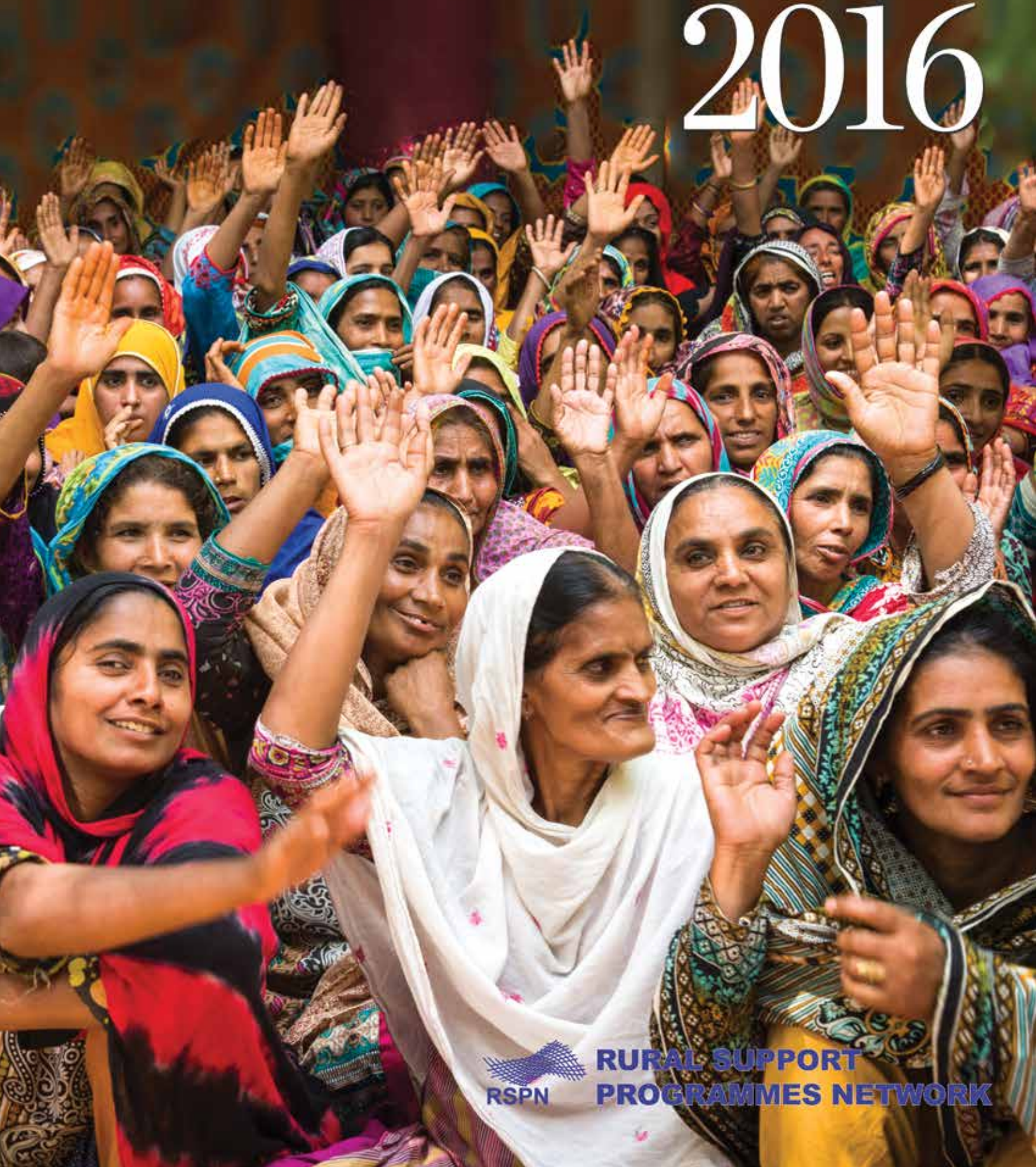


ANNUAL REPORT

2016



**RURAL SUPPORT  
PROGRAMMES NETWORK**

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COVER PHOTO: Participants of Village Jumo Shaikh of District Larkana expressing willingness to participate in the SUCCESS Programme of RSPN.



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ANNUAL REPORT

2016

RURAL SUPPORT PROGRAMMES NETWORK  
PAKISTAN

# TABLE OF CONTENTS

i.	Message from our Acting CEO	01
ii.	Who we are	04
iii.	A Brief History of the Rural Support Programmes	06
iii.	Our Social Mobilisation Outreach	10
v.	Key Initiatives: The Sindh Union Council and Community Economic Strengthening Support Programme – ‘SUCCESS’	11

01.	Social Mobilisation	17
02.	Research, Knowledge Management and M&E	24
03.	Gender and Development	29
04.	Health, Education, Sanitation and Child Protection	35
05.	Disaster Risk Management	44
06.	Aid Effectiveness	47
07.	Regional Cooperation	49
08.	Communications	52

## ANNEXURES

a.	Financials	55
b.	Our Team	61
c.	Abbreviations	66
d.	Our Development Partners	67



## **VISION**

Realising people's potential for social and economic development

## **MISSION**

Strengthen the Rural Support Programmes to foster institutions of the people

# NOTE FROM THE ACTING CEO

In its 16<sup>th</sup> year of existence the RSP Network continues to play a vital role as a national platform for Pakistan's eleven Rural Support Programmes (RSPs). Set up by the RSPs in 2000, RSPN is a strategic think tank for the RSPs, working closely with government and donors to promote the RSP approach to community driven development that has significant pro-poor impacts. The scale of RSP work now covers 3,766 union councils in 125 districts including five regions of Pakistan's Federally Administered Tribal Areas. Community Organisations now number 390,962 with a membership of 6.65 million households, covering a population of 43.2 million.

Pakistan has an estimated population of 180 million. According to UNDP's Multidimensional Poverty Index (MPI) Report 2016, 38.8 percent of the total population of Pakistan is poor. Over the past decade, multidimensional poverty has continuously declined in Pakistan. Despite this decline, four out of ten Pakistanis still live in acute poverty. In addition, there is a sharp urban-rural disparity with 54.6 percent of the poor living in rural areas. The case for a rural-centric poverty reduction programme remains strong, with targeted interventions, especially for the poorest households. Targeting is a key component of the RSP programmes. In 2014, the Government of Pakistan launched the



Pakistan 2025: One Nation – One Vision Report that laid out a strategy specifically to improve the country's socio-economic indicators. After the 18<sup>th</sup> Amendment, provinces have greater responsibility and resources for socio-economic uplift. In 2015 the Punjab government launched the Punjab Growth Strategy Report to complement the Vision Pakistan 2025 objectives. The Punjab Growth Strategy aims at achieving complete social sector coverage through quality education, healthcare and social protection for the poor and vulnerable. Federal and provincial governments have also made commitments to meet the Sustainable Development Goals.

The RSPs continue to work with rural communities, facilitating them to create their own organisations that undertake micro-level development work. The RSP approach of 'social mobilisation' has gained considerable traction in Pakistan and in South and Central Asia as it is home-grown to the region, flexible in its processes to accommodate vastly varying rural contexts, has simple dialogue processes to engage rural communities and has succeeded in fostering and sustaining community-ownership through people's own organisations. Some of the larger RSPs (i.e. National, Sarhad, Sindh, Punjab and Balochistan RSPs) have been supported or set up with seed funds from federal and provincial governments. This has been done with the objective of creating links between people's organisations in villages and essential government services, to complement government strategies and priority programmes.

The centre-piece of the RSP approach to Community Driven Development (CDD) is its strategy of 'social mobilisation.' This strategy fosters three-tiered, community institutions within a union council, starting at the neighbourhood level and moving up to the union council level. In some districts networks of LSOs have also formed. This 'social pillar' works closely with public sector development agencies (the administrative pillar) as well as with the political pillar. The RSP geography is replete with examples of initiatives taken by communities themselves to improve links with government for better service delivery. Through social mobilisation the poor and poorest households are included in community organisations. RSPs continue to nurture, strengthen and mentor these people's organisations.

In March 2016, RSPN's Board approved its revised strategy for 2015-2020. During this period RSPN will continue to work with its member RSPs to promote the community driven development approach of social mobilisation; generate evidence and practical knowledge to improve development results and improve performance for better outcomes on poor communities; engage with the administration and political structures of government for improved links with community institutions and pilot innovations with RSPs.

RSP work with communities has resulted in the design of a wholistic programme by 2008. This Union Council based Poverty Reduction Programme (UCBPRP) has the union council as a basic unit of work and includes multi-sector interventions that community institutions undertake at various levels. It includes poverty targeted interventions once the poor and poorest are identified through a poverty scorecard. It also includes community investment funds, managed by the people, that impact the lives of the poor. Whereas RSPs are working in the country since 1982, when the Aga Khan Rural Support Programme was set up, a major breakthrough was achieved in 2009 when the Government of Sindh agreed to support this wholistic, Union Council Based Poverty Reduction Programme in four districts of Sindh i.e. Shikarpur, Kashmore, Tharparkar and Jacobabad. The programme has shown impacts on the poorest and demonstrated that organised communities are a force unto themselves, able to undertake many activities on their own, manage programmes effectively and link up to government services.

With the fostering of this social pillar, communities have a platform that allows service providers to reach out to each and

every household. Where opportunities have been provided COs, VO, and LSOs have linked up with local departments for polio vaccination, other routine immunisation, family planning, school enrolment, conflict management, child rights, tree plantation, livestock vaccination, agricultural services and other activities. Through RSP support, rural Pakistanis have accessed and managed Community Investment Funds (CIF) to provide loans for household and micro enterprises on a sustainable basis. Village infrastructure has improved and youth have been trained in employable skills with a high employment uptake.

Given the positive impact on poor households in Sindh, in 2015 the Delegation of the European Union to Pakistan made further investments in this programme with an expansion to eight rural districts of Sindh, under the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme, with the Sindh government committing additional resources to expand it to a further six rural districts. SUCCESS Programme is being implemented by the RSPN and three RSPs, with RSPN providing input into standardisation, quality control and research. The European Union is also in partnership with the Sarhad RSP for a large rural development Programme for Economic Advancement and Community Empowerment (PEACE) in seven rural districts of Malakand Division. It is also currently designing the Balochistan Rural Development and Community Empowerment Programme (BRDCEP) for eight rural districts of Balochistan, with the Balochistan RSP, the National RSP and the RSPN.

During the review year, RSPN continued to mobilise resources for RSPs in areas of disaster risk reduction, mother and child healthcare,

reproductive health and family planning, education, climate change adaptation and work with village-based paralegals. RSPN partnered with multiple donors for this work i.e. USAID Pakistan, UK's Department for International Development (DFID), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the Foundation Open Society Institute (FOSI), the International Centre for Mountain Development (ICIMOD) and the European Union (EU). RSPN continues to provide programme and capacity building support to the RSP, with whom it partners for implementation. Apart from assistance in individual projects, RSPN continues to work with the RSPs on their broader development agenda, through sector-specific strategy input, sector-specific resource teams that include representation from each RSP and selected innovations that develop and fine-tune our approach.

RSPN's mission includes sharing our CDD approach regionally. Chairman RSPN, Mr Shoaib Sultan Khan, was invited to speak on the work of RSPs at the Harvard Kennedy School of Government in February 2016. This was a joint session with Ms Vijay Bharti from the Society for Elimination of Rural Poverty (SERP) in Andhra Pradesh, India. CEO RSPN, Ms Shandana Khan, completed almost a two-year stint at the Aga Khan Foundation in Afghanistan, where she was Director Rural Development.

As a development network of RSPs in Pakistan, RSPN is recognised as a champion of CDD. This would not have been possible without the committed leadership of the RSPN Board, its Advisors and our colleagues in the RSPs, who continue to assist and inspire us towards our common goal. However, the main credit goes to the communities who have made this possible.



# WHO WE ARE

The RSP Network was set up to support the RSPs. RSPN represents the largest, local, non-government development programmes in Pakistan. RSPN consists of eleven member RSPs with a direct outreach to 43.2 million rural people. RSPN supports its member RSPs to promote a common strategy to social mobilisation, a core component of RSPs' community driven development. It is a national-level platform where RSPs come together to learn from each other, it provides technical backstopping to RSPs in different sectors, undertakes programme assessments, pilots innovations with RSPs and mobilises resources and programmes for RSPs. RSPN does high-level policy advocacy for and with the RSPs and has been effective in influencing government poverty reduction policies, since its inception.

The RSP Network was registered in July 2000 under Section 42 of Pakistan's Companies' Ordinance (1984), as a non-profit. The RSPN Board and Advisors consist of representatives from the ten RSPs and the Institute of Rural Management (IRM) and some independent Directors. The success of the RSP movement has come from the dedication and abilities of the individuals who comprise the RSPN Board. RSPN's Directors have a wealth of experience and an institutional memory that spans a thirty

year history of rural development in Pakistan. RSPN is fortunate to have such dedicated, Pakistani individuals at the helm of affairs, led by its Chairman Mr Shoaib Sultan Khan, a legend of rural development in the region. Mr Khan has been acknowledged in Pakistan and the region through numerous, prestigious awards, some of which are the Ramon Magsaysay Award in 1992, the United Nations Environment Programme Global 500 Award in 1989, the Pakistan Sitara-i-Imtiaz in 1990, the WWF Duke of Edinburgh Conservation Award in 1994, the Sitara-e-Eisaar and Hilal-i-Imtiaz awards by the President of Pakistan in 2007 and was elected Senior Ashoka Fellow in 2009.

The RSPN team consists of professionals with many years of experience in rural development. Many of them have worked with individual RSPs. RSPN's core expertise is currently in the areas of policy advocacy, social mobilisation, gender and development, knowledge management, monitoring & evaluation, community-based disaster risk management, rights-based work through community paralegals, the social sectors (health, education, family planning & water and sanitation), assistance to government through capacity building support to certain public sector programmes and entities in areas of financial management,

human resource management, monitoring & evaluation procurement management and internal controls mechanism and organisational capacity building through support to other civil society organisations. Strategic input and sharing of lessons between the RSPs and with key development stakeholders is a core function of RSPN. Strengthening RSP systems through quality input and standardisation is part of our mandate and work with the RSPs. Whereas RSPN provides support to the RSPs through this core expertise, it also works with donors on specific projects, sub-contracting RSP partners for implementation. RSPN's core team provides regular support to such projects, having the experience and institutional memory to dovetail project interventions with the core social mobilisation work of the RSPs. The RSPN core team is sustained from an endowment fund created from contributions from the RSPs and from RSPN's own earnings, over the years. The organisation has a business plan for sustainability which is regularly tracked by its Board.

RSPN's work has been appreciated internationally. RSPN has links with similar programmes in the South and Central Asia

Regions, particularly with programmes in India, Tajikistan, Afghanistan and Nepal.

