households could get IGG. Though PSC is the main criteria used for selecting the beneficiaries, the discussion helped them to identify the most deserving individuals within the same category of people. It was interesting to note that none of the women complained about favouritism or questioned the selection of beneficiaries. This indicated that CI's were sufficiently mature to understand and follow the selection criteria, and cooperative and supportive in assisting the most deserving individuals.*

SUCCESS Programme has also addressed the youth support cross-cutting issue targeting the youth in the activities like Technical Vocational Skills Trainings, Adult Literacy & Numeracy Skills and engaging them into the membership of the Community Institutions such as CO, VO and LSO. Youth have also been selected as Community Resource Persons (CRPs). One of the key activity under the SUCCESS programme was to integrate awareness sessions on cross cutting issues as part of social mobilization process. These sessions were conducted in the meetings of COs/VOs by the CRPs. A dedicated Community Awareness Toolkit (CAT) was developed with 12 key sessions. All the COs were provided awareness on following 12 topics:

- Maternal and Neonatal Health
- Course of Vaccinations and Prevention from Diarrhoea and Pneumonia
- Birth Spacing and its Benefits
- Nutrition
- HIV/AIDS
- Cleanliness
- Water and Sanitation
- Education
- Disaster Risk Reduction
- Civic Rights
- Registration (CNIC, birth certificate, marriage certificate, etc.)
- Pollution and Climate Change

According to the External Performance Monitoring: *it was observed that CAT sessions contributed enormously in improving regular vaccination among children i.e., polio, measles, typhoid, motivation among women for birth spacing, registration of CNIC and votes, etc. Regarding attendance at CAT sessions, women in NRSP area remembered more. The best remembered sessions by women were Mother and Child Health (61%) followed by Health & Hygiene (60%) and Vaccination (52%). The least remembered sessions included HIV Aids (26%) followed by Natural Disasters (34%) and Environment and Climate Change (37%).*

Community Physical Infrastructure Schemes have also addressed the environment resilient and eco-friendly design and structure in the programme. There are 61 solar lighting projects and other schemes have also the embedded concept of environment safety.

According to the External Performance Monitoring: *The general Environment and Social Management Framework (ESMF) guidelines as given in the PPAF (Pakistan Poverty Alleviation Fund) Manual were followed by all RSPs at the time of designing CPIs. The checklist relevant to each type of CPI regarding the Environmental and Social Review (ESR) and Integrated Environmental and Social Review (IESR) was completed and enclosed with each project proposal. No major adverse environmental impact was expected at the time CPIs were surveyed and designed*

Cultural aspect has also been the main part of the core strategy of the SUCCESS Programme implementing every activity keeping in mind. From forming community institutions, engaging the community members and conducting activities in every sector of the programme.

2.6 Monitoring and Evaluation

Continued and rigorous Monitoring and Evaluation remained the cornerstone of the SUCCESS Programme since its inception. Following this, the SUCCESS M&E Framework was designed with support of all senior official and technical personnel of RSPN and three RSPs including the technical advisor from University of Mannheim. (SUCCESS M&E Framework is attached as Annex 27)

NRSP component of the SUCCESS programme had been monitored by following channels.

- Internal Monitoring by the M&E Section of NRSP at Project Level and Head Office Level..
- RSPN M&E team visits.
- Result Oriented Monitoring (ROM) Missions
- External Performance Monitoring Missions

Management Information System (MIS) had also been designed to support the desk monitoring of every activity having all modules and real data access to staff for reports generation and timeline assessment of the programme activities. These MIS modules had been operated and managed by NRSP IT team and M&E staff.

SUCCESS M&E team regularly monitored the activities through primary data collection by Field Visits and participating in the activities undertaken under the programme. In the result of that Project Monitoring reports were generated to provide feedback and course correction of the activities. MIS data also been utilized to highlight the progress and data entry/ collection issues for the correction including the planning of the future activities. Three products were produced by SUCCESS M&E Project viz. a) Monitoring Reports, b) Project Monitoring Action Plan, and c) Field Monitoring Reports/ Note for records. NRSP M&E team also conducted the Beneficiary Satisfaction Survey in November 2021 focusing the Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and

Vocational Skills Training (TVST) and Micro Health Insurance (MHI). Key findings of the survey are summarised as below.

Overall results of the beneficiary satisfaction survey were found very encouraging. *100% of the surveyed beneficiaries acknowledged that they received the assistance (CIF, IGG, MHI, TVST) that shows credibility of the service delivery of programme teams. The cumulative percentage of “Highly Satisfied” beneficiaries was 30% in all the four components (sample of 2,231 households) following the 66% was “Satisfied” while only 4% found as “Not-satisfied”. Satisfaction level of beneficiaries was assessed separately for each component as described below.*

CIF: 38% of the beneficiaries were found highly satisfied, 60% were satisfied while only 2% of the beneficiaries reported not-satisfied with the services they received from NRSP. In some cases, the delay in loan processing was identified as main reason of dissatisfaction of 2% households.

IGG: *12% beneficiaries stated their satisfaction level as highly satisfied, majority of the beneficiaries i.e. 83% were found satisfied, and 5% reported not-satisfied. It was assessed that the beneficiaries who utilized IGG on buying goat and later their goat died or due to disease attack they had to sell their goat on low rate; such number of beneficiaries found not-satisfied from the intervention. According to them the amount of IGG should have been higher so that they can buy at least two or three goats or one heifer.*

TVST: *22% of the beneficiaries were found highly satisfied, 71% fall under satisfied and 7% found not-satisfied. Mostly beneficiaries who could not avail relevant job to their learned skill were not-satisfied they also claimed that no market linkages were developed during or after completion of training course.*

MHI: *The largest number of 80% beneficiaries were found in highly satisfied level of satisfaction and 20% fall under satisfied while there was no beneficiary found under status of dissatisfaction. All the beneficiaries were found happy with the service and care provided them in panel hospitals. Moreover, all the medical expenditures were amply covered through insurance claim. Complete report is attached as annexure no. 29*

RSPN M&E team also visited the SUCCESS Programme area periodically and monitored the on-going activities. They have had provided with feedback on on-going activities from Poverty Score Card (PSC) to every other component for being a third eye to highlight and flag things during the Programme. Their feedback was accordingly incorporated in the SUCCESS implementation strategies to overcome the issues highlighted during such monitoring visits.

Results Oriented Monitoring (ROM) was commissioned by European Union to assess the implementation as per the results in the context of Intervention Logic of the programme. There had been two ROM missions so far and here are the key finding of the 2nd mission;

The intervention response to the needs related to income generation was enhanced after the Mid-Term Review (MTR) in June 2019 by the redesigning the TVST component toward a more business and market-oriented approach by: i) longer and higher quality trainings for a reduced number of beneficiaries, ii) targeting more men to positively impact the household income, iii) selecting participants and training based on a market survey, iv) enabling enterprise development (Business Development Groups – BDG) and links with CIF and IGG, and v) adding a women Adult Literacy and Numeracy Skill (ALNS) component.

