SSP Project Completion Report
"Implementation of Communication Strategy & Awareness Raising for Sehat Sahulat Programme"
District Muzaffarabad and Kotli
Dec 2022-23



Funded By GIZ

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AJK Region, Japan Road, Sihala Islamabad

Table of Contents

List of Abbreviations 3
Executive Summary 4
Project Background 5
Project Activities 6
1. Signing of MOU 6
2. Hiring of Project Staff & External Experts 7
3. Orientation training of Project Staff 8
4. Arrangements of training & communication material 8
5. Field Mobility arrangements 8
6. Office Set up 9
7. Training of Tehsil Coordinator & Community Resource Persons (CRPs) 9
8. Stakeholder Meetings 10
9. Procurement of items and Use of Communication and Awareness Materials 12
10. District Launch Events 14
11. Mobile Float at Tehsil levels 14
12. Village Level SSP Awareness Events 15
13. UC level SSP awareness events 15
14. Door to door visits 16
15. Announcements in Masjids at UC Level 16
16. Street Theatre 16
17. Project Closing Events 17
Project Monitoring and Reporting 17
Coordination and Communication 18
Project Performance and Key Achievements 18
Key Lessons Learned 19
Challenges and Mitigation Measures 20
Exit strategy 20
Annexure 1. SSP district wise and cumulative regional progress report 21

List of Abbreviations

Abbreviation	Full Form
AJK	Azad Jammu & Kashmir
BMZ	Federal Ministry for Economic Cooperation and Development (Germany)
CRP	Community Resource Person
GB	Gilgit-Baltistan
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoP	Government of Pakistan
HH	Household
IEC	Information, Education and Communication
LHV	Lady Health Visitor
LHW	Lady Health Worker
LSO	Local Support Organization
MOU	Memorandum of Understanding
NCE	No-Cost Extension
NOC	No-Objection Certificate
NRSP	National Rural Support Programme
PCR	Project Completion Report
PIU	Project Implementation Unit
PMU	Project Management Unit
RFQ	Request for Quotations
SSP	Sehat Sahulat Programme
UC	Union Council

Executive Summary

The project “Implementation of Communication Strategy & Awareness Raising for the Sehat Sahulat Programme (SSP)” was implemented by the National Rural Support Programme (NRSP) in districts Muzaffarabad and Kotli, Azad Jammu & Kashmir, with financial support from the Federal Ministry for Economic Cooperation and Development (BMZ) through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), under Grant Agreement VN 81281704.

The project aimed to raise awareness and understanding of the Sehat Sahulat Programme among target households, community institutions, local notables, and district administrations, with the goal of increasing demand for and utilization of health insurance services among eligible families. Although originally designed for an 18-month period (March 2022–August 2023) across five districts, implementation was ultimately confined to Muzaffarabad and Kotli following government approvals, and the project period was extended through a No-Cost Extension to December 2023 after delays in obtaining the required No-Objection Certificate (NOC) and budget approvals.

Despite a compressed implementation window, the project achieved 100% or higher performance against nearly all planned targets. Key results include:

- 95,645 households reached through door-to-door visits against a target of 76,904 (124%)
- 1,493 village-level awareness sessions conducted against a target of 1,170 (128%)
- 475 UC-level awareness sessions conducted against a target of 455 (104%)
- 1,275 mosque announcements delivered against a target of 1,242 (103%)
- 76,887 IEC brochures distributed, 800 pole signs and 10 billboards installed, and 16 mobile floats and 12 street theatre performances conducted, all at or above target
- 73 Tehsil Coordinators and Community Resource Persons (CRPs) trained, and 65 CRPs engaged from existing community institutions, supporting sustained local outreach capacity

The project's multi-channel communication approach combining household visits, community sessions, mosque announcements, mobile floats, street theatre, and print/outdoor media was reinforced by structured stakeholder engagement with health departments, panel hospitals, and community institutions. Representatives of panel health institutions and State Life Insurance Corporation indicated a perceived increase in utilization of SSP services following the awareness campaign, though this report notes that formal utilization data was not systematically tracked and is flagged as a recommendation for future phases.

Implementation challenges centered on approval and NOC delays that shortened the effective delivery window, particularly in Kotli, along with geographic access constraints in some villages. These were mitigated through intensified field activity, close stakeholder coordination, and structured task allocation across District and Tehsil Coordinators. The project closed with formal closing events in both districts in December 2023, and an exit strategy built around continued engagement of Local Support Organizations, CRPs, and government stakeholders to sustain awareness beyond the project period.