RSPN has worked with numerous donors to further the RSP goal. The initial seven years of RSPN were supported by the UK's Department for International Development (DFID). Donors that we have worked with include the Government of Pakistan, the European Union, UNDP, the ADB, the Open Society Foundations, Embassy of the Kingdom of the Netherlands, USAID, UNICEF, the World Bank (also through the JSDF), IFAD and ACTED. Institutional collaborations have been undertaken with various institutions, including ICIMOD, the Aga Khan Development Network, Save the Children Fund, the Population Council, the Pakistan Centre for Philanthropy, the International Institute for Environment and Development, the International Development Research Centre, the American Pakistan Foundation, the British Pakistan Foundation, the Vitol Foundation, John Snow Inc., Population Services International, John Hopkins University, Greenstar Social Marketing, the Research and Advocacy Fund, Pakistan, the Devolution Trust for Community Empowerment and the Benazir Income Support Programme.

# A BRIEF HISTORY OF THE RURAL SUPPORT PROGRAMMES

The first Rural Support Programme started operations in northern Pakistan in 1982, when the Aga Khan Foundation (AKF) Geneva set up the Aga Khan Rural Support Programme (AKRSP). AKRSP had two objectives: to contribute to doubling the incomes of the people of Gilgit, Baltistan and Chitral over a ten year period and to develop a replicable approach to community development. AKRSP's approach to social mobilisation is rooted in the cooperative movement history of the Korean Saemaul Undong movement, which emphasises community spirit and organisation. However, the applied approach of AKRSP and the RSPs was taken from lessons in rural development in the region, from the work of the legendary Akhtar Hameed Khan, whose work in Comilla, Bangladesh in the 1950s centred on people's organisations and a bottom-up approach to rural development.

Today community development and social mobilisation has become part and parcel of development lingo. At the time, the top down, highly centralised approach of governments in this region was devoid of effective people's participation. The RSP strategy is based on the premise that even the poorest communities have an inherent development potential which can be unleashed through first organising people. The support organisation or the RSP

provides necessary technical and financial assistance to people's organisations for them to take forward their development agenda.

The first phase of the AKRSP programme culminated in the mid-1980s when the Operations Evaluation Department of the World Bank undertook an independent evaluation of the programme. This evaluation highlighted the importance of the process approach to community development i.e. the creation of village-level organisations which would undertake and sustain development interventions over time. It noted that AKRSP had succeeded in doubling the real incomes of the people in its programme area and had put in place a 'model' which was replicable – because it was based on key principles of social mobilisation and not on a blue print approach.

Opportunities to scale up this approach have largely been provided by government. The first opportunity came in 1989, when the government of Khyber Pakhtunkhwa (then NWFP) requested Mr Shoaib Sultan Khan to assist government in setting up a Sarhad RSP in the province. SRSP was established with initial support from USAID. In the early 1990s, the federal government supported the setting up of the National Rural Support Programme (NRSP), with a mandate to work in selected districts in

all provinces of Pakistan. In 1998, the provincial government of Punjab provided seed funds to set up the Punjab Rural Support Programme (PRSP) and in 2003 the Sindh provincial government provided a similar grant to set up the Sindh Rural Support Organisation (SRSO). As the framework of community institutions spread across the country and new and other RSPs were set up, there was an increasing need to support these nascent organisations and to ensure that strategically the RSPs were moving in the same direction. The RSP Network was set up with this objective, in 2000.

Currently the RSPN consists of ten member RSPs and the Institute of Rural Management (IRM), a premier training institution in Pakistan, with its genesis within the NRSP. The current RSP outreach is in 120 districts and five Agencies of FATA/FR, working with 390,962 Community Organisations of 6.65 million member households, covering a population of about 43.2 million. The RSPs are and have fostered the largest civil society network in Pakistan. They work with multiple donors and with government, implementing a large range of projects through community institutions. Community platforms in many villages have linked up with government services, to provide service outreach to households.

Key lessons learnt with communities have enabled the RSPs to fine-tune their approach. Some of these are: a three tiered approach to social mobilisation (CO/VO/LSO) culminating at the union council creates economies of scale and links with public sector service providers at a higher level; working through village-based activists or Community Resource Persons to scale up programmes is cost efficient and enables quicker scale-up; ensuring the inclusion



● First Dialogue - Sherqilla, Northern Pakistan (1982).

of the poorest through poverty scorecards and instruments designed to work with the poorest households leading to their 'graduation' out of poverty; creating a large network of community institutions that increasingly works with local governments to improve service delivery and the participation of community activists and organisations in the political process leads to better service delivery and greater accountability of government departments and politicians. These are valuable lessons justifying



a national scale up of the work of the RSPs. The framework put in place by the RSPs also provides community platforms for many other stakeholders to work through.

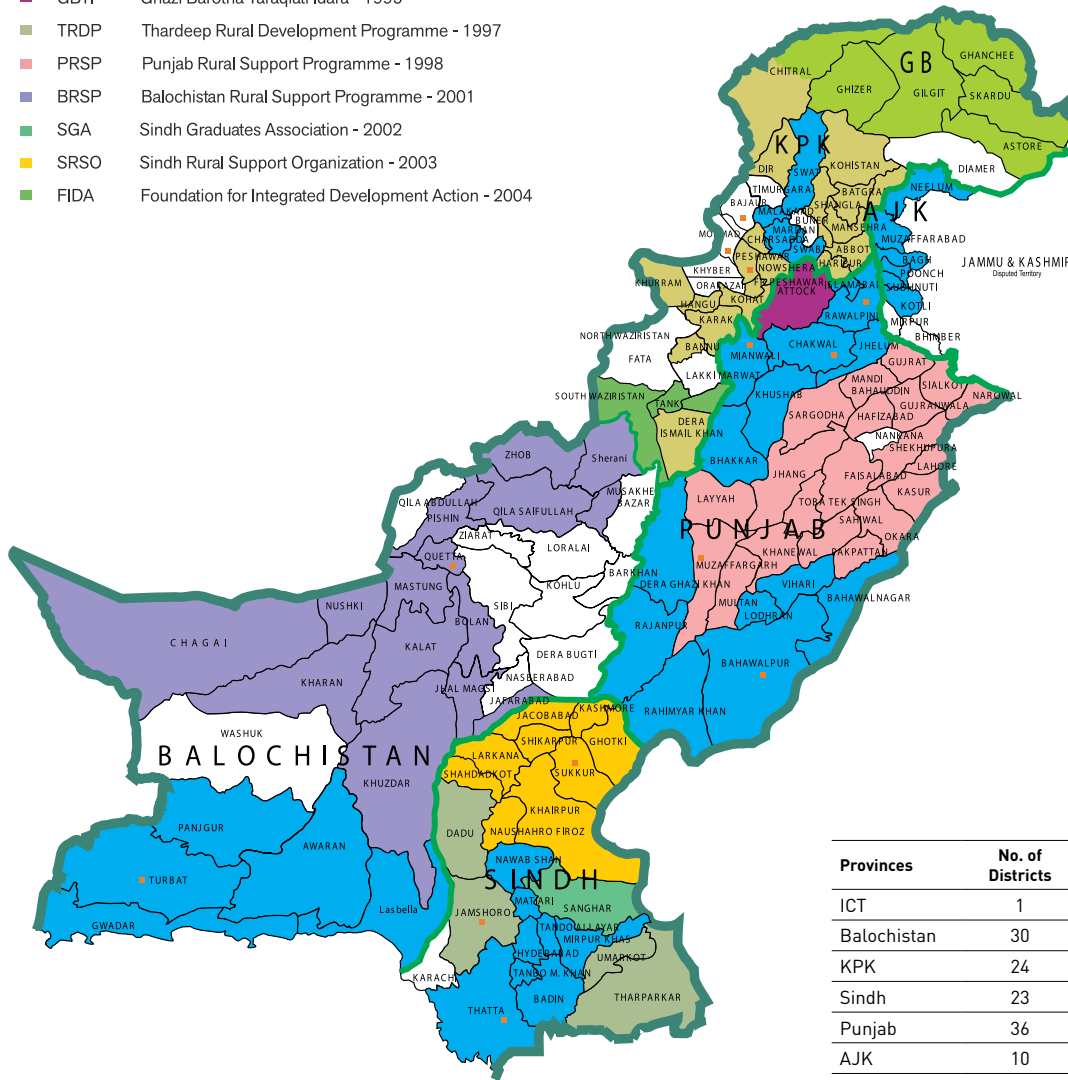
As the RSP approach is home-grown, its principles are easily replicable by poverty

reduction programmes in the region. The principles of social mobilisation are flexible, adoptable by poor, rural communities especially in remote areas and enable people to organise effectively in order to link up to public and other services. Women's institutions in villages provide women with a stronger, collective voice. RSP learning has been of benefit to many rural development initiatives in our region and beyond. The AKF programmes in East Africa, Afghanistan and Central Asia have been heavily influenced by the work of AKRSP. Chairman RSPN, Mr Shoaib Sultan Khan, was Senior Rural Development Advisory to the UNDP in 1994 to take the RSP approach to some SAARC countries under the South Asia Poverty Alleviation Programme (SAPAP). This led to the setting up of pilots in six countries, including in Pakistan. In India the Society for Elimination of Rural Poverty (SERP) in Andhra Pradesh has seen the greatest success in the replication of the RSP approach. The SAPAP pilot in Andhra Pradesh has impacted the design of the largest rural development programme globally i.e. the Government of India's National Rural Livelihoods Mission (NRLM).

The RSPN is fortunate to have a visionary leadership at the helm of affairs. RSPN's founder and Chairman continues to devote his life to the uplift of the poor. The Boards of the RSPs also consist of senior Pakistanis with experience in various fields. The RSPs remain the largest, non-government development organisations in Pakistan and a hope to tackle poverty in Pakistan.

**The Outreach of the Rural Support Programmes Across Pakistan**

- AKRSP Aga Khan Rural Support Programme - 1982
- SRSP Sarhad Rural Support Programme - 1989
- NRSP National Rural Support Programme - 1992
- IRM Institute of Rural Management - 1993
- GBTI Ghazi Barotha Taraqiati Idara - 1995
- TRDP Thardeep Rural Development Programme - 1997
- PRSP Punjab Rural Support Programme - 1998
- BRSP Balochistan Rural Support Programme - 2001
- SGA Sindh Graduates Association - 2002
- SRSO Sindh Rural Support Organization - 2003
- FIDA Foundation for Integrated Development Action - 2004



Provinces	No. of Districts	RSP's presence in Districts
ICT	1	1
Balochistan	30	22
KPK	24	23
Sindh	23	22
Punjab	36	36
AJK	10	10
GB	7	6
FATA/FRs	13	5
<b>Total</b>	<b>144</b>	<b>125</b>

RSPs are present in 125 districts including 5 FATA/FR Agencies.



## OUR SOCIAL MOBILISATION OUTREACH

### COMMUNITY ORGANISATIONS

390,962

### ORGANISED HOUSEHOLDS

6,647,202

### COMMUNITY ORGANISATION MEMBERS

6,838,029

### DISTRICTS + FATA/FRS WITH RSP PRESENCE

125

### RURAL UNION COUNCILS WITH RSP PRESENCE

3,766

### LOCAL SUPPORT ORGANISATIONS

1,313

## KEY INITIATIVES

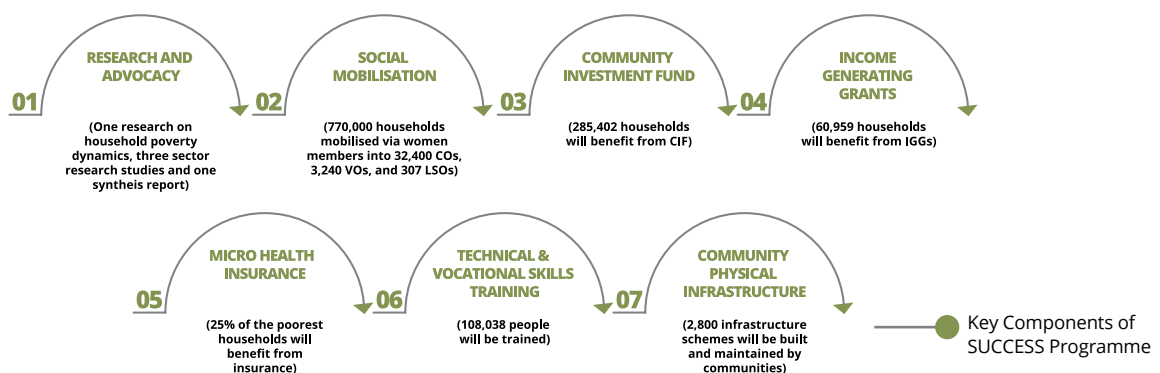
# THE SINDH UNION COUNCIL AND COMMUNITY ECONOMIC STRENGTHENING SUPPORT PROGRAMME – ‘SUCCESS’

## OVERVIEW

RSPN's partnership with the Delegation of the European Union to Pakistan is an example of an ideal partnership with a donor that is committed to the long term sustainability of community institutions and mainstreaming their work with government. SUCCESS Programme is a six-year (2015-2021) programme implemented by RSPN, NRSP, SRSO and TRDP in eight rural districts of Sindh province (Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan). A unique feature of SUCCESS Programme is that it focuses exclusively on rural women. SUCCESS Programme builds on its predecessor, the Union Council Based Poverty Reduction Programme (UCBPRP), which was supported by the Government of Sindh. The European Union is also partnering with the Sarhad RSP for a large rural development project in Khyber

Pakhtunkhwa, as well as with Balochistan RSP for a similar programme.

The objective of SUCCESS Programme is to reduce poverty through an intensive, integrated, tested and proven approach of the RSPs. SUCCESS aims to demonstrate the efficacy and effectiveness of the RSP three-tiered social mobilisation approach to CDD, with emphasis on policy level impact. SUCCESS Programme will support poor, rural women to form 32,400 Community Organisations; 3,240 Village Organisations and 307 Local Support Organisations. Community institutions will cover an estimated 770,000 households in eight districts. SUCCESS Programme includes specific interventions targeting the poor and poorest and aims to impact rural poverty on a large scale. The Programme includes six key components as presented in the figure below.







H.E. Mr Jean-François Cautain, Ambassador of the European Union Delegation to Pakistan, addressing the participants during the launching ceremony of SUCCESS Programme in Karachi.

Key features of SUCCESS Programme are its concentration on working with rural women in Sindh; a structured poverty targeted approach based on the use of the Poverty Scorecard (used by the Government of Pakistan for the BISP) and targeted programme interventions; a deliberate effort to link women's organisations (mainly LSOs) to government entities and services and an ongoing dialogue with government to replicate programme lessons within Pakistan and beyond. To show its continuing commitment to poverty reduction, the Sindh government has called for an expansion of this approach to a further six districts in the province.