SUCCESS was able to improve the quality of the vocational training by making it more business and market oriented. A market assessment survey by a third-party firm was added to assess market demand, selecting participants accordingly SUCCESS provides social guidance as well as technical and financial assistance to the rural poor organised into the CI. The intervention was very well conceived and equipped with sufficient provisions for supporting almost every aspect of the social mobilisation processes and resource management. A complete training plan was foreseen and duly budgeted for every organisational and economic subcomponent. The Community Resources Persons are selected and trained among skilled and literate village members to support CI leadership in coordination with the SUCCESS field officers.

The community ownership is very high. SUCCESS involves almost all the village population of the selected eight districts, which show great motivation by accessing loans (CIF), grants (IGG), gender-oriented awareness and training. Because of the revolving mechanism, after repayment, HH can repeat the loans, making the CIF a very strong leverage of the overall social mobilization. In addition, the good and effective linkage with some LDs is resulting in increased public service delivery in the health, education, livestock, social welfare and domestic water sectors, which increase the community interest in keeping the mobilisation efforts.

CIFs are very instrumental to social mobilization. These are revolving funds managed by community organisations. Unlike microcredit institutions, which rely on specialised and costly structure, CIFs are run by local community institutions, which makes them a low-cost sustainable solution for providing funds to the poor.

SUCCESS has a strong Monitoring and Information System (MIS). The MIS, supported with mapping of Key Performance Indicators (KPI), output oriented, is updated monthly and the process-oriented indicators focusing on CI progress in organisational development and grant management (Institutional Maturity Index - IMI) are monitored annually, which is pertinent. RSPN also tracks LSO achievement through LSO linkage to LD under their development campaign (e.g., vaccinations). The M&E framework is a valuable tool for management purposes as based on a comprehensive dashboard of KPI.

Regarding the CPI, the organisational work for the infrastructure maintenance is effective as communities are able to manage the investments of the intervention. Moreover, women's incomes, mobility, participation in collective decision making, and power to make expenditures has increased thanks to their access to loans and grants. Women beneficiaries have also reduced their time spent on unpaid household activities and increased time in self-employed (paid) activities.

Regarding the CPI implementation process, according to the mid-term thematic studies carried out and the ROM review mission findings, although women's participation was limited in terms of the physical construction of CPIs, women have taken local level leadership positions in all the committees formed for the CPIs, thus acting as role models for the younger girls. In a feudal rural setup such as in Pakistan and more so in the province of Sindh, rural women's participation in the public sphere and women's organisations, taking leadership roles at community levels, is a great contribution of SUCCESS.

The relevance of the intervention remains high and there is a strong sense of ownership on the side of the CI and the GoS. The community mobilisation component has been well tailored to women and poor households' needs in terms of boosting their economic development and leveraging capacity towards the public administration. The intervention approach represents a breakthrough for the GoS capacity to design and deliver PRS inclusive of organised communities at the district level. A lack of a proper

institutional framework in Sindh for planning and budgeting at the district level, and not properly defined role and rights of the communities within the policy implementation, despite of the new PRS considering the communities as crucial actors, appear a limitation for successful implementation.

The intervention has been well managed under the leadership of RSP organisations and the TA team. Adequate mechanisms and structures were established in line with the provisions in the design; the local institutions and communities have been thoroughly involved in every implementation process phase.

The intervention demonstrates an impressive progress in delivery of the quality outputs, which contribute to the achievement of the expected outcome.

The intervention clearly contributes to and promotes the respect for human-rights in terms of the development of the wellbeing for vulnerable people such as women and children, as well as the promotion of basic services for the ultra-poor.

Women's empowerment is one of the intervention's most important objectives and achievements, The intervention does not have a significant negative impact on the environment and climate change.

External Performance Monitoring Missions have been conducted by International Consulting Expertise (ICE) third party engaged to monitor the on-going activities of the Programme. There had been total four missions from ICE team and here are the highlights from last mission report as it emphasises the overall four mission's findings.

The capacity of CIs, particularly of LSOs, enhanced over time. Meetings were held regularly, record-keeping was improved and CIs started taking self-help initiatives i.e., tree plantation, registration of Computerised National Identity Cards (CNICs), B-Forms and Nikahnama, (marriage certificate), etc. The findings revealed that on aggregate, 92% of members attended CI meetings and 66% deposited regular savings. The members were aware of the beneficiary selection criteria for programme interventions and made decisions collectively with consensus. Community Awareness Toolkit (CAT) sessions were organised regularly, except in those COs where CRP was not available.

Overall, members of CIs and particularly LSOs were observed to be more confident, and their presentation and communication skills were better than seen in the previous mission. NRSP provided formal training on presentation and communication skills

All RSPs have created effective linkages with the line departments at the JDC forum. The work of RSPs and LSOs was well recognised and appreciated by the line departments. Both line departments and community representatives facilitated each other's work.

The JDC forum was appreciated by both communities as well as government officials. The interviews with JDC members in four selected districts for the Fourth Mission highlighted that all RSPs had developed a good rapport with the government officials and were able to create linkages between CIs and the government. Almost all the JDC members from the government side confirmed that they participated in orientation program. The members were clear about the role of JDCs. The government officials and CI representatives cited many occasions where CI representatives facilitated the government officials in the implementation of their programmes in the field. es organised by RSPs.

The LSO members found JDC to be a useful platform to highlight the issues with government officials. According to them, JDC was particularly effective in opening closed schools. However, they also felt that the DC or other government officials are not usually present in their offices and, therefore it was

difficult for them to follow up with them after JDC meetings. When asked which departments were more effective in giving response and taking action, LSO members informed that Health, Social Welfare and Livestock departments, the National Database and Registration Authority (NADRA) and the Election Commission were more effective. However, the Education Department was ineffective, despite the majority of LSOs raising education issues in the JDC meetings. On further probing, it was learnt that the Education Department was effective in reopening abandoned schools, but issues like a shortage of female teachers or provision of missing facilities in schools were not addressed. According to government officials interviewed in the Fourth Mission, issues like teacher appointments or provision of facilities were policy and budget-related issues which were beyond the control of Taluka and the District level administrations.