Project Background

The project “Implementation of Communication Strategy & Awareness Raising for Sehat Sahulat Programme (SSP)” was initiated by the Government of Pakistan (GoP) under Universal Health Coverage. The donor agency Federal Ministry for Economic Cooperation and Development BMZ extended financial support through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The National Rural Support Programme (NRSP) was selected as the implementing partner.

The main theme of the project was to raise awareness and understanding among communities, local notables, district administration and relevant stakeholders, about the Sehat Sahulat Programme (SSP), including its benefits, eligibility and use of health insurance services. Through a combination of community-based awareness activities, stakeholder engagement and targeted communication, the project sought to enable beneficiaries to better understand their entitlements and make effective use of available health insurance services.

The **project objectives** included: Improved understanding of the programme amongst all stakeholders; Increase demand for health insurance amongst all eligible families and Increased utilization of health insurance by the cardholders.

The **expected outcomes** of the project were to help improve the understanding level of targeted HHs and the population about the SEHAT SAHULAT PROGRAMME (SSP); the access of the beneficiaries to quality health facilities would be increased and the utilization rate of the SEHAT SAHULAT PROGRAMME (SSP) would be further improved”. Project brief annexed as Annexure 4.

The project was originally planned for implementation in five districts, Abbottabad, Muzaffarabad, Mardan, Kotli and Gilgit Baltistan (GB), over a period of 18 months (Mach, 2022-Auguest,2023). However, implementation was subsequently undertaken in Muzaffarabad and Kotli, AJK, following the required government approvals and revisions to the implementation plan. The project was subsequently extended through a No-Cost

Extension until December 2023 and project activities therefore commenced under a revised workplan.

The project used NRSP's existing community institutions and local networks to support outreach, complemented by trained Community Resource Persons (CRPs), stakeholder coordination and a range of communication and awareness approaches.

The communication strategy combined door-to-door outreach, village- and Union Council-level awareness sessions, stakeholder meetings, mobile awareness activities, mosque announcements, street theatre, printed IEC materials and public visibility campaigns. These approaches were designed to reach communities through both direct engagement and locally appropriate communication channels, while strengthening coordination with government departments, health facilities, community institutions and other relevant stakeholders.

The project concluded with closing events held in both districts in December 2023. The following sections present the major activities undertaken, their targets and achievements, along with key implementation practices, challenges and lessons learned.

Project Activities

Major deliverables of the project with targets and achievements have been documented below. The consolidated summary and district achievements have been annexed as Annexure 1.

1. Signing of MOU

The project was implemented by NRSP with financial support from BMZ through GIZ and NRSP as the implementing partner under Grant Agreement VN 81281704, with an 18-month implementation period from March 2022 to August 2023. However, due to the political issues, In Muzaffarabad, implementation could only begin after the Government of AJK granted approval in November 2022, following a seven-month delay. Similarly, initiation in Kotli was delayed due to the process of signing the amended agreement and approval of the revised budget. On 27 March 2023, the donor formally approved the revised budget, amounting to approximately PKR 30.742 million for activities in Kotli. Moreover, due to changes in the political situation at the state level, the issuance of the NOC was further delayed. The matter was subsequently taken up with the Federal Ministry of Health, and the NOC was received on 19 May 2023. NRSP subsequently requested a four-month No-Cost Extension (NCE) from the donor to continue activities until December 2023 which was formally approved on 4 October 2023, extending the project period until December 2023.

2. Hiring of Project Staff & External Experts

NRSP mobilized an implementation team comprising experienced staff, externally hired personnel and Community Resource Persons (CRPs) to support field-level awareness activities. With the purpose of the successful implementation of the project's planned activities, the services of four existing experienced NRSP's staff were transferred to the project as District Coordinator and Tehsil Coordinators (2 each) while 6 staff members were hired as Tehsil Coordinators (External).

Similarly, 65 Community Resource Persons (CRPs) including 29 in District Muzaffarabad and 36 in District Kotli were hired under the project (Table 1). The CRPs were identified in coordination with existing community institutions and played a key role in delivering awareness activities at the household, village and Union Council levels. In addition, 8 service providers were engaged to support communication activities, including mobile announcements and awareness campaigns. All planned staffing targets were achieved in both districts (Table 2).