A poverty survey, using the BISP Poverty Scorecard, of about one million households is in progress. This survey is undertaken by using Computer Assisted Personal Interviews (CAPI) approach, where the data is collected through an online android application and reports are received in real time. Partner RSPs have completed 35% of the poverty survey i.e. 390,576 households. A total of 39,019 households have also been 'organised' into 2,113 COs and one VO has been formed. RSPN's SUCCESS team provides technical backstopping and supervision to the work of RSPs in the field, to ensure quality of work and standardisation. A summary of SUCCESS on its Key Performance Indicators is given in Table 1:

Table 1: Progress on Key Performance Indicators as of June 2016

Key Performance Indicators	Targets		Achievements	
	Over all Programme Targets	Year 1 (Feb 2016 - Jan 2017)	As of June 2016	% Achievement (w.r.t Year 1)
Poverty Scorecard Census (Number of Households)	1,098,865	1,098,865	390,576	35.5
Number of Households Organised	770,000	271,255	39,019	14.4
Number of Community Organisations (COs) Formed	32,400	13,133	2,113	16.1
Number of Village Organisations (VOs) Formed	3,240	958	1	0.1
Number of Local Support Organisations (LSOs) Formed	307	87	0	0.0

## OUR WORK

RSPN is under contract with the European Union to provide quality control, research and knowledge management support to SUCCESS Programme. This technical role benefits SUCCESS RSPs and also other RSPN members. RSPN brings together practice and knowledge from across the RSP community, based on their work with communities across Pakistan. The RSPN's SUCCESS component consists of standardising and harmonising of RSP work, measuring programme impact, action research, the development of knowledge products, advocacy with various stakeholders to scale up the SUCCESS CDD approach in Sindh and in other provinces and a communications plan that shares SUCCESS Programme progress and evidence-based results with national and international development stakeholders.

## Harmonising Implementation Process and Ensuring Quality Control

RSPN's work in SUCCESS Programme complements and ensures the quality of RSP implementation in the field. For this, RSPN has developed a Programme Implementation Manual (PIM), a Community Awareness Toolkit (CAT), an M&E Framework, an Institutional Maturity Index (IMI), a Quality Assurance and Control Plan and modalities of socio-economic baseline and end line surveys. The development of manuals, toolkits and frameworks was a participatory process with the RSPs. Also involved in and benefitting from this process were sector-specific RSPN's Resource Groups e.g. Social Mobilisation, M&E and Gender. For SUCCESS RSPs, key RSP staff was provided with extensive training in these tools, with RSPN also providing technical backstopping in the field to RSPs, through regular visits and interaction with RSP staff and communities.



A Community Organisation (CO) member puts her thumb impression on CO Formation Resolution under SUCCESS Programme in village Molvi Abdul Latif, union council Mailmori, district Tando Allah Yar.

RSPN created sector-specific Resource Groups when it was first set up. These consist of sector specialists from all RSPs. Resource groups are: a Social Mobilisation Resource Team (SMRT), a Gender Resource Group (GRG), a Social Sector Resource Group (SSRG), an M&E Resource Group (MERG) and a Finance, Audit and Compliance Team (FACT). RSPN Resource Groups form our internal 'communities of practice' with a wealth of knowledge and experience. The purpose of these groups is to promote the practice of creating and developing indigenous knowledge based on RSP field experiences, promoting innovation and producing knowledge products that improve our programmes.

#### Impact Measurement through Baseline and End Line Surveys

RSPN's role includes developing baseline and end line survey methodologies. For the technical robustness of its work in this area,

RSPN has an MOU with the University of Mannheim, Germany, which has assisted RSPN in developing methodologies for surveys. A third party firm is now conducting a survey in twenty union councils, covering a random sample of 4,000 households. An end line survey will be carried out at the end of SUCCESS Programme, to measure impact.

#### Advocacy, Research and Knowledge Support

Under the research component of SUCCESS Programme a framework focusing on household poverty dynamics was prepared by RSPN, in collaboration the University of Mannheim, Germany. Two union councils have been selected for research in Tando Allahyar district. A Poverty Scorecard survey covering all households was first done, in order to establish a baseline for programme interventions by NRSP. Apart from the poverty survey, a socio-economic baseline survey is underway,

covering 2300 randomly selected households. While the Poverty Scorecard provides a basis for targeted interventions and their poverty tracking, the socio-economic baseline survey provides more qualitative information on issues such as access to basic services, women's role in decision making, the working of local government, amongst other indicators. Based on this research a Policy Brief on education and profiles of two selected union councils have also been published.

### **Advocacy and Communication**

RSPN has developed a communications strategy for SUCCESS to promote its social mobilisation approach and lessons through social media platforms, the publication of a bi-annual SUCCESS newsletter and through a dedicated SUCCESS website at [www.success.org.pk](http://www.success.org.pk)

RSPN has also arranged exposure visits for focal persons from the three RSPs and local government authorities, to other RSPs. These visits helped in strengthening an understanding of the RSP social mobilisation approach and in demonstrating its flexibility in different national contexts.

A two-day RSP Annual Strategy Retreat was held in May 2016, in Bhurban. This is a regular, annual event organised by RSPN that provides the RSP community an opportunity to interact with communities on their successes and challenges. Communities share their own programmes and their lessons with the RSPs, with donors, government, research institutions, NGOs and international stakeholders, engaged in similar work. The Retreat was attended by government representatives, UNDP Pakistan, the Asia Foundation Pakistan, INGOs and

academics, apart from RSP Board Members, staff and LSO representatives. At this event SUCCESS RSPs also shared their initial experiences in programme implementation.

RSPN entered into collaborations with other organisations to celebrate significant events and organise conferences. These events provided an opportunity to highlight the work of rural communities under SUCCESS Programme. They included celebrating International Day of Rural Women, organised by the Potohar Organisation for Development Advocacy (PODA) and participating in a Population Research Conference on Political and Social Demography of Balochistan, with the Population Association of Pakistan.

RSPN has produced a documentary featuring success stories from the Sindh. This includes an interview with the Ambassador of the European Delegation to Pakistan and the Commissioner of Larkana Division, on the importance of the SUCCESS Programme's approach. This documentary has been shared widely through social media and is being screened in all major events of RSPN. It is also available online at <http://player.vimeo.com/video/179716060>. RSPN has also documented the work of twelve LSOs as part of its LSO Initiatives series, to showcase the work and independent initiatives of LSOs.

RSPN has published four issues of its quarterly Outreach – a newsletter of key achievements. A dedicated SUCCESS website has been developed at [www.success.org.pk](http://www.success.org.pk). The website contains reports on SUCCESS Programme, related blogs and pictures, a video gallery, a calendar of events, publications and statistical updates.

## SUCCESS - A Programme for Women, by Women – Key Challenges

Working with rural women in Sindh is an exciting and challenging task. The response of women in rural Sindh has been more than encouraging and yet we have to tailor the programme to make it effective, largely due to the common 'gender' issues that put external shackles on women. In our dialogues with women their enthusiasm and willingness is overwhelming, for them to attend regular CO meetings depends on the support they get from their families to take out time for meetings. VO meetings, which are held at the village level, require greater distances for women to travel and are a greater challenge. They require more time, may require a cost and, often, a more secure environment for women to travel alone in. Slowly but surely women are beginning to overcome these hurdles.

Under SUCCESS Programme, selected CO and VO members are provided Community Management Skills Training (CMST) and a Leadership Management Skills Training (LMST). Literacy rates in Sindh are low, with women's literacy being even lower. Training components such as record keeping, filling CO meeting record registers and keeping records of loans are often a challenge. Literate women are at times difficult to find, with women nominating men to keep such records, initially. In many RSP areas the programmes have had to keep track of literate women and bring them into the CO fold overtime, for women to manage their own records. In many cases women find it difficult to travel distances and allocate time to training courses. As they see programme benefits emerging and as men and communities begin to realise that these women are increasingly contributing to the household, these issues are overcome. Often women are bound by social perceptions that inhibit their mobility – where is she going, who is she meeting, what is she doing in these meetings?

Working with rural women is effective if we have qualified women staff that is able to travel and devote long hours to communities. The RSPs have local women staff that also works under the same social constraints. Social Mobilisation Teams (SMTs) commonly consist of women and men. In the case of SUCCESS Programme, the ratio of women staff to men needs to be higher, as RSPs experience a high turnover of women staff due to required travel to far-flung localities and long working hours.

The challenges in managing a women's-only programme for the women and the RSPs are many. It is due to these challenges that our collective determination to break down barriers remains our biggest motivation, for the 'success of the SUCCESS' Programme.

## CHAPTER 01

## SOCIAL MOBILISATION

## Our Approach

The centre-piece of the RSP approach to Community Driven Development is our social mobilisation strategy. This is a term commonly used in our field of work. For the RSPs, social mobilisation is the three tiered approach that creates community institutions at three levels. Community Organisations (COs) form the foundation of this three tiered structure at the neighbourhood level and include individual, household representation. Each CO typically consists of 15-20 members/households. COs are federated into Village Organisations (VOs)

at the village level and VOs federate at the union council to form Local Support Organisations (LSOs). VOs and LSOs consist of representatives from the lower tiers. A poverty survey is done before CO formation, to ensure the inclusion of the poorest in COs. A Poverty Scorecard is used to conduct this house to house survey in each neighbourhood.

COs are the foundation of this structure. A CO supports each member household to prepare a Micro Investment Plan (MIP). On the basis of the household MIPs, the RSPs provide support to community plans i.e. through skills training, access to finance, through technological assistance in areas to improve livelihoods and through links with government and other stakeholders. RSPs have thus far mobilised 6.65 million rural households into 390,962 COs – 48 percent of which are exclusively women's COs. LSOs formed are 1,313, including 347 women-led LSOs. Under the RSP SUCCESS Programme in Sindh, all work will be done through women's organisations at levels of the CO, VO and LSO. Eighteen LSO networks at tehsil and district levels have also been formed to improve interaction with government, as major public sector agencies and elected bodies exist at those levels. Many of these networks are now registered and have agreements with government and some donors, for projects they independently undertake. These institutions encourage our work as they have



demonstrated their financial sustainability and their ability to continue to work for their own uplift.

The creation of people's organisations is thus the linchpin of the RSP approach. People's organisations have undertaken micro-level development programmes; linked up to government to improve service delivery; held government service providers accountable; linked up to politicians to create greater accountability at the local level and undertaken many self-financed initiatives. The work of this framework of community institutions with the public sector has shown some impressive results. Communities have partnered with line agencies to undertake tree plantation, EPI campaigns, small infrastructure, training in livelihoods sectors and to access social protection services for the poorest. There is increasing acceptance of this network within government and donor circles. The next challenge for the communities and the RSPs is to arrive at institutional arrangements whereby government agencies work directly through community institutions, as part of their regular modus operandi.

### **Our Work**

RSPN continues to support the RSPs in strengthening social mobilisation across Pakistan. This effort has included frequent discussion and debate on the approach and its effectiveness, operational input through the design of various manuals, regular interaction with communities and RSPs to assess social mobilisation and arranging LSO conferences at the national level. RSPN also documents innovations in social mobilisation and interacts with other, similar programmes, in the region.

### **Conferences on Community Driven Development (CDD)**

With the financial support of the EU, RSPN and its partner RSPs organised a series of regional conferences on CDD in Quetta, Sukkur and Peshawar. A national conference of LSOs was organised in Islamabad. The objective of these conferences is to present and highlight the CDD approach being practiced by the RSPs to a broader group of stakeholders and provide a platform for policy makers, donors, programme practitioners and researchers to identify successes within the RSP approach, for replication. The centre-piece of these events is always the communities, who come from far and wide to share their work with those present.

### **Development of Manuals and Guidelines**

RSPN developed and published a Programme Implementation Manual (PIM) for the EU funded SUCCESS Programme in Sindh. The PIM has been translated into Sindhi. The objective of the Manual is to facilitate the Sindh-based RSPs to implement SUCCESS Programme in a streamlined manner.

### **Documenting LSO Initiatives**

The sustainability of community institutions is critical to the work of RSPs. A key feature of the LSOs is their ability to continue to address emerging development challenges in their communities. LSOs provide us with some inspiring lessons as how they have, through self-help, undertaken many initiatives. RSPN documents and shares these lessons through its LSO Initiatives series, with LSOs,



● Social Mobilisation Specialist holding a meeting with the members of Village Organisation Kailot, Tehsil Hajira, District Poonch, AJK.

RSPs and other stakeholders. This year RSPN documented the work of twelve LSOs. Key lessons include successes in LSO links with local governments, LSO mobilisation of funds from local philanthropists, government and other sources, LSO work in ensuring 100 percent enrolment of school aged children, LSO work in disaster risk reduction and their support to

widows and orphans. RSPN also published a book of twenty two LSO Initiatives. In addition, upon RSPs' demand, RSPN provided technical support to two RSPs to document the work of two LSOs i.e. AKRSP, in developing a Case Study on 'model' LSOs and NRSP, on the achievements of LSO Chirah of rural Islamabad.



## **Initiatives of LSO Dai Jarkas, Union Council Dai Jarkas, District Badin, Sindh (NRSP)**

### **Managing Disaster Risks**

According to the BISP poverty survey, 90 percent of households in the union council are 'very poor', falling in the Poverty Scorecard range of 0-23. A major reason for this abject poverty is the fact that the area is prone to multiple natural hazards i.e. cyclones, floods, droughts and earthquakes.

In collaboration with the USAID/OFDA funded RSPN/NRSP CBDRM Tahafuz Project, the LSO Dai Jarkas has contributed significantly to improving disaster risk management capacities, over the past two years. They now have a trained cadre of 108 women and men working under eight Village Disaster Management Committees (VDMCs) and 16 trained men and women under a Union Council Disaster Management Committee (UDMC). The VDMCs are sub-committees of the VOs in their area, while the UDMC is a sub-committee of the union council level LSO. The LSO has prepared a Hazard Map and Disaster Risk Management Plans, both at union council and village levels.

The LSO has nominated two trained members as Operation Leaders and two members as Early Warning Leaders. The two Operation Leaders are responsible for communication and linkage with government departments and NGOs, while the Early Warning Leaders keep in touch with the District Disaster Management Authority (DDMA) and the Meteorological Department. They have also formed a four-member First Aid Committee that works closely with the local Basic Health Unit; a two-member Rescue Committee and a two-member Search Operation Committee to coordinate with VDMC members and the community. It is worth mentioning that these committees have an equal number of women and men as members. They have completed eleven small critical community infrastructure (CCI) projects aimed at disaster mitigation. A toolkit also exists to help them deal with emergency situations. The two trained Community Resource Persons (CRPs) have carried out several awareness raising sessions for the members at VO level.

Having been organised and trained, the community committees have planted 15,000 trees in the union council, a mitigating measure to reduce the impact of floods. They mobilised the government to repair breaches made in the irrigation canals by landlords. A trained couple rescued a boy who was drowning in the canal and gave him first aid. The committees formed under the project regularly announce hazard warnings by sending text messages through the VDMCs. The area has become much safer and the vulnerability of the local people has drastically reduced.

## Basic Data

# 6,110

Total Households in  
Union Council

# 3,405<sup>(56%)</sup>

Organised Households

# 227<sup>127</sup>

Women

Community Organisations (COs)

# 16

1 Woman's  
VO

Village Organisations (VOs) in LSO

# 46

27 Women

LSO General Body Members

# 15

7 Women

LSO Executive Committee  
Members:

Date of LSO formation

# May 01, 2011

## Encouraging Education

The union council has many schools, at various levels. However, the quality of education in these schools is poor. The LSO formed an Education Committee which works with government School Management Committees in twenty-five schools to re-open closed schools, ensure regular attendance of teachers and started a Community School, on self-help basis, where students pay a fee of Rs. 100 per month. They also campaigned for enrolment of 100 percent boys and girls in schools and conducted awareness raising sessions with parents. As a result of these efforts, 460 children were enrolled in Government Schools and 74 children were enrolled in the Community School. Sessions in disaster awareness and mitigation were provided to students.