Lack of coordination between district administration and provincial line departments was emphasised as a major concern to make JDCs more effective. There was a common consensus among JDC members that district departments report to their counterparts in the provincial departments and the DC being Chairperson has no authority to take any action on behalf of the government departments

It was noted that RSP staff and CIs made serious efforts to present community needs in JDC meetings it was observed that CAT sessions contributed enormously in improving regular vaccination among children i.e., polio, measles, typhoid, motivation among women for birth spacing, registration of CNIC and votes, etc.

Regarding attendance at CAT sessions, women in NRSP area remembered more. The best remembered sessions by women were Mother and Child Health (61%) followed by Health & Hygiene (60%) and Vaccination (52%). The least remembered sessions included HIV Aids (26%) followed by Natural Disasters (34%) and Environment and Climate Change (37%).

The coordination of RSPs and LSOs with the line departments remains effective, even outside JDC meetings. The government departments, particularly district administration, utilised LSOs in the COVID-19 response activities. For example, LSOs were engaged in identifying the poorest households, distributing rations, face masks, sanitisers and organising vaccination camps, etc

It was encouraging to note that all LSOs were managing CIF and had started revolving the funds; 86% of LSOs were revolving CIF for the 2nd time and 44% for the 3rd time. This has improved the management capacity and experience of LSOs as well as generating funds at LSO level

EPM also observed that multiple time loans generated more employment or assets at household level. For example, many women bought a goat with the first loan and then sold the goat after a year, and with this money and a second-time loan bought a small calf. In some cases, women bought livestock with the first loan and opened a grocery shop with the second loan. In general, beneficiaries were satisfied with the amount of CIF and all beneficiaries found it easy to collect the amount from the bank. At the time of the Fourth Mission, NRSP had made beneficiaries responsible for depositing their instalments directly to the banks

It was encouraging to note that more TVST beneficiaries were linked to CIF and IGG to start businesses. The interviews with beneficiaries indicated that 41% of TVST beneficiaries had received CIF or IGG. The EPM analysis of IGG and CIF users reveals that 42 % were invested in livestock rearing, 25% in small scale businesses, 15% in agriculture inputs and only 5% invested in tailoring. The findings indicate that that a total of 56% of TVST beneficiaries were engaged in an economic

activity before TVST, whereas 94% of beneficiaries were working after TVST. There were 38% more TVST beneficiaries working after TVST.

NRSP developed a good system for CIF recovery, as beneficiaries were made responsible for depositing instalments directly to the banks. The NRSP approach was more practical and sustainable than others. All beneficiaries interviewed in Tando Mohammad Khan, Sujawal and Tando Allahyar districts managed by NRSP informed that they deposited instalments directly in banks through their male family members

It was observed that CIs took decisions very carefully and after detailed discussion when selecting IGG beneficiaries, so that the poorest households could get IGG. Though PSC is the main criteria used for selecting the beneficiaries, the discussion helped them to identify the most deserving individuals within the same category of people. It was interesting to note that none of the women complained about favouritism or questioned the selection of beneficiaries. This indicated that CIs were sufficiently mature to understand and follow the selection criteria, and cooperative and supportive in assisting the most deserving individuals

TVST was one of the best liked interventions of the SUCCESS programme. It provides an opportunity, particularly for young people, to learn technical skills. The TVST component has been through multiple changes since the beginning of Programme. Due to the agriculture-based economy and illiteracy among women, it has been challenging to identify new trades and motivate both women and men to learn new technical skills.

The revised TVST strategy is robust in many ways and provides various options to trainees starting a job, such as the provision of tool kits, getting support for starting a micro-enterprise or becoming a member of a business group

The EPM team visited 4 TVST Centres (2 NRSP, 1 in each TRDP and SRSO) in the selected districts. Good attendance was seen in these centres and all trainees wore masks as a COVID-19 precaution. The majority of trainees had no education and had not worked before the training, except for a few who helped their parents with farming and household chores. In general, trainees were satisfied with the contents of the course and enthusiastic and optimistic about getting a job after receiving the training or starting their own business

The EPM results of interviews with beneficiaries reveal that an aggregate of 56% of TVST beneficiaries were engaged in economic activity before TVST; whereas 94% of beneficiaries were working after TVST. There were 38% more TVST beneficiaries working after TVST.

All beneficiaries interviewed in the case of NRSP and TRDP found a job after receiving TVST

The analysis of data collected from the beneficiaries in in-depth interviews revealed how TVST and IGG/CIF have impacted the income of beneficiary HHs. 31% of beneficiaries who purchased livestock mentioned that they had not started earning because they had not sold the livestock. The income of most of the TVST beneficiaries (34%) ranged between PKR 1,000 - 3,000 while most of the IGG/CIF beneficiaries (25%) earned between PKR 8,000-12,000. Only 12% of TVST and 11% of IGG/CIF beneficiaries earned between PKR 12,000-15,000. The details are given in Table 15.

From the discussion with communities, it was concluded that CPIs were prioritised and selected by RSPs in consultation with the target beneficiaries and based on selection criteria. The process of CPI selection involved a series of steps such as situation analysis, vigorous consultations, FGDs and

prioritisation of the needs within the communities. The CPIs were selected from a broad range of categories identified by the communities, mainly drinking water supply, brick/street pavements, latrines, culverts, lift irrigation, etc

A great number of CPIs were inspected and at the majority of those CPIs, no discrepancies were found, while the rectifications required at a small number of CPIs were completed.

All CPIs selected for verification existed on the ground and almost all met the requirements for which those were constructed, notwithstanding a few issues. CPIs benefited all segments of the communities equally, regardless of caste, creed, gender, religion/ethnicity, poverty ranking, etc. and the locations were identified jointly by the community members

During the Fourth Mission, it was observed that RSPs had made practical efforts to mobilise and encourage communities to grow trees. As a result, the EPM team found mature trees grown at most of the CPIs and recommends that RSPs focus on tree plantation at sites for future CPIs

The project digests of all CPIs visited contained all the basic information about the schemes and were properly documented with a correct sequence

The general Environment and Social Management Framework (ESMF) guidelines as given in the PPAF (Pakistan Poverty Alleviation Fund) Manual were followed by all RSPs at the time of designing CPIs. The checklist relevant to each type of CPI regarding the Environmental and Social Review (ESR) and Integrated Environmental and Social Review (IESR) was completed and enclosed with each project proposal. No major adverse environmental impact was expected at the time CPIs were surveyed and designed

It was observed that RSPs had made noticeable progress and improved the quality of CPIs. There was no significant variance found in the dimensions, quantity of material and cost of the CPIs when compared with the approved CPI proposals

NRSP component CPIs visited by the EPM team, 27 were rated as highly satisfactory, 73%, satisfactory,

It was noted that RSPs followed the guidelines specified in PIM to ensure operation and maintenance (O&M) and sustainability of completed CPIs. During brief interactions with beneficiary VO members, it was witnessed that at all visited locations, communities were aware of the formation and

Evaluation & Research

Different Research and Assessment Studies of the Programme have been conducted by Rural Support Programme Network (RSPN), as they had the mandate to highlight the achievements & document the impact of the programme. It also covers the evaluation part as well when the Programme have completed the set of activities and achieved the outcome and impact level indicators. This covered all the programme area components and these assessments studied helped to gauge the impact level progress and further publishing of the achievements. The NRSP facilitated the RSPN & third party in conducting these evaluations & impact studies. The end evaluation of the SUCCESS programme conducted by RSPN through third party is in process.