Table-1 Hiring of Project Staff

Activity	District Muzaffarabad			District Kotli			AJK Region		
	Target	Ach.	%age	Target	Ach.	%age	Target	Ach.	%age
District Coordinators	1	1	100%	1	1	100%	2	2	100%
Tehsil Coordinators	2	2	100%	-	-		2	2	100%
Tehsil Coordinators (External)	-	-		6	6	100%	6	6	100%
Community Resource Persons (CRPs)	29	29	100%	36	36	100%	65	65	100%

Table-2 Hiring of Staff Members

Activity	District Muzaffarabad			District Kotli			AJK Region		
	Target	Ach.	%age	Target	Ach.	%age	Target	Ach.	%age
Speaker Person for Caravan 01 for each Tehsil	**2**	**2**	**100%**	**6**	**6**	**100%**	**8**	**8**	**100%**

Activity	District Muzaffarabad			District Kotli			AJK Region		
	Target	Ach.	%age	Target	Ach.	%age	Target	Ach.	%age
Mobile Person with Bike 01 for each tehsil	**2**	**2**	**100%**	**6**	**6**	**100%**	**8**	**8**	**100%**

3. Orientation training of Project Staff

The project implementation modalities, workplan and key responsibilities were explained and discussed through orientation sessions conducted by NRSP Head Office officials. Separate orientation sessions were held for the Muzaffarabad and Kotli teams in December 2022 and March 2023, respectively. The sessions covered the project objectives, implementation approach, target beneficiaries, awareness activities, reporting requirements and roles of field staff.

4. Arrangements of training & communication material

In coordination with Project Management Unit (PMU), the customized training and communication materials were shared with the project staff after the staff training events to support field implementation. These included mainly the following formats.

1. Acknowledgement sheet at the HHs level
2. Attendance sheet for village level events
3. Village level awareness session minutes
4. Attendance sheet for UC level events
5. UC level awareness session minutes/report
6. Monthly work plan

The arrangements were completed as planned in both districts, with one set of training and communication materials prepared for each district, making a total of two sets.

5. Field Mobility arrangements

In line with NRSP's existing policies and procedures, field mobility arrangements were finalized for the District and Tehsil Coordinators to facilitate regular field visits, supervision, and monitoring of project activities. Given the extensive outreach planned under the awareness campaign, mobility support was essential for effective coordination with Community Resource Persons (CRPs) and for ensuring regular coverage of project areas. The planned arrangements were fully completed, with 2 arrangements finalized for Muzaffarabad and 7 for Kotli, making a total of 9 arrangements across the AJK region.

6. Office Set up

Project Implementation Units (PIUs) were established within NRSP's existing offices in the two project districts and their respective tehsils. These arrangements provided the project teams with accessible workspaces for coordination, field planning, documentation, and engagement with relevant stakeholders. Project visibility was also maintained through the display of project-specific banners and standees. The office setup was completed as planned, covering 2 locations in Muzaffarabad and 6 in Kotli, with a total of 8 offices established across the AJK region.

7. Training of Tehsil Coordinator & Community Resource Persons (CRPs)

The hiring process of Community Resource Persons (CRPs) was completed in coordination with the existing Local Support Organization (LSO) in the project areas. Following their recruitment, training sessions for Tehsil Coordinators and CRPs were conducted in Muzaffarabad on 29 December 2022 and in Kotli on 27 May 2023.



The overall presentation of the project was delivered by Jawad Rehmani, Project Manager SSP Project, while SSP Project deliverables and work plans were discussed by both District Coordinators.

The key contents of the presentation included

- ✓ Project Summary
- ✓ Project Overview
- ✓ Project Objectives
- ✓ Project Area
- ✓ Project Beneficiaries
- ✓ Scope of Project Activities
- ✓ Project Implementation Strategy

- ✓ Expected Outcomes
- ✓ Project targets and work plan
- ✓ Communication and awareness materials
    - Banner for Project Orientation Workshop
    - Brochure –Tri Fold
    - SSP Standee for Pole Sign Design
    - Standee for Orientation Meeting
    - Banner for UCs –SS Federal
- ✓ Reporting formats
    - Acknowledgment sheet at the HHs level
    - Attendance sheet for village level event
    - Community Awareness Session (Village level)
    - Attendance sheet for UC level events
    - Community Awareness Session (UC level)

Officials from the Health Department and State Life Insurance Corporation participated in the sessions and provided practical guidance on accessing and utilizing SSP services. A total of 73 Tehsil Coordinators and CRPs were trained, including 31 in Muzaffarabad and 42 in Kotli, achieving 100% of the planned target.