## Health Initiatives

There are two Government Dispensaries and a Basic Health Unit in the union council. The services offered by these health facilities are of poor quality. The LSO decided to form a Health Committee as a result of which community volunteers now provide support to government staff during polio vaccination campaigns. The LSO also carried out an awareness campaign about the threats of measles outbreak and the importance of vaccination. A campaign was launched to form blood donor groups to provide blood to patients of Thalassemia which is prevalent in the area due to intra-family marriages.

## Support to the Poorest Families

Poverty levels in the union council are high i.e. at 90%. Hence, support to poor families is one of the LSO's top agendas. Vulnerable families identified through the Village Organisations have been given financial support i.e. during festivals of Eid and Holi. Two Hindu families have been assisted in reconstructing their houses, gutted by an accidental fire.



Provincial Minister for Planning and Development Sindh Mir Hazar Khan Bajarani addressing the National Convention of LSOs in Karachi.

### LSO Networks

In eighteen tehsils and districts, LSOs have formed networks. These networks provide opportunities for LSOs to interact with government authorities and line departments which are located at tehsil and district levels. RSPN facilitates RSPs in developing manuals to guide LSOs in this networking process. This includes information on government departments and the formation of LSO union council level plans which the LSOs can take to departments and others, for support. During the year RSPN developed operational procedures and ToRs for LSO Networks under the SUCCESS Programme. In addition, RSPN supported

AKRSP to develop a case study to document the process of organisational evolution, organisational structure, development objectives and activities, major achievements and impacts of the district level Chitral Community Development Network (CCDN). RSPN published and widely disseminated the case study.

### The Social Mobilisation Resource Team (SMRT)

The Social Mobilisation Resource Team comprises senior social mobilisation staff of RSPs and RSPN. SMRT focuses on social mobilisation processes, challenges and opportunities. During the review year, RSPN arranged two SMRT meetings. The first meeting of SMRT was jointly held with RSPN's Gender Resource Group (GRG) and Social Sector Group (SSG) to discuss issues in social mobilisation specific to women and social sector programmes. Issues discussed in these meetings included collecting data on CO/VO/LSO leaders who contested local government elections and resultant impacts on improved governance at the local level; challenges in fostering women's only institutions e.g. under SUCCESS Programme in Sindh; consensus building on minimum organisational standards for LSOs and practical and viable systems for fund raising by LSOs.

### Social Mobilisation Support to RSPs

RSPN's mandate is to provide member RSPs back-up support in the field of social mobilisation. The Specialist Social Mobilisation at RSPN worked as Technical Advisor in the

implementation of the social mobilisation components of NRSP's two European Union funded projects in Azad Jammu and Kashmir (AJK). Support was also provided to AKRSP in the assessment of forty LSOs through a newly developed LSO Assessment Tool with the Pakistan Centre for Philanthropy (PCP). The Specialist at RSPN supported NRSP in arranging Regional LSO Conventions in Forward Kahuta, Kotli and Rawlakot, in Azad Jammu & Kashmir. RSPN conducted a nine-day orientation training of RSPs' SUCCESS Programme staff on standard procedures of social mobilisation. The Specialist for Social Mobilisation carried out field visits and provided technical backstopping to NRSP, SRSO and TRDP in implementing the SUCCESS Programme in Sindh.

#### **Regional Cooperation in Scaling up Social Mobilisation**

Over the past twenty years, the principles of the RSP approach to community driven development have been adopted and adapted by many programmes in the South and Central Asia Regions. India, Nepal, Sri Lanka, Myanmar, Tajikistan, Afghanistan, Kirgizstan and parts of East Africa have benefited from the work of the RSPs. In this regard, RSPN has been continuously trying to strengthening mutual cooperation and sharing best practices and lessons learnt, outside the country.

At the National Conference on Community Driven Development (CDD) this year, experts from India, Afghanistan and Tajikistan participated. Mr Vijay Mahajan, Founder and CEO of BASIX Social Enterprise Group in India and Mr Sampath Kumar, Commissioner and Secretary to Chief Minister of Meghalaya, India, also participated and shared their experience of community driven development in India. Mr Zia Ahmed Farid, Manager Human and Institutional Development, Aga Khan Foundation (AKF) Afghanistan and Mr Kishwar Abdulalishoev, General Manager, AKF/MSDSP Tajikistan also participated and shared their experience and approaches to CDD in Afghanistan and Tajikistan. The Regional delegates appreciated the conference and emphasised exploring avenues for enhanced collaboration with RSPN in order to put in place people's institutions that truly empower poor rural communities and that self-sustain.

In continuation of last year's support to AKF Afghanistan, RSPN arranged an exposure visit for Mr Zia Ahmed Farid, Manager Human and Institutional Development at AKF, Afghanistan. Following this visit, RSPN's Specialist for Social Mobilisation provided two weeks input to AKF's programme in Afghanistan, assisting AKF's team in the clustering process of community-based savings groups, providing orientation to staff and designing programme manuals. RSPN drew heavily on the SUCCESS Programme manuals for this purpose.

## CHAPTER 02

# RESEARCH, KNOWLEDGE MANAGEMENT AND M&E

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### Our Approach

Evidence-based learning is critical to provide solid inputs for policy advocacy and improved programming. RSPN's Research & Knowledge Management and Monitoring and Evaluation sections work closely with the RSPs for this purpose. Our work includes support to RSPs M&E sections in systems improvement, putting in place project monitoring and MIS systems for projects managed by RSPN and working with RSPs to develop tools to assess long term impacts of RSP programmes e.g. case studies, impact assessments, evaluations and specifically the development of Institutional Maturity Indicators to assess the health of community institutions over time. The RSPN Resource Group in this sector consists of technical experts from all RSPs. New skills and improved systems are continuously imparted to and between RSPs through this group. Lessons from evaluations that feed into programming are also shared, for replication within the RSP community.

### Our Work

#### *M&E Systems Strengthening*

RSPN's work with RSPs in strengthening M&E systems is an ongoing part of our work with RSPs, with RSPN working on a longer term with specific RSPs upon demand eg our

current work with BRSP on improving overall programme M&E systems. RSPN designs and puts in place M&E systems for projects it manages itself, for which it sub-contracts RSPs, for implementation. RSPN is putting in place an MIS for this purpose which also tabulates Key Performance Indicators of RSP work i.e. a consolidated data-set of the KPIs of RSP work, used to produce RSPN's quarterly publication, Outreach. For RSPN projects we have produced an M&E policy manual and made changes within our organisational structure e.g. project M&E officers now report to the core RSPN M&E section, whereas earlier they reported to project managers within project units. This adds neutrality to the M&E functions of projects and has created a stronger, overall M&E system within RSPN.

For the large, European Union funded SUCCESS Programme in Sindh, RSPN has developed an M&E framework for SUCCESS partner RSPs (NRSP, SRSO, and TRDP). The framework includes guidelines for project monitoring and evaluation, approaches and methodologies for socio-economic surveys, quality assurance and quality control tools, poverty scorecards and an Institutional Maturity Index (IMI). Related capacity building was done by RSPN of SUCCESS RSP partners, on these manuals and tools. RSPN also supports the tracking of SUCCESS KPIs, based on data from the RSP MIS SUCCESS system.



Participants representing Monitoring & Evaluation Departments of SUCCESS Programme partner RSPs - NRSP, SRSO & TRDP - pose for a group photo after completion of a training on M&E framework in Karachi.

## SRSO-SDPI Impact of Community Investment Funds (CIF) in Sindh

An impact assessment of Community Investment Funds (CIF) by SRSO in 2015 was validated by the Sustainable Development Policy Institute (SDPI), Pakistan, as a third party. CIF is a revolving loan fund managed by LSOs. A poverty scorecard survey of 2009 was used as a baseline and a sample size of 96 out of the 1273 CIF clients was selected to gauge CIF impact. The study revealed that the poverty scorecard graduation of CIF clients was 63% over a period of five years. It was also found that 89% of households with poverty scores in band 0-11, at the baseline, moved to bands 12-18 (32%), 25% moved to band 19-23 and 32% moved to band 24-100. CIF management by communities is one of the successes of community managed finances in Pakistan and now supported by many donors and government. A prerequisite of the CIF is the process of social mobilisation that culminates in setting up LSOs at the union council level.

### ***Impacts and Evaluations (Internal and Third Party)***

RSPN has completed an internal impact assessment of the poverty impact of Income Generating Grants (IGGs) on poor households. IGGs were provided to households under a

UNICEF project titled Promoting UNICEF's Child Rights in Cotton Farming Areas (CRFA). RSPN contracted SRSO and NRSP, for implementation in Ghotki (Sindh) and Bahawalpur (Punjab). These assessments used the well-known quasi-experimental design of evaluation with a



● Dr. Andreas Landmann from University of Mannheim, Germany and RSPN officials are seen interacting with locals in Tando Allah Yar, Sindh to understand the local socio-economic context that helped in finalising research locations under SUCCESS Programme.

double-difference method. Lessons drawn from these evaluations will contribute towards future programme design improvements. Initially, a sample baseline survey of IGG beneficiaries (treatment group) and non-beneficiary (control group) was done. The overall finding of this initiative was that asset creation is key to impact poverty, with households falling into the lowest poverty scorecard band of 0-11, having moved to higher bands over a period of one year. Other components of the project have resulted in decrease in child labour and an increase in access of children to education.

### ***Research and Documentation***

As part of its SUCCESS Programme agreement with the European Union, RSPN signed an MOU with the University of Mannheim, Germany, for a long term collaboration in research and

knowledge management. RSPN partnered with Mannheim University to conduct a baseline survey for KfW (German Development Bank) in eight districts of Khyber Pakhtunkhwa. Two districts of Gilgit-Baltistan will be surveyed next year. These surveys are done for the health protection programme of the Governments of Khyber-Pakhtunkhwa and Gilgit-Baltistan. Under a Letter of Agreement (LoA) with Mannheim University, signed October 2015, RSPN collaborated with the University on action research and strengthening the evaluation component specifically of the SUCCESS programme. Resultantly, a comprehensive research framework was prepared, outlining research parameters, questions, related studies, data collection and a dissemination plans, for SUCCESS. RSPN has also developed an approaches and methodologies document for socio-economic surveys, baselines and

## The Poverty Scorecard

RSPN uses the Government of Pakistan's – World Bank (Benazir Income Support Programme) Poverty Scorecard (PSC) to assess household poverty and impacts of programmes. Household poverty 'ranking' is based on this Proxy Means Test which determines the status of a household on a scale of 0-100 and provides scores accordingly. The PSC has categorised households into four poverty score bands ie 0-11 (extremely poor), 12-18 (chronically poor), 19-24 (transitory poor) and 25-100 (non-poor). PSC indicators were developed by the World Bank using the Pakistan Social and Living Standard Measurement Survey data for 2007-8. The PSC is based on household data of twelve key indicators, including household size, type of housing and toilet facilities, education, child status, household assets, agricultural landholding and livestock ownership. Each question of each band has a weightage (not provided in diagram below). Following the identification of poor households, the RSPs provide targeted interventions to such households to impact poverty.

Questionnaire for the National Poverty Scorecard for Pakistan		
Sr.	Questions	Answers (cross the boxes or fill in the boxes for questions 1 and 5)
1	How many people in the household are under the age of 18 or over the age of 65?	0-2 <input type="checkbox"/> 3-4 <input type="checkbox"/> 5-6 <input type="checkbox"/> 7 or more <input type="checkbox"/>
2	What is the highest educational level of the head of the household (completed)?	Never attended school <input type="checkbox"/> Less than class 1 to class 5 included <input type="checkbox"/> Class 6 to class 10 included <input type="checkbox"/> Class 11, college or beyond <input type="checkbox"/>
3	How many children in the household between 5 and 16 years old are currently attending school?	There are no children between 5 and 16 years old in the household <input type="checkbox"/> All the children between 5 and 16 years old are attending school <input type="checkbox"/> Only some of the children between 5 and 16 years old are attending school <input type="checkbox"/> None of the children between 5 and 16 years old are attending school <input type="checkbox"/>
4	How many rooms does the household occupy, including bedrooms and living rooms? (do not count storage rooms, bathrooms, toilets, kitchen or rooms for business)	<input type="text"/>
5	What kind of toilet is used by the household?	Flush connected to a public sewerage, to a pit or to an open drain <input type="checkbox"/> Dry raised latrine or dry pit latrine <input type="checkbox"/> There is no toilet in the household <input type="checkbox"/>
6	Does the household own at least one refrigerator, freezer or washing machine?	Yes <input type="checkbox"/> No <input type="checkbox"/>
7	Does the household own at least one air conditioner, air cooler, geyser or heater?	Yes <input type="checkbox"/> No <input type="checkbox"/>
8	Does the household own at least one cooking stove, cooking range or microwave oven?	Yes <input type="checkbox"/> No <input type="checkbox"/>
9	Does the household own the following engine driven vehicles...?	At least one car / tractor and at least one motorcycle / scooter <input type="checkbox"/> At least one car / tractor but no motorcycle / scooter <input type="checkbox"/> No car / tractor but at least one motorcycle / scooter <input type="checkbox"/> Neither car / tractor NOR motorcycle / scooter <input type="checkbox"/>
10	Does the household own at least one tv?	Yes <input type="checkbox"/> No <input type="checkbox"/>
11	Does the household own the following livestock...?	At least one buffalo / bullock AND at least one cow / goat / sheep <input type="checkbox"/> At least one buffalo / bullock BUT NOT cow / goat / sheep <input type="checkbox"/> No buffalo / bullock BUT at least one cow / goat / sheep <input type="checkbox"/> Neither buffalo / bullock NOR cow / goat / sheep <input type="checkbox"/>
12	How much agricultural land does the household own?	Area <input type="text"/> QWE of area <input type="text"/>

end-lines, which has enhanced in-house RSPN capacities.

RSPN provided technical assistance to an Oxford-Lahore School of Economics (LSE) research study, focusing on the performance of Local Support Organisations. This study, funded by the Pakistan Poverty Alleviation Fund, looked at 850 LSOs formed by twenty PPAF partner organisations. The study aims to assess the

LSO 'model' by testing the effectiveness of non-financial incentives to LSOs.

RSPN continues to highlight work with communities at both national and international levels. RSPN's engagement with Cambridge University on the Smart Village initiative (an initiative started by a team based at Cambridge and Oxford universities) resulted in the production of a case study on access



to energy for off-grid communities. Similarly, under RSPN's USAID funded project on Community Based Disaster Risk Management (Tahafuz Project), a wide range of articles were published in The Third Pole and shared with the stakeholders. The Third Pole is a non-profit with offices in New Delhi and London, dedicated to work in the Himalayan watershed. It is supported by DFID and the Skoll Global Threats Fund. RSPN and RSPs' work with communities in disaster risk reduction was acknowledged through the publication of a peer reviewed paper titled Learning from the Past: Analysis of Disaster Management Structures, Policies and Institutions in Pakistan, in the Emerald Disaster Prevention and Management journal. Similarly, health initiatives of RSPN and RSPs were published in the international Global South Development Magazine, titled Business in a Box: A Social Innovation to take SDGs to Every Household. The article was also published in the Pakistani newspaper Dawn.