Following were the main assessment/evaluation studies conducted by RSPN and with the help of third party.

- Assessment of Adult Literacy and Numeracy Skills (ALNS) <https://success.org.pk/wp-content/uploads/2022/09/Assessment-of-Adult-Literacy-and-Numeracy-Skills-ALNS-2022.pdf>
- Assessment of CPI Projects <https://success.org.pk/wp-content/uploads/2021/12/Assessment%20of%20CPI%20Projects.pdf>
- Assessment Technical & Vocational Skills Training (TVST) & Enterprise Development (ED)
- Impacts of Financial Access interventions <https://success.org.pk/wp-content/uploads/2021/06/Impact-of-Financial-Access-Interventions-Report.pdf>
- Promoting Skill Based Craft Through Business Development Groups (BDGs) <https://success.org.pk/wp-content/uploads/2022/05/Promoting-Skill-Based-Craft-Through-Business-Development-Groups-BDGs.pdf>
- Midline Survey of Research Control Treatment UCs https://success.org.pk/wp-content/uploads/2021/02/Midline_Survey_Report_RCT_UCs_-December2020.pdf
- Study on SUCCESS Community Resource Persons (CRPs) <https://success.org.pk/wp-content/uploads/2020/05/Study-on-SUCCESS-Community-Resource-Persons-CRPs-.pdf>
- Perspective and Evidence on Poverty Graduation <https://success.org.pk/wp-content/uploads/2020/02/Poverty-Graduation.pdf>
- Study on Pathways to Social and Economic Empowerment of Rural Women through SUCCESS Programme <https://success.org.pk/wp-content/uploads/2019/06/Women-Empowerment-Final.pdf>
- Socio-economic Baseline Survey (round 1) in Research UCs <https://success.org.pk/wp-content/uploads/2019/04/Socio-economic-Baseline-Survey-round-1-in-Research-UCs.pdf>
- First Follow-up of the 20 Households through a Qualitative Longitudinal Study <https://success.org.pk/wp-content/uploads/2018/05/First-Follow-up-of-the-20-Households-through-a-Qualitative-Longitudinal-Study-2.pdf>
- Socio-economic Baseline Narrative Household Studies <https://success.org.pk/wp-content/uploads/2017/11/Revealing-the-Unnoticed-Dynamics-of-Poverty-Socio-economic-Baseline-Narrative-Household-Studies.pdf>
- Socio-economic Baseline Survey Report <https://success.org.pk/wp-content/uploads/2017/11/Socio-economic-Baseline-Survey-Report.pdf>
- SUCCESS PSC Baseline Report <https://success.org.pk/wp-content/uploads/2016/08/SUCCESS-PSC-Baseline-Report.pdf>

2.7 Lessons Learnt

Key Lessons Learnt – Social Mobilisation

- Social mobilisation proved to be an effective mean of developing women leadership with greater realisation of the priority needs of respective communities. The strategy has been supported with the Poverty Scorecard method to reach out the most needy and deprived communities.
- Utilizing the full potential of community institutions fostered under SUCCESS Programme needs policy level changes to provide the regular services and supplies of government to the

poor households and to ensure continuous engagement of the communities with service providers and duty bearers.

- Integrated Management Information system developed by NRSP was very helpful in effective implementation and reporting through the project period.
- Due to cultural faces of the Programme area i.e. Rural Sindh, which was further made conducive for women participation, the women-centric social mobilisation has strengthened social bond between women and their spouses at household level. The engagement of men to support their female counterpart remained useful for the recognition of the work of women and helped in women mobility. The biggest win for the programme however is that even though the programme targets mainly the women beneficiaries, it has developed a strong cooperation between male and female members to work together and address household poverty. Male community members extend their support to women members in procuring for CPIs, assisting women to access bank facilities, and facilitating in marketing and maintenance of records etc.
- Since the literacy level of women of the programme area is very low, The Adult Literacy component added in the last year of the program was useful but due to limited time only package-A of the Adult Literacy was delivered. In low literacy areas this needs to be integrated with the social mobilisation component from the very beginning.

Key Lessons Learnt – CIF and IGG

- CIF is one of the major interventions which helped achieve Micro Investment Plans of the poor. It is empowering women in terms of managing and operating the CIF and increasing the assets and incomes of the poor households.
- CIF helped in keeping the Community Institutions (CIs) active and it strengthening networking of CIs
- It is observed that households receiving multiple cycles of CIF as compared to beneficiaries with only one CIF loan gained higher income than those with one-time CIF.
- The CIF budget needs to be increased so that it reaches to each poorest household (PSC0-23) and revolve within those households until they graduate from poverty.
- The IGGs are empowering women through improving their social standing and increasing their control on resources both at household and the community level.
- The requirement of notification/registration of CI for bank account opening delayed sub-granting process.

Key Lessons Learnt – Community Physical Infrastructure

- The Community Physical Infrastructure Projects (CPIs) schemes found to be highly relevant to the priority needs of local communities. It also helped in visibility of the work of the women in communities.
- The CPI schemes around clean drinking water, street pavements, culverts, & and provision of solar panels are on high demand and need more resources.

Key Lessons Learnt – TVST

- The approach of Technical Vocational Skills Training (TVST) is being refined gradually. Linking of TVST with CIF/IGG and enterprise proved to be more effective

- Expecting employment for the target group in the formal market through TVST is highly ambitious. The mobility issues for the poor, level of skills and availability of employment opportunities in local and regional market are few among many issues. The focus thus should be on Self-employment through enterprise development and trainings relevant to that enterprise
- The trainings should be of longer duration.