8. Stakeholder Meetings

Stakeholder meetings were organized to strengthen coordination and build ownership among key actors involved in health and community outreach. The meetings brought together representatives from the Health and Social Welfare Departments, media, religious leaders, community representatives, Lady Health Workers (LHWs), Lady Health Visitors (LHVs), and Community Midwives. These engagements provided an opportunity to brief stakeholders on the Sehat Sahulat Programme, discuss their potential role in awareness raising, and encourage the integration of SSP messages into their routine community-level activities.

A total of 18 stakeholder meetings were conducted as planned, including 6 in Muzaffarabad and 12 in Kotli, achieving 100% of the target.

The participation of hospital representatives and relevant government officials further strengthened coordination and facilitated dissemination of accurate information about SSP services at the community level.



مظفر آباد: این آر ایس پی کے تحت صحت کارڈ سٹیک ہولڈرز کی میٹنگ سے ڈویژنل انچارج سردار حبیب ڈائریکٹر ہیلتھ ورکر شفق ملک، مختار اعوان و دیگر خطاب کر رہے ہیں

The stakeholders' meetings held in both districts have been tabulated below:

The representation of hospitals and participation of officials/staff in Stakeholder's meetings in both districts have been tabulated below:

Table 3: Stakeholder Meeting District Muzaffarabad

Participation Of Officials/staff of health departments in Stakeholders meetings in SSP -NRSP District Muzaffarabad												
Tehsil Mzd	Date	Venue	Hospitals			Total	Participation of Officials/Staff				Total
			DHQ Hospitals	THQ Hospital	BHU		Director Health	ADH/Inch.THQ	LHS	LHWs	
Meeting 1	05/04/2023	NRSP Office Muzaffarabad	1	-	2	3	3	-	7	20	**30**
Meeting 2	26/7/2023	NRSP Office Muzaffarabad	-	-	1	1		-	5	7	**12**
Meeting 3	12/06/2023	NRSP Office Muzaffarabad	-	-	1	1	1	-	6	8	**15**
Sub Total		**-**	**1**	**-**	**4**	**5**	**4**	**-**	**18**	**35**	**57**
Tehsil Patikka											**-**
Meeting 1	05/09/2023	Marco Polo Hotal Patikka	-	-	2	2	-	-	4	26	**30**
Meeting 2	31-7-2023	Almaida Hotel patikka	-	1	1	2	-	1	5	9	**15**
Meeting 3	28-12-2023	Almaida Hotel patikka	-	-	1	1	-	-	1	6	**7**
Sub Total		-	-	1	4	5	-	1	10	41	**52**
Total		**-**	**1**	**1**	**8**	**10**	**4**	**1**	**28**	**76**	**109**

Table-4: Stakeholder Meeting District Kotli

Participation of officials/staff of Health department in Stakeholders meetings in SSP -NRSP District Kotli										
District and Tehsil Kotli	Date	Venue	Hospitals			Total	Participants			
			DHO Office	THQ	BHU		LHS	LHWs	Local Councilors	Total
Meeting 1	24/07/2023	BHU Dongi Tehsil kotli	-	-	1	1	5	10	-	15
Meeting 2	01/11/2023	Municipal Corporation Office Kotli	-	-	-	-	-	-	17	17
Meeting 3	07/12/2023	DHO Office Staff and LHW,s Supervisors	1	-	-	1	24	-	-	24
Sub Total			**1**	**-**	**1**	**2**	**29**	**10**	**17**	**56**
Tehsil Nakial						-				-
Meeting 1	01/08/2023	THQ Nakial	-	1	-	1	4	12	-	16
Meeting 2	01/08/2023	BHU Dharooti tehsil fatehpur thakyala	-	-	1	1	3	25	-	28
Meeting 3	21/12/2023	THQ Nakial	-	-	-	-	3	19	-	22
Sub Total			**-**	**1**	**1**	2	**10**	**56**	**-**	**66**
Tehsil Sehnsa						-				-
Meeting 1	02/12/2023	THQ Sehnsa	-	1	-	1	7	27	-	34
Sub Total			-	**1**	**-**	1	**7**	**27**	**-**	**36**
Tehsil Charhoi						-				-
Meeting 1	10/07/2023	BHU Damas, Charhoi Tehsil	-	-	1	1	2	14	-	16
Meeting 2	28/11/2023	BHU Mahajar Camp Tehsil Charhoi	-	-	1	1	1	14	-	15
Sub Total			-	**-**	**2**	2	**3**	**28**	**-**	**35**
Tehsil Khuiratta						-				-
Meeting 1	15/07/2023	THQ Khuiratta	-	1	-	1	10	26	-	36
Meeting 2	25/11/2023	THQ Khuiratta	-	-	-	-	4	15	-	19
Sub Total			-	**1**	**-**	1	**14**	**41**	**-**	**57**
Tehsil Doliyah Jattan						-				-
Meeting 1	25/11/2023	BHU Rajdhani Tehsil Doliyah Jattan	-	-	1	1	2	14	-	16
Sub Total			-	**-**	**1**	1	**2**	**14**	**-**	16
Total			**1**	**3**	**5**	**9**	**65**	**176**	**17**	**266**