#### ***RSPN M&E Capacity Building***

RSPN's Specialist Monitoring & Evaluation attended a meeting at the University of Mannheim, Germany in May 2016. The meeting provided RSPN an opportunity to learn and discuss research techniques and to share research and evaluation initiatives under SUCCESS Programme. RSPN M&E capacities were also strengthened with the head of the M&E unit attending a course on Development Evaluation Training (IPDET) in Ottawa, Canada in June 2016. This programme was sponsored by the World Bank, in partnership with Carleton University, Canada. IPDET is an executive education programme designed to meet the needs of evaluation units of bilateral and multilateral development agencies.

#### ***Climate Change Adaptation***

In 2015 - 16, RSPN collaborated with the International Centre for Integrated Mountain Development (ICIMOD) to implement the Knowledge Management component of the Support to Rural Livelihoods and Climate Change Adaptation in the Himalaya (Himalica) on Climate Change Adaptation, an initiative funded by the European Union. The project was implemented with the objective to bring the concept of Adaptation to Change down to community level as well as support equitable and sustainable livelihood opportunities for vulnerable communities in the Hindu Kush Himalayan (HKH) region.

Under this initiative, RSPN succeeded in creating a pool of master trainers on climate change adaptation representing the Rural Support Programmes (RSPs) and government departments from each province. This strategic initiative has helped in developing human resource at provincial and regional levels through six regional training courses to raise awareness and replicate this concept at community level. A Knowledge Management training for Climate Change Adaptation exclusively for staff from the Communication and Monitoring & Evaluation departments of the RSPs was also conducted to disseminate knowledge on the impact of climate change and responses to adaptation. Information, Education and Communication (IEC) material focusing on the causes and effects of climate change and deterrents to climate change at the grassroots level was developed and widely distributed among stakeholders. RSPN also made efforts to document good practices in climate change adaptation across the region through desk review and networking with specialised institutions.

## CHAPTER 03

# GENDER AND DEVELOPMENT

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### **Our Approach**

One of RSPN's key roles is to contribute to promoting gender equality and mainstreaming within RSP programmes. RSPN works with the RSPs at the organisational level as well as on field programme design for this purpose. RSP programmes include women as an integrated part of social mobilisation. The formation of women's organisations in rural Pakistan presents its own set of challenges. Pakistan's position in global 'gender rankings' is far from good. The generally poor outreach of basic services to women, worsened by cultural constraints on their mobility and the rights record of the country leave much to be desired. RSP programmes seek to build strong women-led institutions in rural areas. The RSPs work with women mainly through women staff and coordinate closely with men to be able to access rural women. Gender mainstreaming has always remained central to the RSP programmes in areas of social mobilisation, education, health, environment, microfinance and community investment funds, disaster risk reduction and water and sanitation.

More recently, the RSPs and RSPN have started to work on rights issues. The pioneer of this work is the SRSP and its partnership with the Open Society Foundations (OSF). RSPN now also works with the OSF, along with NRSP providing legal advice and training to community based

paralegals that facilitate community women and men to resolve legal issues in South Punjab. RSPN strongly believes that the lives of poor women can be transformed if they are supported to be more active at the household and community levels. Through the process of social mobilisation, poor rural women are empowered; they become more aware of their own situation and gain strength by being members of groups. Whereas income generation has been the RSP approach to work with rural women for many years, there is no doubt that for women to be truly empowered, an awareness and realisation of their rights is critical.

### **Our Work**

As a network of the RSPs, RSPN's emphasis is on building capacities in this area and undertaking innovative work with the RSPs. This involves work at the organisational (RSP) level and in programme development, with the RSPs. At the organisational level RSPN has worked with RSPs' Boards and their staff to adopt The Protection Against Harassment of Women at Workplace Act 2010, mandatory for all registered entities. This law requires the setting up of Inquiry Committees to address issues of gender and harassment. All RSPs had set up these Committees by 2012. RSPs are now providing information and material



● Jameela Bibi, a Community Resource Person, facilitating a capacity building session with female community members in Village Mirzo Leghari, District Thatta.

related to this Act, to LSOs, many of which are also registered entities. Within RSPN an all-RSP Gender Resource Group (GRG) has been set up with the objective of reviewing organisational gender sensitivity within RSPN and the RSPs. This GRG also reviews and refines programmes and undertakes gender assessments of RSP programmes. The GRG meets every six months and provides feedback and lessons across RSPs, within the RSP community. The efforts of the GRG have resulted in new initiatives in areas of Alternative Dispute Resolution (ADR) work, legal empowerment, peace building and conflict management.

RSPN has assisted each RSP in designing gender policies, in the past. This year the

section continued to provide technical support to RSPs by reviewing their gender policies, input into the formation of gender manuals for community activists, capacity building of RSP staff and community activists as gender experts in LSOs and drafting guidelines for LSOs for gender implementation plans.

At the community level, RSPN partners with RSPs to build community capacities. This includes training of RSPs' staff as master trainers as well as training of community members. RSPN developed a training module and provided technical support to AKRSP for a six-month long Gender Training of Trainers course in August 2015. Thirty four community activists i.e. nineteen women and fifteen men

were trained as master gender trainers from 20 LSOs in Chitral, Gilgit and Baltistan. These community gender experts are also Board members of LSOs. The trainers have begun their work to raise awareness on gender issues and mainstreaming at village and LSO levels and in community schools. Sessions are conducted in women's community organisations and village organisations to raise awareness on girls education, improved household relationships between men and women, redistribution of household chores, men sharing child care responsibilities, women's decision-making in the household as well as community decision making. The community trainers have formed their own GRGs in Ghanche and Skardu districts. They won the Youth Micro Challenge Award under the AKRSP EELY project in November 2015. The award was given to the GRGs for their work on sensitising youth, in particular, on gender based violence and other issues. This was done through workshops in which 122 people participated. An assessment of these master trainers in August 2015 showed their increased knowledge of basic concepts of gender versus sex, the sociology of gender, gender division of labour and current gender inequalities that adversely impact society and human development.

### **RSPN Gender Resource Group**

The GRG is a group that consists of the gender focal points from all RSPs and is coordinated by RSPN. We work together to share lessons, challenges, new initiatives, build capacities in new areas like ADR and new laws and policies affecting women. This year, GRG members concentrated on anti-sexual harassment laws and support to LSOs. It also looked into

challenges faced by the SUCCESS Programme in implementing an exclusively women's programme in Sindh.

### **New Initiatives**

RSPN and NRSP initiated a pilot project titled Strengthening Legal Empowerment at RSPs: Capacity Building of Paralegals, with technical and financial support from the Open Society Foundations Pakistan. This work dovetails rights-based work with the social mobilisation work of the RSP. It includes legal awareness, creating community resource persons as paralegals in LSOs with necessary backstopping by lawyers. The project is being implemented in eight union councils of south Punjab. Under this project NRSP integrates legal services into its work with communities. Project teams help resolve women's and men's problems through legal and procedural information, referral, assistance, mediation, negotiation and in rare cases, litigation.

Staff and community based paralegals have gone through extensive capacity building in this area of work. Legal issues we work on include: civil documentation, forced marriages, early marriages, inheritance cases, domestic violence and consumer rights. RSPN and NRSP are in the process of scaling up this project in south Punjab's Bahawalpur and Rajanpur Districts.

RSPN is also member of the Community Legal Services Forum (CLSF). This is a platform that brings together donors, justice institutions and programme implementers working on legal empowerment in general and Community Legal Services in particular. The CLSF plays a role in standardising and systemising rule of law programming in order to avoid duplication

of efforts and ensure quality in community legal services, under different programmes. The Secretariat of the CLSF is the Peace and Justice Network (PJN) in Pakistan. RSPN is using the Community Paralegal Training Manual developed by the members of CLSF.

RSPN hosted two Paralegal Training of Trainers (ToT) courses, one national, with the support of OSF Pakistan and the other international, with technical and financial support of the South Asian Institute of Advanced Legal and Human Rights Study (SAILS), Bangladesh. SAILS is a regional centre working to promote and strengthen rule of law in South Asia through research, education, training and networking. Twenty master trainers from Pakistan and Afghanistan participated in the six-day training.

RSPN, in collaboration with UNDP under the Strengthening Rule of Law Programme (SRLP), organised the First National Conference on Community Based Paralegals in Pakistan. The conference was held to create regional links between professionals in this field and to promote the concept of paralegals. Representatives of the Law and Justice Commission Pakistan, donors and NGOs attended the conference. The conference was able to achieve its major objectives of creating regional links, increasing dialogue and sharing information between similar regional programmes, putting the promotion of community-based paralegals on the national and regional agenda and engaging civil society and international institutions in this process.

A Declaration on community-based paralegals was endorsed by the conference participants. Key recommendations and findings of the conference were:

- continued work on creating paralegals is critical due to the gap between public offices and people;
- the certification and accreditation of community-based paralegals is recommended as it will ensure their legitimacy;
- a mechanism for registration and licensing through an accrediting authority is needed and Bar Councils can play a role in this regard;
- State regulation of community-based paralegals and case information management systems and the protection of community-based paralegals through state legislation are imperative to institutionalise community-based paralegals;
- formally linking community-based paralegals to state referral systems such as courts, police, ombudsman can enhance their functionality;
- para-legal specialisation in different areas is necessary to meet community needs;
- compliance of alternate dispute resolution (ADR) and community based dispute resolution (CBDR) with human rights needs to be ensured;
- a low cost, sustainable model can be adopted using law students and community-based volunteers;
- SDG 16 indirectly ensures the achievement of related goals on poverty, gender and inequality, thus using community-based paralegals to achieve SDG 16 will also increase public awareness of rights to health and education;



Female artisans set up a stall to present their work during the exhibition on International Day for Rural Women organised on October 15, 2015 in Islamabad.

- integrating community-based paralegals into wider development programming is critical. The concept of rights is all-encompassing and needs to be viewed in that context. The RSP outreach to communities through community institutions such as LSOs is critical and this initiative holds promise for future scale-up.

### ***Collaboration***

RSPN has been actively collaborating with national and international organisations to mark international observance on social issues. This includes our participation in International Women's Day, International Day of Rural Women and 16 Days of Activism to End Violence against Women and Girls. Each year, RSPN collaborates with the Potohar Organisation for Development Advocacy (PODA) to mark the International Day of Rural Women. Women activists working with RSPs attend and relate their personal stories of

being part of the RSPs' programme. This year the SRSP, AKRSP and SRSO supported twenty-five women activists and artisans from Swat, Shangla, Chitral, Kalash, Skardu and Sukkur to participate in the event.

Every year RSPN and RSPs plan activities to mark 16 Days of Activism to End Violence against Women and Girls. RSPs and LSOs organise events on women's rights and general gender sensitisation. This year NRSP, SRSP, AKRSP, SRSO, FIDA and TRDP gender focal persons planned activities with a variety of stakeholders, on the theme From Peace in the Home to Peace in the World: Make Education Safe for All. RSP activities included advocacy with members of the Gilgit Baltistan Legislative Assembly for a women's hostel and shelters, radio programmes on violence against women, sensitisation on women's rights, girls' education and peace and harmony.

## Para-Legal Jamila frees Saeeda Bibi from 'Vani', Rajanpur, Punjab

It is not uncommon to find women being used to settle family scores and disputes in traditional societies. The cultural practice of 'Vani' in Pakistan is one such abhorring custom where young girls are forced into marriage as a punishment for a crime committed by their male family member. The decision to 'give a girl as Vani' is commonly taken by a traditional, village council of elders i.e. a village Panchayat or a Jirga. The custom was declared illegal in Pakistan in 2005, however, in practice the custom still prevails. In some cases, Vani is avoided when the two families agree to a compensation, usually money, to be paid by the girl's family to that of the accusers.

Saeeda Bibi lives in a tiny village called Gul Bahar in union council Umar Kot of Rajanpur district, Punjab. Saeeda was seven years old when her father, a wage-labourer, was accused of adultery by a close relative. The accuser brought the matter to the village Panchayat which decided that Saeeda's father should be fined half a million rupees and that Saeeda should marry the accuser. When Saeeda turned thirteen, the accuser, who was her father's age, asked to marry her. He had a terrible reputation as he had been exploiting his ex-wife by forcing her into illicit activities, probably for money. Marriage to a man like him would be a life sentence for young Saeeda. Her father was upset at this decision, which he now had to take, and refused to marry her off to the old man. He had already had paid a 'fine' and claimed this was enough. However, once again, the old accuser dragged Saeeda's father to the Panchayat, claiming his right.

At this point, Saeeda's maternal grandmother, Alam Khatoon, contacted the President of the Local Support Organisation in Umar Kot and the Community-Based Paralegal, Jamila Bibi, for help. Jamila Bibi decided to approach the head of the Panchayat as well as a Member of the Provincial Assembly of Punjab. Vani is illegal in Pakistan and she informed the Panchayat regarding the law against Vani and the option Saeeda has, to take the case to the court if the Panchayat did not support her. Due to the information provided by Jamila, the Panchayat annulled its previous decision and asked Saeeda's father to pay an additional compensation amount of Rs. 250,000. Both parties accepted the decision of the Panchayat and the amount was paid and Saeeda freed.

## CHAPTER 04

# HEALTH, EDUCATION, SANITATION AND CHILD PROTECTION

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### **Our Approach**

Lack of access to basic social services exists in almost all parts of Pakistan and particularly in rural areas. Indicators for health, education, sanitation and child rights are drastically low. Pakistan, unfortunately, failed to achieve the MDGs due to a lack of political commitment, poor policies and planning and weak delivery mechanisms. The Sustainable Development Goals (SDGs) place special emphasis on health, education, water & sanitation and child rights. While the government of Pakistan has signed up and committed itself to meet the SDGs, it will need to devise policies, institutional mechanisms and allocate adequate resources, for any progress to take place on this front.

RSPN's approach to CDD, which leads to demand creation by community institutions and the creation of links with government institutions, has demonstrated success in many parts of the country. This approach needs to be scaled up nationwide in close collaboration with government, to achieve the SDGs. In areas where social mobilisation networks do not exist, the RSPN and RSPs set up sector-specific community committees to undertake work. As in other areas, a host of technically trained Community Resource Persons (CRPs) undertake campaigns to raise awareness in communities and work with them to link them to basic social services. In areas where there is

'regular' RSP mobilisation, these committees work closely with the three tiered community structure.

### **Our Work**

RSPN's work in the social sectors consists of projects implemented by RSPs that are contracted by RSPN. Over the years, RSPN has built its expertise in implementing innovations in service delivery and in dove-tailing this work with its regular social mobilisation programme in an effort to sustain it. For this purpose, RSPN and the RSPs assist communities to work closely with public and private sector service providers to improve their outreach. This work has seen positive impacts through increase in basic health coverage, increased school enrolment and a greater awareness of key issues particularly in the health and child rights areas.