Key Lessons Learnt – Micro Health Insurance

- The component of Micro Health Insurance discontinued in 5th year. The service provider due to high utilization of MHI requested for increase in premium, which was not possible due to budget constraints and contract modalities. Following issues experienced by the communities:
 - Insufficient number of hospitals on panel during initial period and access issues from remote communities.
 - Insurance company withdrew its support due to high claim ratio

Key Lessons Learnt – JDC

- Through JDCs, the Community Institutions are linked with Government line department
- Setting up of JDCs was a symbolic empowerment to rural communities
- It provided better connection and coordination between service providers and end users
- JDC meetings led to recognition and trust building of NRSP and community institutions with the government line departments
- It has also helped in notifying the community institutions
- Structural issues may hinder effectiveness of JDCs and its continuity post SUCCESS

Key Lessons Learnt – Operational

- Opening of bank accounts for CO savings, and frequent dormancy of VO account, opening banks in rural areas and ensuring bank's proper functioning, especially if only one bank is serving in a large area, remained key challenges.
- The documentation requirements at community institutions and RSP level for all interventions needs to be reviewed meticulously and limited to only very useful documents and be automated to the maximum possible.
- Turnover of staff (specially engineering staff) and Community Resource Persons needs proper analysis prior to the programme. Some mitigation strategies should also be built in the design to address these issues.

Key Lessons Learnt – Sustainability

- Except MHI the benefits of other intervention (CIF, IGG, TVST, CPI, Enterprise and ALNS) are expected to continue
- A network of community institutions is in place that instil the principles of participation, inclusiveness, self-help, and downward accountability over time.
- Cadres of honest & sincere local community leaders and trained cadre of Community Resource Persons (CRPs) created that will continue working through running the CIF programme, CAT awareness sessions and working with government line departments

2.8 List of all material (and number of copies) produced during the Action.

Following is the list of material produced during the action and soft/scanned copies of the sum of the materials are attached in annexure No. 31

Table-16: List of Material produced during the implementation of action

S. #	Item Description	Unit	Quantity
1	CAT Counselling Cards	No	2569
2	CO Registers	No	27400
3	VO Registers	No	3510
4	LSO Registers	No	376
5	CPI Registers	No	875
6	LSO Financial Registers	No	302
7	Table Calendar	No	935
8	Baseline Socio Economic Survey	No	300
9	Fact Sheets	No	1000
10	File Folder	No	3000
11	MHI Brochures	No	14100
12	Writing Pads	No	6886
13	CIF Pass Books	No	41600
14	Saving Pass Book	No	250000

2.9 List of all contracts above EURO 60,000 awarded for the implementation of the action

Following is the list of contracts exceeding or equals to 60,000 euros.

S.#	Description of Item/Services	Total Cost (Euro)	Name of awardee	Selection Process
01	Contract for supply of vehicles	170,453	Pak Suzuki Company Ltd though Suzuki Federal Motors	National Competitive Bidding
02	Service Contract for Micro Health Insurance Under SUCCESS Programme	1,115,717	Jubilee General Insurance company Limited	International Competitive bidding
03	Service Contract for Technical & Vocational Skills Training (TVST) Under SUCCESS Programme	1,920,880	Institute of Rural Management (IRM)	International Bidding. This bidding could not be successful and re-tendering was undertaken through National Competitive Bidding

S.#	Description of Item/Services	Total Cost (Euro)	Name of awardee	Selection Process
				Process with EU Consent
04	Service Contract for rental vehicles	76,020	M/s Bukhari Syed Transport Supplier	National Competitive Bidding Process.
05	Service Contract for Female Adult Literacy & Numeracy Skills (ALNS) programme under SUCCESS.	716,033	Management and Development Foundation in JV with Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology.	International Competitive Bidding

01. Contract for supply of Vehicles.

The supply contract was awarded to M/S Suzuki Federal Motors Islamabad for supply of 19 cars required to carry out the project activities. M/S Suzuki Federal Motors Islamabad was selected through National Competitive Bidding Process for which the tender notice was published in the three newspapers i.e one local and two national newspapers i.e one English and one Urdu with nationwide circulation.

02. Service Contract for Micro Health Insurance (MHI) under SUCCESS Programme

The service contract was awarded to M/S Jubilee General Insurance. M/S Jubilee General Insurance was selected through an International competitive bidding Process. For hiring the services of service provider a joint procurement committee all the three RSPs (NRSP, TRDP & SRSO) was constituted. For carrying out the bidding process the international tender notice was published along with publication of tender notice in two newspapers with nationwide circulation and one local newspaper.

03. Service Contract for Technical & Vocational Skills Training (TVST) under SUCCESS Programme

The service contract was awarded to M/s Institute of Rural Management. M/s Institute of Rural Management was selected through a competitive bidding Process. For hiring the services of service provider a joint procurement committee all the three RSPs (NRSP, TRDP & SRSO) was constituted. For carrying out the bidding process the international tender notice was published along with publication of tender notice 2 newspapers with nationwide circulation and one local newspaper. After failure of first tendering process the second competitive bidding process was undertaken. After the consent of EU second time the tender notice was published in two newspapers with nationwide circulation and one local newspaper.

04. Service Contract for Rental Vehicles

The service contract was awarded to M/s Bukhari Syed Transport Supplier Thatta. M/s Bukhari Syed Transport Supplier Thatta was selected through a National Competitive Bidding Process for which the

tender notice was published in the three newspapers i.e one local and two national newspapers i.e one English and one Urdu with nationwide circulation.

05. Service Contract for Female Adult Literacy & Numeracy Skills (ALNS) programme under SUCCESS.

The service contract was awarded to M/S Management and Development Foundation in JV with Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology. M/S Management and Development Foundation in JV with Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology was selected through a competitive bidding Process. For carrying out the bidding process the international tender notice was published along with publication of tender notice in two newspapers with nationwide circulation and one in local newspaper.

3. Beneficiaries/affiliated Entities and other Cooperation

3.1: How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract?

Under the Action implemented by NRSP, Government of Sindh's Provincial and District line departments, local elected representatives and counterpart implementing partner RSPs are the main entities affiliated with the programme. Together Government of Sindh and the SUCCESS implementing RSPs have been working to scale up the programme (SUCCESS) in the province. The synergies and affiliation of SUCCESS partner RSPs and GoS has yielded results and the GoS launched Peoples Poverty Reduction Programme (PPRP) which also envisioned to scale up programme like SUCCESS based on CDD approach to another six districts in Sindh. This illustrates a positive and productive affiliation, cooperation and commitment of all affiliated entities to carry forward the notion of SUCCESS programme for ensuring the community level development in Sindh. In this connection a quarterly joint review of SUCCESS and PPRP was conducted with the EU and implementing partner RSPs, RSPN and SUCCESS TA team. The purpose of the meeting was progress review of the EU funded SUCCESS programme, GoS funded PPRP, update on the implementation of the EU TA supported government of Sindh Poverty Reduction Strategy, and an update on external evaluations of UCBPRP and SUCCESS.