9. Procurement of items and Use of Communication and Awareness Materials

A range of communication and visibility materials was developed and deployed to support the Sehat Sahulat Programme (SSP) awareness campaign across Muzaffarabad and Kotli. The materials included pole signs, billboards, promotional kits, IEC brochures, banners, and mobile announcements. The pole signs and banners were placed at prominent public locations and used during community outreach activities to ensure that key information about SSP, including eligibility, required documentation, available services, and procedures for accessing healthcare, reached a wide audience. For instance, the pole signs measuring 2x5 ft were displayed in large numbers at public poles along the main streets and roads in the



project areas . These pole signs were visible and readable for the general public with key messages about the SSP Project. These activities were implemented through vendor M/S Real Décor identified through a competitive bidding process.

Similarly, SSP project information on Pana flex were displayed on already installed at prominent public and private places. These activities were implemented through vendor M/S Real Décor identified through competitive bidding process. These billboards were displayed for specified period 10-15 days.

The banners of sized 3X5 ft were printed and displayed at prominent public and private places, schools, community centers, bazaars etc. These banners contained SSP project message and information regarding the eligibility criteria.

Additionally, promotional kits for project staff including shirts, caps and bags were printed with the logo of the Sehat Sahulat Program. These kits increased project visibility and awareness of the key messages. While Information, Education and Communication (IEC) brochures provided more detailed information to households, particularly during door-to-door awareness campaigns. These IEC materials contained key information and guidelines about the SSP Project, eligibility criteria, required documents, selection of panel hospitals, the procedure for treatment within and outside the districts, secondary and preferred diseases, diseased not covered under the SSP Program, the toll-free number etc.

In addition, mobile announcements were used to disseminate SSP messages across different tehsils and reach communities beyond formal awareness sessions. Procurement and deployment of these materials were carried out through NRSP's standard procurement procedures, including competitive selection of vendors where applicable.

Overall, the planned communication and visibility activities were completed as targeted, with several activities exceeding their initial targets. The consolidated achievements are presented below Table 5.

Communication / Awareness Activity	Muzaffarabad Target	Muzaffarabad Ach.	Kotli Target	Kotli Ach.	AJK Region Target	AJK Region Ach.
Pole Signs	200	200	300	600	500	800
Billboards	3	3	3	7	6	10
Promotional Kits for Staff & Experts	32	32	42	42	74	74
IEC Material / Brochures	38,901	38,901	37,986	37,986	76,887	76,887
Banners	580	580	194	236	774	816
Mobile Announcements through Motorbikes	2	2	6	6	8	8

10. District Launch Events

District launch events were organized to formally introduce the SSP project to key stakeholders and create a shared understanding of its objectives, planned activities, expected outcomes, and implementation approach. The events also provided an opportunity to strengthen coordination among the Sehat Sahulat Programme, government departments, NRSP, GIZ, panel hospitals, Local Support Organizations, and community representatives.

The district launch events for district Muzaffarabad and Kotli were held on 9th Feb and 20th Jul 2023 respectively. The events included presentations and discussions by representatives of the National and State-level Sehat Sahulat Programme, NRSP, GIZ, panel hospitals, and community institutions. Officials from the Health Department and other relevant government departments, including senior government representatives, also participated. The events helped familiarize stakeholders with the project and establish coordination mechanisms for its implementation.

A total of 215 participants attended the two district launch events, including 198 men and 14 women. District-wise participation is presented below.

Table 6 District wise participants in district launch events:

Districts	Men	Women	Total
Muzaffarabad	89	11	100
Kotli	109	3	112
Total	**198**	**14**	**212**



District Launch Events
District Muzaffarabad 9th Feb 2022 & District Kotli 20th Jul 2022

11. Mobile Float at Tehsil levels

Mobile floats were used as a community-level communication tool to disseminate key messages about the Sehat Sahulat Programme across the project areas. Branded floats were

arranged on Shazore vehicles and operated at the tehsil level for five days in each tehsil. Professional announcers accompanied the floats and delivered SSP messages at public locations and gathering points to attract community attention and increase awareness.