### **RSPs Social Sector Resource Group**

The Social Sector Resource Group (SSRG) consists of Social Sector Programme Managers and Specialists from RSPN and the RSPs and was set up by RSPN. The SSRG is a forum for RSPs to share and design key social sector interventions. The group met twice last year to assess ongoing programmes and to discuss future strategies. During the year the SSRG





● Participants during the meeting of Union Council Health Committee held under Provision of Reproductive Health Services Through Social Marketing project in District Jhang.

finalised a Community Awareness Toolkit (CAT) for the EU supported SUCCESS Programme. The CAT has twelve sessions on critical issues of Health (Family Planning, Maternal and Child Health, Routine Immunisation), HIV-AIDS, Education, WASH, Nutrition, Disaster Risk Reduction (DRR), environment and climate change adaptation and civic registrations (birth registration, death registration, marriage/nikah registration and CNIC). Community Resource Persons under SUCCESS Programme will use the CAT to conduct awareness sessions with community organisations. CAT can be used by other RSPs for similar purpose.

### Health Communication Component

The Health Communication Component (HCC) is one of the five components of USAID's Maternal and Child Health (MCH) Program

in Sindh province. It is a six-year programme to reduce Infant Mortality Rates (IMR) and Maternal Mortality Rates (MMR) in ten districts of Sindh (Mirpurkhas, Umerkot, Matiari, Sanghar, Sukkur, Shikarpur, Jacobabad, Ghotki, Larkana, and Naushahro Feroze). The consortium is led by John Hopkins University's Centre for Communication Program (JHU-CCP) and includes RSPN, Mercy Corps and the Centre for Communication Program Pakistan (CCPP). Under the project RSPN has sub-contracts with three RSPs i.e. NRSP, TRDP and SRSO. The RSP role is to create demand for MNCH and Family Planning (FP) services in non-LHW areas and a referral system to MNCH facilities upgraded by USAID's MCH Program. RSPN used the proven model of trained local CRPs, in this case called Community Health Workers (CHWs), under the HCC. Through the three tiered structure of organised communities, RSPs identified 1500 CHWs. These CHWs were

trained by trainers from the government LHW programme. The training included technical aspects of MNCH and FP, registration of target populations, the organisation and role of Community Support Groups (CSGs) and Village Health Committees (VHCs) and the use of Interpersonal Communication (IPC) toolkits in Community Support Group meeting and in household visits. During the year these CHWs formed 5,960 Community Support Groups and 1,339 Village Health Committees. In May and June 2016, the CHWs conducted a total of 6,071 CSG meetings, 1391 VHC meetings and 124,905 household visits. This effort generated a total of 2,796 MNCH and family planning related referrals to health facilities and resulted in 181 institutional deliveries.

RSPN supported the Centre for Communication Program Pakistan (CCPP) and HCC Consortium partners to map 'faith actors' and journalists at the district level. Faith actors include religious leaders and community influencers trained to influence the behaviour of community members towards maternal and child health. Journalists were sensitised to highlight maternal and child health related issues in print and electronic media.

RSPN also developed the Bright Star community mobilisation strategy for the consortium. Bright Star couples are those who adopted positive health practices related to maternal and child health in addition to mobilising other community members to adopt safe health practices. District level Bright Star Movements were launched in Shikarpur and Larkana. RSPN also facilitated the Departments of Health and Population Welfare to celebrate World Population Day, International Health Day, International Mother's Day, Universal Children's

Day and Maternal & Child Health Week. RSPN supported consortium partners to finalise a Cultural Calendar and celebrated a cultural event in Mirpurkhas. Additionally, the RSPN/RSPs spearheaded district level coordination of MCH Program partners and conducted District Coordination Meetings in each of the intervention districts.

### Maternal and Child Health Integrated Program

The Maternal and Child Health Integrated Program (MCHIP), also known as the MNCH service delivery component of USAID's larger Maternal and Child Health (MCH) Program, is being implemented by Johns Hopkins Program



Dhai is the first mother who delivered her baby at the Basic Health Unit in Village Okraro Chanyo of District Umerkot, Sindh. It was a safe delivery by a Community Midwife trained under MCHIP Program.

for International Education in Gynecology and Obstetrics (JHPIEGO) in fifteen districts of Sindh. RSPN and TRDP are partners of this JHPIEGO-led consortium in Umerkot district. The project aims to reduce maternal, new-born and child mortality by ensuring community access to quality MNCH services, both public and private. RSPN and TRDP have upgraded sixty-four health facilities to MNCH centres. This includes health centres managed by the People's Primary Healthcare Initiative (PPHI), the Department of Health, Community Midwives managed centres and private sector health facilities.

These facilities have now been provided with basic equipment to ensure quality services. A total of 612 healthcare providers from these facilities have been trained in different skills of maternal and child health and family planning. Clinical officers now regularly supervise healthcare providers. A total 529 LHWs were trained on important components of MNCH/FP and referral mechanisms. In addition, through the project community mobilisation component, 263 local transporters were trained in emergency transportation services. Linkages of these transporters have been made with LHWs and Community Health Workers (CHWs), Village Health Committees (VHCs) and Local Support Organisations, to better organise such transport. To engage the communities for quality improvement and accountability, Quality Improvement Teams (QITs) comprising staff from health facilities and community members have been formed. These QITs play a key role in the implementation of improvement plans of health facilities. As a result, statistics of service delivery have substantially improved.

This includes an increase in antenatal care visits from 3,643 per quarter, from a baseline in

April – June 2015 to 17,802 visits in April – June 2016. Similarly institutional deliveries increased from 401 in April – June 2015 to 2,952 during April – June 2016.

### Health Systems Strengthening Component

Funded by the USAID under its MCH Program and managed by John Snow Incorporated (JSI), RSPN's Health Systems Strengthening project was implemented in partnership with NRSP, TRDP and SRSO in four districts of Sindh (Tharparkar, Thatta, Jacobabad and Kashmore). Under this project, RSPN and RSPs implemented the Community Support for Strengthening of Routine Immunisation component. The project worked through LSOs to train a cadre of 9,013 Community Focal Persons who assisted RSPs in registering 329,174 children and 119,800 pregnant women.



A rural woman brings her child for immunisation under Health System Strengthening Project in Mithi, Tharparkar.



● Baiza, CRP, giving contraceptives to her client in Basti Kubra Arain, Rahim Yar Khan.

Micro-plans for union councils were developed with the support of the Expanded Programme of Immunization of the Sindh government to ensure that all registered children and pregnant women get vaccinated. RSPN provided mobility support to government vaccinators and helped them develop micro-plans to reach each village in their district, once in a month. Despite challenges in supply, children immunised reached 45.7 percent, DPT3 coverage increased from 14 percent to 88.3 percent and measles vaccination coverage rose to 77 percent in the project districts. To raise awareness on the importance of routine immunisation, the project conducted 15,740 community sessions with 86,990 women and 102,328 men. RSPN also arranged district level workshops for stakeholders involved in improving routine

immunisation. Elected representatives, officials from district governments, the health department and vaccinators participated in these workshops.

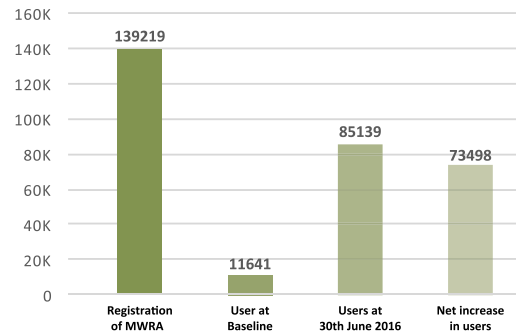
### **Community Support for Strengthening of Routine Immunization under MCHIP Project**

Following the success of RSPN's work under the Health System Strengthening (HSS) component, USAID recommended MCHIP/JHPIEGO to scale up EPI interventions in other districts of Sindh. As a result, MCHIP/JHPIEGO collaborated with RSPN in routine immunisation activities in Mititari, Tando Allah Yar and Umerkot districts of Sindh. RSPN initiated work in February 2016 with NRSP and TRDP. Field staff has

been recruited and trained. This project is implemented through RSP fostered Community Organisations that select Community Resource/ Focal Persons (CFPs) who are trained in raising awareness to increase immunisation. To date 138,398 children between 0 to 23 months and 37,676 pregnant women have been registered. Simultaneously, vaccinators and project staff were trained to develop micro-plans for each union council, to increase immunisation coverage systematically. CFPs and project staff are now extending support to communities accordingly.

### Provision of Reproductive Health Services through Social Marketing

Supported by Population Services International through funding from DFID, the Provision of Reproductive Health Services through Social Marketing (PRHSSM) component is being implemented by RSPN, NRSP and PRSP in three districts of Punjab (Bahawalpur, Rahim Yar Khan and Jhang). Focusing on areas not served by government Lady Health Workers, the project created 73,498 new contraceptive users and contributed 173,674 Couple Years of Protection (CYPs) to national figures. RSPN employed 900 men and 900 women Community Resource Persons, trained by RSPs, for the project. CRPs were identified by RSP fostered community institutions that also provide social support to them. These CRPs seek behaviour changing practices by sensitising Married Women of Reproductive Age (MWRA) and their husbands, on birth spacing practices and services, and institute a referral and follow-up system for birth spacing and pregnancy services provided by designated healthcare providers. To ensure sustainability of community level work through



CRPs, Business in a Box (BIB) was introduced and provided to 450 CRPs. BIB boxes consist of items sold by CRPs, so that they can supplement their incomes and sustain their services. BIB items include contraceptives and other items of domestic use, health and hygiene commodities and over the counter medicines. An assessment of BIBs and 45 CRPs shows that their monthly surplus ranges from Rs.100 to Rs 4000. Although a majority of CRPs are earning only Rs. 100 – 150 per month, they are hopeful of expanding their BIB ‘businesses’. Considering the success of the CRP model to generate new family planning users PSI has suggested to scale up the project to ten more districts of Sindh, starting July 2017.

### Alif Ailaan Educational Campaign

Alif Ailaan is a DFID funded project. It is an education campaign focusing on the education crises in Pakistan. The hallmark of this work for the RSPs was the work that LSOs did to improve government education services. For the past three years RSPN has partnered with Alif Ailaan to implement the project in certain areas. RSPN partnered with NRSP, BRSP and SRSP to implement the campaign in four districts i.e. Swat (Khyber-Pakhtunkhwa), Bahawalpur



Members of District Parents Ittehad holding a rally in connection with school enrolment campaign in District Jaffarabad, Balochistan.

(Punjab), Jaffarabad (Balochistan) and Thatta (Sindh). Between 2015 and 2016, the focus was on establishing broad based District Parent Ittehads (DPIs) in each district, with an overall objective of increased enrolment, retention and learning outcomes.

The project provided training to LSOs on the formation, composition and functions of DPIs. The average size of a DPI was 32 members, representing LSOs, media, trade unions, NGOs, civil society, Bar Associations and politicians in each district. These Ittehads developed Charters of Demands for their districts that mapped priority education issues and presented the Charters to the education department, parliamentarians, local body representatives, teachers' unions and School Management Committees. The project also

had an effective media component, which supported the Ittehads in putting pressure on the education system. DPI campaigns were highlighted in print, electronic and digital media including text messages and phone calls to relevant decision makers. Digital media, i.e. Facebook and Twitter, was also used to reach a wider audience. As part the campaign, enrolment drives were organised in the four districts. Ittehads were successful in enrolling 35,140 children (12,814 girls and 22,326 boys) in three districts, with Jaffarabad to undertake its this year's campaign in September 2016 (due to a different school cycle due to weather). The campaign engaged 578 politicians i.e. MNAs, MPAs, district, tehsil and union council level representatives. Through community advocacy, infrastructure was improved in 99

schools i.e. toilets, boundary walls, additional classrooms. This is a good example of how communities 'activate' the system and access public resources for improvements in basic services.

#### **Diarrhoea Prevention Control Programme**

In April 2015, RSPN entered into a partnership with Save the Children International (SCI) to fight diarrhoea related morbidity and mortality of children under five, in fifteen union councils of two districts i.e. Khanewal and Hafizabad (Punjab). The project aimed to introduce a seven point plan to attain reduction in diarrhoea related mortality in children. The focus was on mobilising communities for behavioural change. The project emphasised improving the capacities of the Public Health and Engineering Department (PHED) to monitor access to safe drinking water. A water testing laboratory in each district was set up. RSPN formed 135 Village Health and Hygiene Committees (VHHCs) and fifteen Union Council Health and Hygiene Committees (UCHHCs). RSPN also identified and trained 308 Community Resource Persons who collected WASH related data from households and developed Community Led Action Plans (CLAPs) with the help of the VHHCs. The CRPs conducted 3,659 community sessions on a seven point plan. The CRPs facilitated 'triggering' sessions in Open Defecation Free (ODF) villages, as a result of which 331 households constructed latrines. Children, as change agents, were also engaged through a school led 'total sanitation' approach.

#### **Capacity Building Initiative for WASH Programme**

In January 2016, RSPN signed a Long Term Agreement (LTA) with UNICEF for the development of training manuals, IEC material and capacity building of UNICEF's implementing partners for the PATS Plus programme. Under this agreement, RSPN developed training manuals for eleven types of stakeholders in Urdu, English and Sindhi. These stakeholders included masons and engineers, entrepreneurs, CRPs, Social Organisers, teachers and school children, government officials, local government representatives, District Coordination Committees, Lady Health Workers, and Village WASH Committees. Twenty five master trainers have been trained through TOT sessions in Karachi and Lahore. As of June 2016, these master trainers have trained 140 social organisers; 11 engineers and 36 district wash coordination committees/ PHED officials in Punjab.

#### **Promoting Child Rights in Cotton Farming Areas of Pakistan**

In partnership with UNICEF, RSPN is implementing the Social Protection and Social Mobilisation components of this IKEA funded project in five districts (Ghotki and Khairpur in Sindh, Rajanpur, Bahawalpur and Rahim Yar Khan in Punjab). RSPN and partner RSPs – NRSP and SRSO – have provided income generating grants to 2,500 poorest families to



UNICEF Country Representative Ms Angela Kearney and other officials of UNICEF, RSPN and SRSO playing with children in Safe Play Area set up under Promoting Child Rights in Cotton Farming Areas Project in Khairpur, Sindh.

help them start income generating activities. These grants helped families to increase their income on average from Rs. 1,200 to Rs. 3,500 per month. This helped them to pull out 4,325 boys and 3,995 girls from child labour, enrolling them in schools. Income generating grants helped families to improve latrine construction in their residences. By using project social funds, 290 projects, related to child rights and protection, have also been completed. These include safe play areas, access to safe water in

schools, setting up libraries, building culverts and setting up computer centres. These projects have provided benefits to 45,090 boys and 51,240 girls. RSPN has also established 623 Multifunctional Community Centres to provide social cohesion and learning opportunities to 445,290 people. RSPN has also established 623 groups of girls and 623 groups of boys to educate children on their rights, on protection issues related to child labour, birth registration, child marriage and education.



**CHAPTER 05****DISASTER RISK MANAGEMENT****Our Approach**

Pakistan is increasingly a victim of frequent natural disasters. The scale of disasters such as the 2005 earthquake and 2010 floods, have a national level impact. Disasters not only affect people's lives and their properties, but also the socioeconomic condition of the country. Disasters have frequently exposed a generally poor level of preparedness, at all levels. The RSPs engage communities to be better prepared for such calamities, by putting in place localised systems of disaster preparedness and management. We also work closely with government disaster management authorities i.e. NDMA and PDMA, donors, NGOs and private individuals during times of crises, in order to provide outreach of services to communities. It must be noted that contributions from Pakistanis and Pakistani institutions during large natural disasters including disasters that resulted in about one million IDPs from Swat, were overwhelming. In 2005 it was for the first time that such an outburst of personal giving was witnessed and RSPN worked closely with RSPs to channelise millions worth of donations to affected communities.