Moreover, NRSP, under its wider policy consideration, operates in partnership with government institutions to achieve two main objectives:

- 1) To create ownership of public sector and provide a ground for sustainable scale-up of the interventions to reach out horizontally across communities. With this learning, NRSP SUCCESS Programme from day one engaged Government of Sindh (GoS) line departments including social welfare, education, health, agriculture, livestock, fisheries, forestry and local government to create a sense of ownership and leverage the support for the community institutions at all levels.
- 2) Through these institutions, the CIs have been able to get access to services such as immunisation for their children and women, tree plantation, vaccination for their livestock, children enrolment in schools, providing awareness to communities on cleanliness, health, education, environment, civic rights, and registration of LSOs.

For this purpose, NRSP had signed Memorandums of Understandings (MoUs) with district Health Department, Education Department, Social Welfare Department, Agriculture Extension, Livestock department & Forestry Department, district administration, Public health engineering department, Sindh Irrigated Agriculture Productivity Enhancement Project, These MOUs helped in nurturing and strengthening positive and productive linkages between CIs and the mentioned departments for provision of better social services delivery in rural areas on sustainable basis. The copy of MoU is attached as annexure-30

As of June 2022, CIs and line departments' collaboration led to implementation of many activities in the NRSP SUCCESS Programme districts. Through CIs and line departments collaboration, following activities were implemented: a total of 9,726 of deliveries took place through skilled birth attendant at health facility (public and private), 70,515 children (0-23 months) were vaccinated, 61,137 eligible (above 18 years of age) women and men got/renewed their CNICs, 1,315 married couples from CO member households obtained their marriage certificates, 41,903 children (5-12 years) from CO member households were enrolled in school, 159,000 forest/fruit trees were planted by CO member households in collaboration with forest department, and 19,245 CO members registered as voters, 48,564 persons were provided COVID-19 vaccine and 109,000 animals of community members were vaccinated. Moreover, CIs and line departments' linkages and JDC meetings provided rural women, an opportunity of participation in decision making process and development undertaken for them.

3.2 Is the above agreement between the signatories to the grant contract to continue? If so how?

The grant contract will not continue as this has been ended on June 2022.

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

Over the period of the Action NRSP has developed and strengthened its working relationship with the Government of Sindh at provincial as well as at district level which have not only supported the NRSP in the smooth implementation of the Action but also helped the community institutions fostered under SUCCESS programme and improved the service delivery at grass root level. The participation of Government official particularly senior level officers in various activities conducted by NRSP and its fostered CIs (COs/VOs/LSOs) has also proven their ownership towards the Action and its interventions. Besides this NRSP has also nurtured and strengthened its positive and productive linkages with other civil society organizations, private sector, elected representative and other implementing RSPs. The synergies developed between all these stakeholders not only supported the implementation of SUCCESS programme interventions but they also publically appreciated and acknowledged EU support at wider level which has touched and transformed lives of tens of thousands women.

The government authorities especially representatives of line departments have always positively responded the NRSP and CIs to work jointly for the development of the rural areas under the umbrella of SUCCESS programme. It was therefore the commitment and ownership of the district administration towards Action that can be witnessed through notification of CIs by Deputy Commissioner, and participation of line departments in the activities of the CIs. The district administration also trust in the community level network of the organizations COs/VOs/LSOs and has utilised these platforms for

carrying out its activities. Involving CIs in the COVID-19 awareness and vaccination campaigns are few such examples of this trust.

The district administrations have also notified the Joint Development Committees (JDCs) at district and Taluka levels in all four districts of NRSP SUCCESS programme. The key objective of JDCs is to create synergies between the Community Institutions (CO/VO/LSO) and local administrations/departments and support development in the programme districts through mutually coordinated implementation of the SUCCESS interventions. The strong linkage has led to the line departments signing MoUs with NRSP for effective implementation of public service delivery plans through the Community Institutions. This participatory planning approach has provided a learning platform for all concerned actors stakeholders to avoid duplication of efforts and monitoring of collaborative efforts to influence development results. It has also contributed to the SUCCESS TA team work with the Government of Sindh to develop the Poverty Reduction Strategy (PRS), which was approved by the Sindh Cabinet on October 16, 2018.

The relationship between the local district authorities and NRSP has also been strengthened at all levels. While assessing the relationship with the government department in 4 districts of NRSP SUCCESS Programme, it has been observed that the local government and line departments' officials have been proactive, open and willing throughout the Action period, to coordinate and support the local level grassroots organisations, i.e. LSOs/VOs/COs. The NRSP has also signed Memorandum of Understandings (MoUs) with various district departments including health, livestock, social welfare and agriculture with aim to facilitate sustainable implementation of SUCCESS Programme actions jointly.

As of reporting period June 2022, NRSP support led to increased CIs and line departments' collaboration for implementation of many activities in the NRSP SUCCESS Programme districts. This support and subsequent collaboration between CIs and government departments increased citizen-state engagement and peoples' participation in decisions and actions for better services delivery. Through CIs and line departments collaboration, following activities were implemented: a total of 9,726 of deliveries took place through skilled birth attendant at health facility (public and private), 70,515 children (0-23 months) were vaccinated, 61,137 eligible (above 18 years of age) women and men got/renewed their CNICs, 1,315 married couples from CO member households obtained their marriage certificates, 41,903 children (5-12 years) from CO member households were enrolled in school, 159,000 forest/fruit trees were planted by CO member households in collaboration with forest department, and 19,245 CO members registered as voters, 48,564 persons were provided COVID-19 vaccine and 109,000 animals of community members were vaccinated. Moreover, CIs and line departments' linkages and JDC meetings provided rural women, an opportunity of participation in decision making process and development undertaken for them.

Moreover, CIs and line departments' linkages and JDC meetings provided rural women an opportunity of participation in decision making process and development undertaken for them. A total of 68 community institutions' representative have become members of the Sindh Government's COVID-19 Relief Committees constituted at Union Council level in all SUCCESS Programme districts to facilitate relief activities and distribution of ration to the needy people whose means of livelihoods were affected by the lockdown. Moreover, a total of 30,584 poor households have been facilitated in the registration process with the Federal Government funded Ehsaas Emergency Cash Programme, this support and frontline role of CIs and its leadership in COVID-19 vaccination campaign has also been acknowledged

and appreciated by the district administration, senior officials of Sindh government including Commissioner and Deputy Commissioners.

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

The SUCCESS programme focuses on undertaking Community Driven Development (CDD) approach and stimulating CDD initiatives in eight poor rural districts of Sindh, to reduce poverty, paying particular attention to empowering women. Under the programme, 607,000 poor rural households were mobilised and organised into a network of community institutions.

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

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

In addition, there is a cordial working relationship between NRSP and other SUCCESS partners RSPs including SRSO, TRDP and RSPN. This rapport helped to harmonise the operational approaches and streamline the activities by standardising the implementation modalities. Throughout the implementation of the Action, NRSP continued sharing monthly factsheets and case studies with partner RSPs for information sharing and increased visibility of the programme.