The activity was implemented through a competitively selected vendor, with 10 mobile floats conducted in Muzaffarabad against a target of 10, and 6 in Kotli against a target of 6, achieving 100% of the planned target in both districts. Overall, 16 mobile floats were conducted across the two districts against a combined target of 16.

12. Village Level SSP Awareness Events

To promote awareness among communities, village level sessions were also planned under the project. Community Resource Persons (CRPs), with support from Tehsil Coordinators, mobilized community members through existing Community Organizations and civil society networks and conducted the sessions at accessible locations within the villages. Both men and women participated in the sessions, and proceedings were documented using the prescribed reporting formats. The information regarding Sehat Sahulat Program facilities, including available facilities, eligibility and entitlement procedures, empaneled hospitals, and the documentation required to access services. was shared with the participants. A total of 1,493 village-level awareness sessions were conducted against a target of 1,170, including 526 in Muzaffarabad against 522 and 967 in Kotli against 648.The project staff used specified visibility materials like jackets, caps and bags during these sessions.




13. UC level SSP awareness events

The UC level sessions were organized for community representatives of village organizations, local councilors, and civil society representatives from different villages of the UC at one central place. A The sessions provided information on the benefits and utilization of the Sehat Sahulat Programme and encouraged participants to further disseminate the information within

their respective communities. A total of 475 UC-level sessions were conducted against a target of 455, including 211 sessions in Muzaffarabad against 203 and 264 in Kotli against 252.

14. Door to door visits

Under the project, door-to-door visits by CRPs with information materials were planned and achieved. It was one of the most effective and efficiently implemented awareness approaches, keeping in view the scale and scope of the activity. The information material included leaflets covering detailed information about the Sehat Sahulat Program. The households were marked with unique identification reference number as evidence of the visit. Further an acknowledgement of the CRPs visit to the households was also taken. Against a combined target of 76,904 households, the project reached 95,645 households, including 43,000 in Muzaffarabad against 38,918 and 52,645 in Kotli against 37,986.

15. Announcements in Masjids at UC Level

To extend SSP awareness to a wider community audience, standardized announcements were made through mosques in each UC of the project area. Messages were prepared in Urdu and local languages and disseminated with the support of local a'immah and khateebs. A total of 1,275 mosque announcements were made against a target of 1,242, comprising 706 in Muzaffarabad against 696 and 569 in Kotli against 546.

16. Street Theatre

One of the most innovative and effective activities for awareness raising planned under this project was street theatre. The identification of the vendor was processed through issuing an RFQ (Request for Quotations) and a competitive bidding process. Performances were arranged through a competitively selected vendor and included scripted performances, project-themed backdrops, sound systems, and promotional materials. A total of 12 street theatre performances were conducted against the target of 12, with 6 performances in Muzaffarabad and 6 in Kotli.



The impact and effectiveness of awareness through this technique were very promising, as the audience observed the performance with great interest and attention.

17. Project Closing Events

Project closing events were organized in both Muzaffarabad and Kotli to share key project achievements, lessons learned, and experiences with relevant stakeholders and to obtain their feedback on the project outcomes. The closing event in Muzaffarabad was held on 27 December 2023, followed by the event in Kotli on 28 December 2023.

The events brought together representatives of the State-level Sehat Sahulat Programme, NRSP, panel hospitals, community members, Local Support Organizations, and relevant government departments. Senior government officials, including the Deputy Commissioner, Additional Deputy Commissioner, Senior Superintendent of Police, Deputy Secretary, and Directors from the Health Department, were also invited to participate. The events provided an opportunity to reflect on the implementation experience, discuss key achievements and challenges, and highlight the role of awareness raising in improving understanding and use of the Sehat Sahulat Programme. A total of 200 participants attended the two closing events, including 184 men and 16 women. The number of participants in both districts has been tabulated below.

Table-7: District wise participants in Project closing events

Districts	Men	Women	Total
Muzaffarabad	92	11	103
Kotli	92	5	97
Total	**184**	**16**	**200**



Project Closing Events at District Muzaffarabad & District Kotli

Project Monitoring and Reporting

Project monitoring and reporting were carried out at tehsil and district levels throughout the implementation period. Tehsil and District Coordinator had a crucial role in the monitoring and reporting of project activities. The Tehsil coordinators facilitated and supported CRPs in the planning and implementation of project activities especially door-to-door visits, village and UC

sessions. They regularly participated in and conducted awareness sessions alongside CRPs. The District Coordinator provided administrative, managerial, coordination and supervisory support to the project team during all phases of project implementation. The programmatic and budgetary reviews were a key rule of the District Coordinator. At the district level coordination with relevant stakeholders and reporting to the PMU using the specified format were the main responsibilities of the District Coordinator.