RSPN's work involves training communities and enabling them to set up committees for disaster preparedness and management. Often, appropriately built small infrastructure is part of such initiatives, in order to minimise disaster impact and enable quicker rebuilding.

We also link community forums to related government structures.

**Our Work**

RSPN approached USAID's Office for Foreign Disaster Assistance (OFDA) and sought support to initiate a community based disaster risk reduction project in four districts of Sindh (Thatta, Badin, Tharparkar and Umerkot). USAID-OFDA approved the proposal to initiate a project titled Tahafuz — Building Resilience through Community Based Disaster Risk Management (CBDRM), in October 2012. Tahafuz, which means 'Protection', aims to build the resilience of local communities to resist hazards and endure disasters in an organised manner and to recover effectively. RSPN partnered with NRSP in Thatta and Badin and TRDP in Umerkot and Tharparkar districts to implement this project. During Phase-I of Tahafuz, project activities were carried out in 20 union councils and 232 revenue villages. During Phase-II, 228 revenue villages from 20 additional union councils were added. This community based approach to disaster management was widely appreciated and communities demanded its expansion to other areas. Based on community feedback, RSPN had approached USAID-OFDA to continue Tahafuz in the 20 additional union councils. Phase-II Modification-II was initiated on July 1, 2015 in 682 revenue villages in 60 union councils, benefitting an estimated 2,044,791 people in 350,736 households.



● Women fetch water from a dug well built under CBDRM Tahafuz Project in village Nabisar, district Tharparkar.

The main focus of Tahafuz has remained the building of capacities of vulnerable communities through training in disaster risk management, small scale mitigation management activities and by linking communities to District Disaster Management Authorities (DDMAs), government line departments, local media and other non-government organisations.

During the year, RSPN/RSPs mobilised communities to form 222 Village Disaster Management Committees (VDMCs) in revenue villages. Members of these VDMCs were provided comprehensive CBDRM training and previously trained members (from earlier

phase of Tahafuz) were given refresher training. The course content of these training sessions comprised participatory risk assessment, developing risk management plans, search and rescue, firefighting and first aid. During the current Phase, a total of 2,238 VDMC members, 1,114 women and 1,124 men, participated in regular training sessions on CBDRM. Similarly, 200 members, 98 women and 102 men, from 20 Union Disaster Management Committees (UDMCs) received training in organisational management, development, advocacy and networking. To transfer CBDRM and Disaster Risk Reduction (DRR) knowledge to communities, Community Resource Persons



VDMC members attending the training on Disaster Risk Assessment and Disaster Risk Reduction planning & management in Thatta.

were selected from each VDMC. The VDMCs have also been federated at the union council level into UDMCs to create linkages and improve coordination between government and community.

On average one community critical infrastructure (CCI) was rehabilitated in each revenue village. In the context of the recent severe drought, district Tharparkar was given additional support for the rehabilitation and improvement of 80 water sources. A total of 302 schemes were rehabilitated with the active involvement of VDMCs in the current phase of the project. These schemes included earth link

roads, culverts and school buildings. To cater to the DRR needs of flood and drought prone areas, a standardised emergency toolkit will be provided to each UDMC.

To ensure the sustainability of the committees formed under this project, the VDMCs and UDMCs have been integrated into RSP mainstream social mobilisation structures. To date, 49 out of 60 UDMCs have been linked with LSOs, working as subcommittees of LSOs. These structures are also linked with the DDMA, Provincial Disaster Management Authority (PDMA), National Disaster Management Authority (NDMA) as well as other stakeholders.

## CHAPTER 06

# AID EFFECTIVENESS: THE ASSESSMENT AND STRENGTHENING PROGRAM (ASP)

## Our Approach

RSPN has been contributing to this national agenda through its Assessment & Strengthening Program (ASP). ASP is a six-year programme funded by USAID aimed to support the effective implementation of its development portfolio in Pakistan, through the capacity building of public and private sector organisations working with USAID. Many local institutions face capacity issues, especially in the area of internal controls, leading to a higher degree of risk, compromised outcomes and, consequently, serious repercussions for development. ASP has partnered with key federal and provincial government institutions to build their capacities in the areas of financial management, human resource management, monitoring & evaluation, public procurements, strategic planning and internal audit.

## Our Work

ASP has successfully built partnerships with sixteen federal government departments, thirty provincial government departments, fifty-seven non-profit organisations, and ten for-profit organisations. ASP also provided support to USAID and the Government of Pakistan during the Third Party Validation of the Citizen Damage Compensation Programme



Training facilitator presenting a certificate to the participant after successful completion of the workshop on Financial Management held under USAID Assessment and Strengthening Program.

(CDCP), enabling successful disbursement of cash grants amounting to over US \$ 500 million to families in eighty districts of Pakistan affected by floods in 2010.

USAID's Government to Government (G2G) projects in different sectors, worth over US \$ 2,000 million, have been given support in operational areas of financial management, HR management, M&E, procurement management and internal audit, by the ASP. The projects and organisations which received ASP support include the Municipal Services Delivery Programme, the Sindh Basic Education



● Group photo of the participants of the training on Assignment Account (Revolving Funds Account) organised by Assessment and Strengthening Program in Islamabad.

Programme, the Health Services Academy, the Command Area Development Project of the Gomal Zam Dam, the Auditor General of Pakistan, the Provincial Reconstruction & Rehabilitation and Settlement Authority (PaRRSA), the Higher Education Commission, the Jacobabad Institute of Medical Sciences, the Punjab Vocational Training Council, the Small & Medium Enterprise Development Authority, Aik Hunar Aik Nagar and the Health departments of the federal and provincial governments.

In addition to direct G2G partners of USAID, ASP has significantly contributed in capacity building of key Pakistani Institutions which are not direct partners of USAID but have a cross-cutting impact on USAID projects. These cross-cutting governance regimes (finance/internal audit, procurement, planning & development,

training institutions etc.) have an overall impact on USAID assistance for Pakistan.

Through establishing and strengthening institutional capacities of public sector organisations over the years, the project has become an important partner of the federal and provincial governments for institutional reforms. ASP has been successful in fostering a positive image of its work and by extension of its sponsor, the USAID, within the government and donors. This advocacy aspect is especially notable in Khyber Pakhtunkhwa province where sustainable Internal Audit, Strategic Planning and Procurement systems have been operationalised at the departmental level. This strategic contribution of USAID through ASP has been widely acknowledged at various levels including government's strategy and budget papers.

## CHAPTER 07

## REGIONAL COOPERATION

The RSP approach to community driven development has touched the lives of millions of people in South and Central Asia region. The Aga Khan Foundation supported and adopted aspects of AKRSP in Tajikistan in the 1990s and through the Mountain Societies Development Support Programme (MSDSP). Key principles of the approach were also instrumental in the design of Afghanistan's National Solidarity Programme. However, it was in 1994 that the RSP approach was taken to regional scale under UNDP's South Asia Poverty Alleviation Programme (SAPAP). Chairman RSPN, Mr Shoaib Sultan Khan, as UNDP's Senior Advisor on Rural Development to SAPAP, assisted the governments in India, Nepal, Sri Lanka and Bangladesh to set up pilots, with social mobilisation as the central pillar of SAPAP projects in these countries.

In India, SAPAP put in place the Society for Elimination of Rural Poverty (SERP) in the State of Andhra Pradesh. Government of India officials visited the RSPs at the time under the UNDP programme and were exposed to RSP social mobilisation. SERP is a trail-blazer of this approach, as it is a government social mobilisation programme on a large scale, working only with rural women. SERP lessons have been taken countrywide through the largest rural development programme globally i.e. the Government of India's National Rural Livelihoods Mission (NRLM). Whereas the basic

approach of social mobilisation was taken from the Pakistan RSPs, RSPN and the RSPs have learnt key lessons from visits to SERP and NRLM, many years later. For example, the federating process of Community Organisations and the creation of VOs and LSOs; the scale-up of the RSP programme through Community Resource Persons in various technical fields and financial inclusion of the poorest through Community Investment Funds. Since 2011, SERP's approach is being replicated across 13 states of India through the NRLM. NRLM's objective is to cover 70 million rural poor households (a population of 350 million), across 600 districts and 600,000 villages of India through self-managed Self Help Groups (SHGs), Village Organisations (VOs) and Samakhyas, to improve the lives and livelihoods of poor rural people.

In the past RSPN has also provided technical services to the International Fund for Agricultural Development (IFAD) for its Livestock and Pasture Development Programme in Tajikistan and to AKF Afghanistan to strengthen their social mobilisation approach and processes. RSPN also engaged with BRAC Bangladesh for a research project on scaling up innovations, in which the RSP approach was selected as a best practice case study. The RSP case was published in the Stanford Social Innovation Review of Spring 2016, under the title Scaling Social Innovation in South Asia.



● Chairman RSPN Mr Shoab Sultan Khan addressing as the keynote speaker at the panel discussion on 'Empowering Women at the Bottom of the Pyramid: To Overcome Gender Inequality and Poverty in India' in the India Conference 2016 "India in Transition – Opportunities and Challenges" organised by Harvard Kennedy School, USA.

The European Union Delegation to Pakistan, in partnership with RSPN, organised a series of conferences on Community Driven Development (CDD) to present how the CDD approach adopted by the RSPs was transforming the lives of the rural poor. A two-day National Conference on Community Driven Development was organised in Islamabad in December 2015. Mr Sartaj Aziz, Advisor to the Prime Minister on Foreign Affairs, was Chief Guest. Apart from participants from government, donor agencies, RSP management and staff, community leaders, media representatives, participants from India,

Tajikistan and Afghanistan also attended the Conference. Mr Vijay Mahajan, Founder and CEO of BASIX Social Enterprise Group in India and Mr Sampath Kumar, Commissioner and Secretary to the Chief Minister of Meghalaya State in India and former head of SERP, shared their CDD experiences with participants. Mr Kishwar Abdulishoev, General Manager, AKF/MSDSP Tajikistan and Mr Zia Ahmed Farid, Manager Human and Institutional Development, AKF Afghanistan, also spoke at the conference and shared their CDD experiences.



CEO RSPN Ms Shandana Khan, AKF officials and community members pose for a photo after a meeting in village Shakhchashma, Kalafgan, Takhar Province, Afghanistan.

In February 2016, Chairman RSPN was invited to be the speaker at a panel discussion on Empowering Women at the Bottom of the Pyramid: To Overcome Gender Inequality in India, organised by the Harvard Kennedy School. Co-panellists included Professor Martha Chen, Ranana Jhabvala and Vijay Bharati from SERP. Mr Shoab Sultan Khan spoke about the key principles of social mobilisation and how over the past four decades these have been implemented in South Asia for a transformative impact on the lives of poor people.

Over the past few years, RSPN and RSP staff and activists have visited other countries in the region, which include SERP and NRLM in India, the National Solidarity Programme in Afghanistan, BRAC Bangladesh, the AKF MSDSP programme in Tajikistan and UNDP's programme in Myanmar. RSPN seeks to continue and enhance this cooperation in the years to come. These visits have provided

valuable opportunities for our staff to interact with programme staff doing similar work in these countries.

The CEO RSPN took leave from RSPN to work with Aga Khan Foundation Afghanistan for around two years, starting November 2014, and performed the role of Director Rural Development at AKF Afghanistan. Her experience of civil society programmes was drawn upon to manage AKF's large rural development portfolio. This included work with Afghanistan's Ministry of Rural Reconstruction and Development, on the National Solidarity Programme and the design of its future phase. During her tenure in Afghanistan, Ms Shandana Khan also started savings group clusters, with an enthusiastic Afghan team of AKF, in the provinces of Badakshan, Takhar and Bamyan. Her term in Afghanistan will open many doors for RSPN, regionally.



## CHAPTER 08

# COMMUNICATIONS

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### **Our Approach**

Communications has an important role in keeping a host of stakeholders we work with informed about our work. An effective communication strategy centring on the effectiveness of the RSP approach to social mobilisation as well as innovations we undertake, uses various modalities to share our work within the RSP community as well as with external stakeholders. Key external stakeholders include government, donors, the private sector, and media.

Through social media, there are vast possibilities to reach out to communities, policy makers, influence groups and other stakeholders to allow them to learn about the work of RSPN and RSPs. The broader objective of Communications is to focus on the remarkable accomplishments of people's institutions fostered by the RSPs and the need to scale up the social mobilisation approach to transform the lives of rural communities.

The most effective communication tool RSPN has is visits it arranges for donors and government and other friends, to community meetings. This has been part of our work for decades. Through visits we show our various partners the real situation in our villages, provide the opportunity to interact with communities directly and enable them to

appreciate the diversity in which we work across the country. Such visits are always inspiring and convincing and will remain our most effective communication tool.

### **Our Work**

RSPN employs conventional as well as modern communication tools to reach out to our audience which includes communities, donors, government, policy makers, research organisations, academia and other stakeholders. RSPN's website [www.rspn.org](http://www.rspn.org) provides information about the work of RSPN and the outreach of RSPs. Apart from our website, we put out quarterly updates of key RSPN and RSP projects in our newsletter i.e. Outreach. Success stories and case studies are published regularly, for example our LSO Initiatives series of which a handful are published annually. We encourage print media to share our work nationally and internationally and also make documentaries of our work which are shared in LSOs and RSP conferences. RSPN produces documentaries which are a powerful medium to use for donors, who may not be able to access certain parts of the country easily.

Social media is central to broadcast information to a wide audience in real time. With



● A group photo of the participants of the RSPs Annual Strategy Retreat 2016 in Bhurban.

thousands of current followers and increasing, RSPN's Facebook page [www.facebook.com/RSPNPakistan](http://www.facebook.com/RSPNPakistan) is being regularly updated to let our partners know about our work.

During the review year, RSPN has produced four quarterly newsletters – Outreach – and widely disseminated them. Also, a number of success stories and publications highlighting the work of organised communities and RSPN's efforts in social protection were produced during the year. These publications were disseminated widely in hard copy as well as

shared electronically with a wide range of stakeholders. These can also be accessed on RSPN's website.

The section also facilitates in organising events focusing on the impact of Community Driven Development and the need to scale up our CDD approach. The Communications section involves mainstream media and journalists in these events and also facilitates media exposure visits to familiarise them with the work of RSPN and RSPs.



# FINANCIALS

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## AUDITOR'S REPORT

We have audited the annexed balance sheet of Rural Support Programmes Network ("the Company") as at 30 June 2016 and the related income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in funds together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

It is the responsibility of the Company's management to establish and maintain a system of internal control, and prepare and present the above said statements in conformity with the approved accounting standards and the requirements of the Companies Ordinance, 1984. Our responsibility is to express an opinion on these statements based on our audit.