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

The SUCCESS programme acted as a platform for NRSP as well as partners RSPs to explore avenues for synergies with other organisations and programmes. Different other projects including EU funded project such as PINS project, Delivering Accelerated Family Planning in Pakistan (DAFPAK), IFAD funded National Poverty Graduation Programme (NPGP) of Pakistan Government, and also the PPRP in Sindh by the GoS, were all closely linked to the SUCCESS Programme and supplemented its impacts in many ways. The team members of SUCCESS have participated in the workshops and ceremonies organised by these other programmes to showcase the support and learn from the experiences of other projects and explore possible avenues of collaboration and collective actions.

The multiple donor driven projects implemented by NRSP in SUCCESS programme districts supplemented the SUCCESS programme results and objectives. These projects included:

- Income generating activities under IFAD funded National Programme for Poverty Reduction (NPGP – National Poverty Graduation Programme) is being implemented in one of the SUCCESS Programme districts through CIs fostered under EU funded SUCCESS Programme. Through NPGP, NRSP mobilized additional resources for the SUCCESS project beneficiary households.
- Nutrition sensitive activities under EU-funded PINS programme was implemented in the selected UCs of all the four SUCCESS programme districts through same CIs fostered under SUCCESS. The CRPs trained under SUCCESS were also utilized for the PINS programme.
- Under SBAQ project funded by Multinet was implemented in the SUCCESS programme area of Tando Muhammad Khan and Tando Allahyar where children were provided non-formal education through tablets using modern learning tools. The project was initiated using SUCCESS Social Mobilisation approach and established 330 non-formal learning centres, which provided education to out of school children within the age bracket of 5-12 years.
- Under Adolescent and Adult learning programme funded by Sindh Education Foundation (SEF), Government of Sindh, and NRSP established 6 learning centres in SUCCESS Programme District of Matiari and Tando Allahyar where 880 adolescents and 300 adults were enrolled. These centres were initiated through SUCCESS Community Institutions with the help of PSC data for the identification of out of school adolescent children and illiterate adults.
- The USAID funded Health System Strengthening Project funded through RSPN was also implemented in District Sujawal where it supplemented the health department in addressing the pressing needs of the community in routine immunisation of children and pregnant women.
- The USAID funded Maternal & New-born Child Health project, funded through RSPN was also implemented in three SUCCESS Programme districts (i.e. Sujawal, Tando Allahyar & Tando Muhammad Khan) where it supplemented the health department in addressing the pressing needs of the community in routine immunisation of children and pregnant women.
- Global Fund to fight Aids, TB & Malaria (GFATM) is another project which is being implemented with the support of Directorate of Malaria Control Programme, Government of Pakistan, to reduce the risk of malaria burden in highly epidemic districts of Pakistan. NRSP is implementing this programme in two SUCCESS districts of Sujawal and Tando Muhammad Khan.
- Another USAID funded health communication programme was implemented in District Matiari of the SUCCESS programme. This programme was implemented in non-lady health worker areas where community health workers were trained and capacitated to raise health awareness, immunisation and birth spacing activities.
- NRSP signed MoU with Sindh Irrigated Agriculture Productivity Enchainment Project (SIAPEP) for the provision of kitchen gardening kits through CIs in district Tando Muhammad Khan, Matiari & Sujawal to SUCCESS programme beneficiaries.
- NRSP has provided all necessary support/information to FAO for project titled Improved Land Tenancy in Sindh. This programme is being implemented with support of SUCCESS programme fostered CIs.

Besides, by following Community Driven Development approach, NRSP is also funding and implementing Water, Immunization, Sanitation and Education (WISE) Programme, consistent with local needs, in SUCCESS Programme district of Tando Muhammad Khan. WISE Programme aims to address multidimensional aspects of poverty with focus on improving poor rural households' access to basic services including water, immunization, sanitation and education.

SUCCESS programme fostered CIs have been instrumental in providing awareness and relief in fight against COVID-19 pandemic under ECHO funded COVID-19 Response project in the SUCCESS Programme district of Tando Allahyar

The SUCCESS Programme also worked on creating synergies with organized rural communities to equip them with the information, means and resources to improve quality life indicators in the targeted union councils. This was done by a holistic combination of enabling demand and supply sides approaches using community accountability and coordination with local government and line departments to ensure that the public sector consistently provides basic social services.

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

NRSP has not received any previous grant from EU for the same targeted communities in the past.

4. Communication and Visibility

In order to ensure the visibility of the Action NRSP has used all the means, channels and platforms for highlighting the intervention implemented under the European Union funded SUCCESS Programme. All the visibility activities were conducted in accordance with the EU's Communication and Visibility Manual agreed under the Action. The NRSP and EU had also jointly prepared a visibility plan in which all the visibility related actions/ activities were incorporated and throughout the programme life NRSP implemented this plan to devise the visibility activities/actions.

Since the inception to closure of the Programme, numerous visibility activities/actions have been conducted by ensuring the compliance of agreed branding/marketing to produce different programme related materials. These visibility actions were conducted in the context of the infrastructure projects, training session, workshops, mobilization activities and community and government meetings. Signboards, banners and standees were printed with the EU and SUCCESS programme Logos and displayed. Additionally, other low-cost information items for distribution (such as wall and table calendars, folders, writing pads, pens, banners/posters/brochures etc.) were also produced during the Programme. NRSP's own website and different mediums of social media like Facebook page of SUCCESS Programme, twitter, Instagram and SUCCESS programme website were used for dissemination of the programme objectives, its achievements through case studies, success stories, publications, progress reports and pictures.

The NRSP through its communication and documentation section contributed in all the Action's visibility means, channels and platforms for raising awareness of the EU's role in funding the programme. Some are given below:

- NRSP Communication section contributed to the 14 newsletters focusing on documenting experiences of the implementation of the programme in the field and showcasing the beneficiary stories of SUCCESS' interventions. Digital and print versions of each issue of SUCCESS were widely disseminated to all stakeholders, including government officials,

specifically to advocate and highlight the programme and the impacts of the CDLD initiatives taken under it.