Progress Reporting:

The monthly and quarterly progress reporting to Project Management Unit was ensured for onward submissions to the donors. During the project duration 13 monthly progress reports were submitted for District Muzaffarabad and 8 were shared for District Kotli respectively.

Coordination and Communication

WhatsApp group was created at tehsil, district and regional levels to facilitate rregular communication among project teams and the Head Office. The groups were used to share activity updates, project snapshots, field-level issues, and responses, enabling timely coordination and follow-by the Project Manager at Head Office.

Project Performance and Key Achievements

The project demonstrated strong implementation performance despite delays in project initiation and a shortened implementation period. All major planned activities were completed in both Muzaffarabad and Kotli, with most activities achieving or exceeding their planned targets.

The figures below summarize target-versus-achievement performance across the project's major activity categories, illustrating both the scale of outreach and the extent to which targets were met or exceeded. The project achieved 100% or higher performance against nearly all planned targets. Key results include:

- 95,645 households reached through door-to-door visits against a target of 76,904 (124%)
- 1,493 village-level awareness sessions conducted against a target of 1,170 (128%)
- 475 UC-level awareness sessions conducted against a target of 455 (104%)
- 1,275 mosque announcements delivered against a target of 1,242 (103%)
- 76,887 IEC brochures distributed, 800 pole signs and 10 billboards installed, and 16 mobile floats and 12 street theatre performances conducted, all at or above target

- 73 Tehsil Coordinators and Community Resource Persons (CRPs) trained, and 65 CRPs engaged from existing community institutions, supporting sustained local outreach capacity

The project also maintained transparent and efficient implementation arrangements. All project procurements were carried out through NRSP's standard competitive procurement procedures, while approximately 60–70% of payments were processed through online transfers to vendors, shopkeepers and mosque representatives.

A combination of community sessions, household visits, mosque announcements, mobile floats and street theatre helped disseminate SSP information through multiple communication channels. Feedback from representatives of panel health institutions and State Life also indicated an increase in the use of Sehat Sahulat facilities following the awareness activities.

Key Lessons Learned

The implementation of the project provided several useful lessons for future awareness and communication initiatives:

- Strong stakeholder coordination was important for facilitating field activities and ensuring support from government departments, health institutions, community representatives, and other stakeholders.
- Engagement of CRPs through existing Local Support Organizations (LSOs) helped build on existing community networks and strengthened outreach at the local level.
- A combination of awareness approaches was more effective than relying on a single communication channel. Village and UC sessions, door-to-door visits, mosque announcements, mobile floats, and street theatre allowed the project to reach communities through different channels.
- Door-to-door awareness proved particularly useful for providing households with detailed information and responding directly to questions about the Sehat Sahulat Programme.
- Clear task allocation and a structured staffing arrangement supported the implementation of activities within the revised timelines.
- Regular monitoring and communication between field teams and the Head Office helped identify and address implementation issues in a timely manner.
- The use of locally appropriate communication methods and materials helped improve community engagement and understanding of SSP-related information.

Challenges and Mitigation Measures

The project faced a number of implementation challenges, particularly due to delays in obtaining the required NOC and changes in the implementation timeline. The project in Kotli was further affected by delays associated with the amended agreement, budget approval, and NOC process.

The shortened implementation period required the project team to intensify field activities and closely monitor progress to achieve the planned targets. Geographical and social barriers also made access to some villages challenging. These were addressed through close coordination with local stakeholders, community institutions, and CRPs.

Inflation and changes in implementation costs also required budgetary adjustments. In addition, temporary interruptions in SSP services at some hospitals created challenges for awareness activities. These concerns were communicated to the relevant SSP authorities for necessary follow-up.

Despite these challenges, close supervision, community mobilization, stakeholder coordination, and additional efforts by the project team enabled the planned activities to be completed within the revised implementation period.

Exit strategy

The project's exit strategy focused on strengthening local ownership and ensuring that awareness of the Sehat Sahulat Programme could continue beyond the project period. The engagement of Local Support Organizations, Community Resource Persons, health department representatives, community leaders, religious leaders, and other local stakeholders helped establish local networks for continued dissemination of information. Project communication materials and awareness messages were also shared with relevant stakeholders to support continued community-level awareness after project completion. The coordination established with government departments and health service providers further provided a basis for sustaining the awareness efforts beyond the project period.