- NRSP developed a separate page for SUCCESS Programme within the official website (<http://www.nrsp.org.pk/SUCCESS/>) where all the visibility items and reports were regularly updated.
- NRSP also printed 32,463 registers/ record keeping material for CO/ VO/ LSO including CPI registers and other format/ files and 2569 Community Awareness Training (CAT) toolkits for CRPs. These visibility instruments were also designed according to the guidelines given in EU's visibility manual.
- 300 copies of the Baseline economic survey report were published by NRSP and distributed to all the stakeholders of the Action including government line departments which proved to be helpful for creating their understanding regarding the survey indicators.
- NRSP printed 8174 Pen, 3,000 File Folder, 6,886 writing pads under the Action.
- A total of 860 Signage, approved by EU, for community physical infrastructure built under SUCCESS programme were procured and placed on the sites of infrastructure schemes.
- A total of 935 Case Study Calendars, developed and designed by NRSP, were approved by EU and accordingly printed and distributed among stakeholders. The purpose of these calendars was also ensuring the visibility of Action and acknowledgment of EU's funding. These calendars contained different success stories accomplished under the SUCCESS programme which also highlighted the effectiveness, efficiency, relevance and impact of the programme. It also underlined the achievements of rural communities under the EU funded SUCCEES programme.
- NRSP has ensured sharing regularly key highlights of the field activities and success stories on the SUCCESS Programme and NRSP social media pages including Sindh Union Council and Community Economic Strengthening Support Programme on Facebook and SUCCESSinSindh on Twitter.
- All internal and external Programme-related communication and documentation e.g. brochures, publications, training material, presentations, reports, attendance sheets, factsheets, advertisement, district office and community meetings etc. displayed the EU logo. Similarly, the publications, including, manuals and reports contained the EU disclaimer that also cited the financial backing of the European Union for the SUCCESS programme. Moreover, in all the posts of SUCCESS programme Facebook and Twitter pages, hashtag of #EUinPakistan and EU Funded SUCCESS Programme are being used.
- NRSP supported RSPN team in documenting the LSO initiatives to showcase the achievements of Local Support organizations undertaken with the financial support of SUCCESS programme, through linkages and on self-help basis. AT the completion of the SUCCESS Programme closing, all 121 LSO initiatives are documented by RSPN with the support of NRSP. These LSO Initiatives were printed and disseminated to the stakeholders and are also available on the SUCCESS website⁶
- Besides, SUCCESS programme, represented by NRSP, was presented at International Training Centre of the ILO (ITC/ILO) Rural Development Academy that looked at Future of Work in Rural Economies in Turin, Italy last year.
- NRSP facilitated workshop for the local journalists on reporting rural development and women empowerment under EU funded SUCCESS programme followed by field visits. The workshop helped to increase SUCCESS programme visibility in local electronic and print media.

⁶ <https://success.org.pk/index.php/lso-initiatives/>

- Moreover, three articles were published in the London School of Economics and Political Science' South Asia Centre, International Development Department and Engendering to highlight the impacts of SUCCESS programme interventions on poor rural communities. List of articles, and media coverage events are enclosed in Annex-28.
- NRSP contributed to publication of a special weekly one-pager digital newsletter focusing on the SUCCESS community frontline responses to the COVID-19 pandemic and lockdown. The newsletter series was called "Communities Combating COVID-19: Succeeding Where It Counts." It covered the period from April to May 2020 and highlighted the work and challenges faced by the rural communities during the COVID-19 crisis.
- As of Closing of the SUCCESS programme 68 meetings of district and taluka level JDCs and 310 of community activists' workshops have been conducted in which NRSP displayed SUCCESS Programme banners, standees, folders, files pens and other material for ensuring the visibility of the Action.
- Since July 2020, the NRSP communication contributed to a digital magazine, focusing on the sustainability and continuity of SUCCESS in the light of COVID-19 and the post-project era. The magazine is called "What's next for SUCCESS" the magazine covered a diverse range of themes in the form of field stories, research, outreach KPI, COVID-19 response milestones, and collaborating stakeholder features.
- NRSP supported the RSPN communication team for recording documentaries and human videos of programme affiliates and stakeholders which are also available on YouTube SUCCESS channel⁷ and SUCCESS programme website⁸.

The different C&V material /items/articles/news clippings produced are attached as Annexure 31& 32.

The RSP's communication and visibility actions have also been acknowledged in External Performance Monitoring Report given as under.

According 4th External Performance Monitoring Report, Visibility and communications play a crucial role in keeping a host of stakeholders abreast of the work of an organisation. In the Fourth Mission, the EPM Team noted that RSPN and RSPs had launched a visibility strategy and publicity campaign very effectively to keep the GoS, stakeholders, public, CSOs, other programmes and donors informed about the SUCCESS Programme initiatives. The impact was visible from the awareness and knowledge of various stakeholders, including government officials at provincial as well as lower levels, CI members, target beneficiaries, CSOs and local communities about the Programme funders, type of interventions and procedures for participation in the Programme.

Visibility and communication tasks were mainly mandated to RSPN. Following the guidelines of the EU Communication and Visibility Manual, RSPN prepared a visibility and communication plan aligned with the SUCCESS Global C&V Strategy Document. Based on this plan, each RSP prepared its individual specific VCP. To ensure the visibility of SUCCESS initiatives, the communication activities were designed for a broad range of target audiences with powerful messages. High-level EU participation was ensured at major visibility events (including EU Ambassador level at the launch of PRS, annual retreats, conferences and other important events).

⁷ <https://www.youtube.com/channel/UCUYqIuDfQq2Q9QIH2959fAQ>

⁸ <https://success.org.pk/index.php/video-gallery/>

It was noted that RSPN and RSPs placed great emphasis on acknowledging the support of the EU in line with their financial agreements. Visibility of the EU contribution was ensured through various activities, such as displaying the logo with the SUCCESS name on all published material (notepads, reports, file covers, leaflets, newsletters, etc.), and banners used in the field and during various events, and disseminated widely at all fora and media. Announcements were made and banners displayed at meetings held with the communities and government departments, working with different types of media for local as well as EU audiences. All press releases and posts on Facebook and Twitter included clear and prominent details about the EU funding for the Programme. The SUCCESS websites were developed separately by RSPN and RSPs, where, in compliance with EU visibility guidelines, all the visibility items and reports approved by EUD were regularly updated and activities periodically highlighted. The media was also used extensively and effectively to publicise the project concept and to create awareness.

In addition, a mix of communication products and advocacy material, including short human-interest stories, calendars, fact sheets, annual reports and diaries were produced and disseminated among the stakeholders. The print media was used to highlight Programme interventions on social media and newspaper articles. To engage media, SUCCESS continuously held a series of media advocacy sessions. In addition, “micro videos” have been planned about the contribution of SUCCESS to Sustainable Development Goals (SDGs) to enhance digital content.

5. Location of records, accounting and supporting documents

All the relevant records are available at NRSP Regional Office Hyderabad at following address:

NRSP Regional Office-Hyderabad
Hyderabad-Mirpurkhas Dual Carriageway
Near Gul Mohar Restaurant, Rahooki
Hyderabad

Annexures