Annexure 1. SSP district wise and cumulative regional progress report

Sr. #	Project Activities	Muzaffarabad			Kotli			AJK Region		
		Targets	Ach.	%age	Targets	Ach.	%age	Targets	Ach.	%age
1	Signing of MOU with donor	-	-		-	-		-	-	
2	**Hiring of Project Staff & External Experts**	32	32	100%	42	42	100%	74	74	100%
2.2	Project Manager	-	-		-	-		-	-	
2.3	Program Officer (Communication)	-	-		-	-		-	-	
2.4	Finance Officer	-	-		-	-		-	-	
2.5	District Coordinators	1	1	100%	1	1	100%	2	2	100%
2.6	District Coordinator (External)	-	-		-	-		-	-	
2.7	Tehsil Coordinators	2	2	100%	-	-		2	2	100%
2.8	Tehsil Coordinators (External)	-	-		6	6	100%	6	6	100%
2.9	Community Resource Persons (CRPs)	29	29	100%	36	36	100%	65	65	100%
2.1	Communication Expert	-	-		-	-		-	-	
2.11	Speaker Person for Caravan 01 for each Tehsil	2	2	100%	6	6	100%	8	8	100%
2.12	Mobile Person with Bike 01 for each tehsil	2	2	100%	6	6	100%	8	8	100%
3	Orientation training of Project Staff	1	1	100%	1	1	100%	2	2	100%
4	Arrangements of training & communication Material	1	1	100%	1	1	100%	2	2	100%
5	Finalizing Field Mobility arrangements	2	2	100%	7	7	100%	9	9	100%
6	Office Setup	2	2	100%	6	6	100%	8	8	100%
7	Training of Tehsil Coordinator & Community Resource Persons (CRPs)	31	31	100%	42	42	100%	73	73	100%

Sr. #	Project Activities	Muzaffarabad			Kotli			AJK Region		
		Targets	Ach.	%age	Targets	Ach.	%age	Targets	Ach.	%age
8	Mobilization, Orientation, and Coordination meeting with LHW, LHV and Community Midwives, local religious leaders and community leaders for SSP awareness	6	6	100%	12	12	100%	18	18	100%
9	**Procurement of items**	-	-		-	-		-	-	
9.1	Pole Signs (200 per tehsil)	200	200	100%	300	600	100%	500	800	100%
9.2	Billboards (3 in each district for 10-15 days)	3	3	100%	3	7	100%	6	10	100%
9.3	Promotional kit for staff & Experts	32	32	100%	42	42	100%	74	74	100%
9.4	Printing of IEC Material Brochures	38,901	38,901	100%	37,986	37,986	100%	76,887	76,887	100%
	Banners	580	580	100%	194	236	100%	774	816	100%
9.5	Announcement Speaker	2	2	100%	6	6	100%	8	8	100%
9.6	Stationary/Supplies for external experts	-	-		-	-		-	-	
9.7	Project Closing Event	1	1	100%	1	1	100%	2	2	100%
10	District LAUNCH Event at District Level - Community, Politician and Government Officials	1	1	100%	1	1	100%	2	2	100%
11	Mobile Floats at Tehsil Level	10	10	100%	6	6	100%	16	16	100%
12	Village level SSP awareness event	522	526	100%	648	967	100%	1,170	1,493	100%
13	UC level SSP awareness events	203	211	100%	252	264	100%	455	475	100%
14	Door to Door Visit (CRP will visit with information material)	38,918	43,000	100%	37,986	52,645	100%	76,904	95,645	100%
15	Announcement in masjids at UC level	696	706	100%	546	569	100%	1,242	1,275	100%
16	Street Theatres	6	6	100%	6	6	100%	12	12	100%
17	PIU Monthly Meeting	13	13	100%	8	8	100%	21	21	100%
18	PMU Monthly Meeting	13	13	100%	8	8	100%	21	21	100%
19	Submission of Monthly Progress Report	13	13	100%	8	8	100%	21	21	100%

Sr. #	Project Activities	Muzaffarabad			Kotli			AJK Region		
		Targets	Ach.	%age	Targets	Ach.	%age	Targets	Ach.	%age
20	Submission of Monthly Expenditure Report	13	13	100%	8	8	100%	21	21	100%
21	Submission of Quarterly Narrative Report	4	4	100%	4	4	100%	4	4	100%
22	Project Completion Report	-	-		-	-		1	1	100%