We conduct our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and, after due verification, we report that:

- (a) in our opinion, proper books of account have been kept by the Company as required by the Companies Ordinance, 1984;
- (b) in our opinion-
  - (i) the balance sheet and profit and loss account together with the notes thereon have been drawn up in conformity with the Companies Ordinance, 1984, and are in agreement with the books of accounts and are further in accordance with accounting policies consistently applied except for the change as indicated in note 3 with which we concur;
  - (ii) the expenditure incurred during the year was for the purpose of the Company's business; and
  - (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;
- (c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account, statement of comprehensive income,

- cash flow statement and statement of changes in funds together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at 30 June 2016 and of the surplus, its cash flows and changes in funds for the year then ended; and
- (d) in our opinion no Zakat was deductible at source under Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

We draw attention to Note 1.2 to the financial statements, which indicates that the Company has applied to the Securities and Exchange Commission of Pakistan ("SECP") for renewal of license under section 42(4) of the Companies Ordinance, 1984, and renewal is under process by the SECP on account of clearance from Ministry of Interior.

Our opinion is not qualified in respect of above matter.

Islamabad

25 NOVEMBER 2016



**KPMG Taseer Hadi & Co.**  
**Chartered Accountants**

*Engagement Partners: Syed Bakhtiyar Kazmi*

## RURAL SUPPORT PROGRAMMES NETWORK BALANCE SHEET

AS AT 30 JUNE 2016

	Note	2016 Rupees	2015 Rupees
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	4	19,690,980	18,028,973
Long-term deposits and prepayments	5	4,241,381	8,243,104
		<b>23,932,361</b>	<b>26,272,077</b>
<b>CURRENT ASSETS</b>			
Project receivables	6	6,527,280	65,752,787
Advances, prepayments and other receivables	7	35,662,261	25,583,378
Accrued markup		14,965,293	13,117,808
Short-term investment	8	440,000,000	400,000,000
Income tax refundable	9	120,708,291	120,356,728
Cash and bank balances	10	219,159,652	139,661,669
		<b>837,022,777</b>	<b>764,472,370</b>
<b>TOTAL ASSETS</b>		<b>860,955,138</b>	<b>790,744,447</b>
<b>FUNDS AND LIABILITIES</b>			
<b>GENERAL FUND</b>			
Reserve fund	11	94,500,000	91,500,000
Accumulated fund		580,535,484	537,094,653
		<b>675,035,484</b>	<b>628,594,653</b>
<b>NON-CURRENT LIABILITIES</b>			
Restricted grant	12	79,791,742	31,040,940
Deferred capital grants	13	10,970,972	9,118,896
Deferred liability - staff retirement benefits	14	43,852,259	40,096,768
Long term liability		2,800,900	5,207,600
		<b>137,415,873</b>	<b>85,464,204</b>
<b>CURRENT LIABILITIES</b>			
Payable to related parties - unsecured		9,141,629	44,924,666
Project and other payables	15	39,362,152	31,760,924
<b>TOTAL FUND AND LIABILITIES</b>		<b>860,955,138</b>	<b>790,744,447</b>

**CONTINGENCIES AND COMMITMENTS**

16

The annexed notes from 1 to 31 form an integral part of these financial statements.



Chief Executive Officer



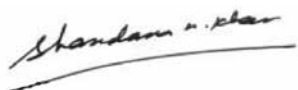
Director

**RURAL SUPPORT PROGRAMMES NETWORK  
INCOME AND EXPENDITURE ACCOUNT**

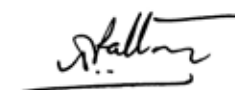
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 Rupees	2015 Rupees
<b>INCOME</b>			
Grant income	17	<b>867,971,519</b>	851,097,552
Consultancy and management fee	18	<b>75,520,130</b>	63,287,637
Exchange gain		<b>330,973</b>	743,094
Other operating income	19	<b>52,660,004</b>	58,686,122
		<b>996,482,626</b>	973,814,405
<b>EXPENDITURE</b>			
Programme costs	20	<b>620,562,085</b>	639,352,906
Operating costs	21	<b>330,834,522</b>	291,265,594
Consultancy services costs	22	<b>275,158</b>	136,950
		<b>951,671,765</b>	930,755,450
<b>SURPLUS FOR THE YEAR</b>		<b>44,810,861</b>	43,058,955

The annexed notes from 1 to 31 form an integral part of these financial statements.



Chief Executive Officer



Director

**RURAL SUPPORT PROGRAMMES NETWORK  
STATEMENT OF COMPREHENSIVE INCOME**

FOR THE YEAR ENDED 30 JUNE 2016


	2016 Rupees	2015 Rupees
Surplus for the year	<b>44,810,861</b>	43,058,955

**Other comprehensive income for the year**

*Item not to be reclassified to income and expenditure account in subsequent periods*

Experience adjustments on staff retirement benefits	<b>(1,370,030)</b>	(3,203,182)
Total comprehensive income for the year	<b>43,440,831</b>	39,855,773

The annexed notes from 1 to 31 form an integral part of these financial statements.



Chief Executive Officer



Director

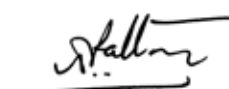
**RURAL SUPPORT PROGRAMMES NETWORK  
STATEMENT OF CHANGES IN FUND BALANCES**

FOR THE YEAR ENDED 30 JUNE 2016

	Reserve fund	Accumulated fund	Total
	Rupees		
Balance as at 30 June 2014	90,500,000	497,238,880	587,738,880
Total comprehensive income for the year		39,855,773	39,855,773
Transactions with RSPs recorded directly in reserve fund:			
Funds received during the year	1,000,000		1,000,000
Balance as at 30 June 2015	91,500,000	537,094,653	628,594,653
Total comprehensive income for the year	-	43,440,831	43,440,831
Transactions with RSPs recorded directly in reserve fund:			
Funds received during the year	3,000,000	-	3,000,000
Balance as at 30 June 2016	94,500,000	580,535,484	675,035,484



Chief Executive Officer



Director



**RURAL SUPPORT PROGRAMMES NETWORK**  
**CASH FLOW STATEMENT**

FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 Rupees	2015 Rupees
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating deficit before working capital changes	23	(838,840,973)	(831,529,898)
Increase in current assets			
Project receivables		-	-
Advances, prepayments and other receivables		(10,078,883)	(8,037,172)
		(10,078,883)	(8,037,172)
(Decrease) / increase in current liabilities			
Project and other payables		1,477,510	170,508
Payable to related parties		(35,783,037)	26,574,363
		(44,384,410)	18,707,699
Decrease / (increase) in long-term deposits and prepayments		4,001,723	(6,799,191)
(Decrease) / increase in long term liability		(2,406,700)	74,600
Grants received during the year (including interest income and foreign exchange gain)		979,922,254	761,458,063
Income tax paid during the year		(351,563)	(1,122,141)
Payment made to Employee's Provident Fund		(10,205,869)	(9,523,615)
Staff retirement benefits paid- gratuity		(8,425,559)	(6,611,295)
Net cash generated from / (used in) operating activities		79,308,903	(75,345,779)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure		(12,449,358)	(7,839,943)
Proceeds from sale of fixed assets		212,000	1,750,699
Short-term investment		(40,000,000)	(100,000,000)
Profit on deposit received		49,426,438	50,227,467
Net cash used in generated from investing activities		(2,810,920)	(55,861,777)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Amounts received in respect of reserve fund	11	3,000,000	1,000,000
Net cash generated from financing activities		3,000,000	1,000,000
Net increase / (decrease) in cash and cash equivalents		79,497,983	(130,207,556)
Cash and cash equivalents at beginning of the year		139,661,669	269,869,225
Cash and cash equivalents at end of the year	10	219,159,652	139,661,669

The annexed notes from 1 to 31 form an integral part of these financial statements.



Chief Executive Officer



Director

## OUR TEAM

### BOARD MEMBERS

Mr. Shoaib Sultan Khan	Chairman, Rural Support Pogrammes Network
Mr. Ali Noor Muhammad Rattansey	Vice Chairman, Rural Support Pogrammes Network / Chairman, Aga Khan Rural Support Programme
Mr. Allah Rakha Asi	CEO, Punjab Rural Support Programme
Mrs. Munawar Humayun Khan	Chairperson, Sarhad Rural Support Programme
Sardar Naseer Tareen	Chairman, Balochistan Rural Support Programme
Mr. Muhammad Azam Khan	Ex - Chief Secretary, Government of Khyber Pakhtunkhwa
Agha Ali Javad	General Manager, National Rural Support Programme
Dr. Shahida Jaffery	Ex - Vice Chancellor Sardar Bahadur Khan Women's University, Quetta
Mr. Masood ul Mulk	CEO, Sarhad Rural Support Programme
Mr. Fazalullah Qureshi	Ex - Federal Secretary, Government of Pakistan
Mr. Nadir Gul Barech	CEO, Balochistan Rural Support Programme
Mr. Nazar Memon	Ex - UNICEF Programme Coordinator
Mr. Khalid Mohtadullah	Senior Advisor Global Water Partnership
Ms. Shandana Khan	CEO, Rural Support Programmes Network
Mr. Faiysal Ali Khan	CEO, Foundation for Integerated Development Action
Malik Fateh Khan	CEO, Ghazi Barotha Taraqiati Idara
Mr. Abdul Malik	General Manager, Aga Khan Rural Support Programme
Mr. Roomi S. Hayat	CEO, Institute of Rural Management
Dr. Salam Memon	CEO, Thardeep Rural Development Programme
Mr. Rafique Ahmed Jaffri	Chairman, Sindh Gratuates Association
Ambassador Amir Usman	Chairman, Ghazi Barotha Taraqiati Idara
Mr. Naseer M. Nizamani	Chairman, Thardeep Rural Development Programme
Mr. Muhammad Dittal Kalhoro	CEO, Sindh Rural Support Organisation
Mr. Ejaz Rahim	Ex - Cabinet Secretary, Government of Pakistan

### Advisors to the Board

Dr. Rashid Bajwa	CEO, National Rural Support Programme
Dr. Pervez Tahir	Ex - Chief Economist, Planning Commission, Government of Pakistan

### Company Secretary

Mr. Assad Ali Hashmi

<b>CORE TEAM</b>	
Shandana Khan	Chief Executive Officer
Khaleel Ahmed Tetlay	Chief Operating Officer
<b>Monitoring &amp; Evaluation</b>	
Khurram Shahzad	Specialist
<b>Social Mobilisation</b>	
Mohammad Ali Azizi	Specialist
<b>Social Sector</b>	
Bashir Anjum	Specialist
<b>Gender &amp; Development</b>	
Sadaf Dar	Programme Officer
<b>Communications</b>	
Habib Asgher	Programme Officer
<b>Internal Audit</b>	
Qazi Haseeb Rauf	Chief Internal Auditor
<b>Compliance</b>	
Bader ul Islam Siddiqui	Manager
<b>Finance &amp; Accounts</b>	
Assad Ali Hashmi	Chief Financial Officer
Muhammad Nadeem Akhtar	Programme Officer
Syed Sheraz Ahmad	Accounts / FIS Officer
Nasir Ahmed Khan	Finance Officer
<b>Human Resources</b>	
Jawad Khan	Programme Officer
<b>Administration &amp; Procurement</b>	
Ali Akbar Qureshi	Programme Officer
Umar Daraz Khan	Admin Assistant
<b>Information Technology</b>	
Junaid Arif Mufti	Programme Officer
<b>Special Projects Wing</b>	
Bashir Anjum	Manager
<b>Chairman Office</b>	
Abdul Rauf	Programme Office Manager

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

Fazal Ali Saadi	Programme Manager
Dr. Abdur Rehman Cheema	Team Leader Research
Filza Nasir	Documentation & Reporting Officer
Marvi Ahmed	Monitoring & Evaluation Officer
Asad Ejaz Umer	Administration & Procurement Officer
Muhammad Abdullah Bin Javaid	MIS Officer
Noor Muhammad	Communication Officer
Nadir Ali Shah	Field Researcher
Sultana Kori	Field Researcher

**USAID: Assessment & Strengthening Program**

Javed Iqbal	Chief of Party
Nazar Rauf Rathore	Director Capacity Building
Syed Rashid Ali	Director Finance
Muhammad Arif	Director Administration & Contracts
Rizwan Mahmood Sheikh	Director Monitoring, Evaluation & Research
Iftikhar Ahmad Rao	Advisor, Institutional Development
Waqar Ali Shah	Advisor, Institutional Development
Hamid Ashraf Khan	Manager Admin & Contracts
Riaz Ahmad Khan	Manager Compliance
Mahvish Naseer	Manager Capacity Building
Nazia Shams	Manager Capacity Building
Adeeba Aatif	Manager IT
Naveed Basharat Hashmi	Manager Monitoring, Evaluation & Communication
Muhammad Rizwan	Manager Finance
Huma Ambreen	Programme Officer Capacity Building
Abdul Ahaid	Compliance Officer
Muhammad Ziad	Finance Officer
Mohsin Abbas	Admin Officer

**Population Services International: Provision of Reproductive Health Services through Social Marketing**

Manzoor Hussain	Project Manager
Tahira Tarique	Monitoring Officer
Nasreen Sheikh	Provincial Coordinator (Sindh)
Dr. Kainat Nazir	Capacity Building & Quality Assurance Officer
Usman Asif	MIS & Data Management Officer
Nasir Abbas	Admin Assistant

**USAID-JSI: Health System Strengthening Program**

Munawar Alee Kapri	Manager Community Outreach
Muhammad Abubakr Mirza	Finance Officer
Imran Masih	Monitoring & Evaluation Officer
Waqas Ahmed	Field Monitoring Officer

**USAID: Tahafuz - Community Based Disaster Risk Management**

Muhammad Akbar Raza	Project Manager
Atta ur Rehman	CBDRM Capacity Building Specialist
Shahbaz Khattak	Monitoring Officer
Shah Faisal	Documentation & Reporting Officer
Mohammad Khalil Baig	Finance Officer

**USAID: Health Communication Component of USAID's MCH Program**

Dileep Kumar	Project Manager
Imtiaz Ali	Monitoring & Evaluation Officer
Rukhsana Rind	Field Monitoring Officer
Nargis Jamal	Training Officer
Sundus Ahmed	Communication Officer
Waqas Munir	Finance Officer
Zia ul Qamar	Admin Assistant

**Unicef: Community Driven Social Protection Initiatives under Promoting Child Rights in Cotton Farming Areas of Sindh**

Fareeda Gul Hassan	Project Manager
Zeeshan Ali Memon	Monitoring & Evaluation Officer

**Unicef: Community Driven Social Protection Initiatives under Promoting Child Rights in Cotton Farming Areas of Punjab**

Nadir Ali Khoso	Project Manager
Syed Saleem Ali Shah	Monitoring & Evaluation Officer
Abdul Ghani	Finance Officer

**USAID: Maternal and Child Health Integrated Program**

Khalid Ishaque	Project Manager
Ghulam Farid Khan	Finance Manager
Javed Salik	Monitoring & Evaluation Officer
Aneela Kanwal	Training Officer
Feroz Ali Mahar	MIS Assistant
Qadir Bux Abbasi	Project Manager (EPI Component)
Imtiaz Hussain Roonjho	M&E Officer (EPI Component)

**Alif Ailaan: Parent Ittehad as Critical Mass to Demand Access to Quality Education**

Humera Hussain	Education Campaign Manager
Muhammad Imran	Monitoring & Evaluation Officer
Fahad Ullah Khan	Finance Officer
Osama Tariq	Admin Assistant

**Unicef: Capacity building of Unicef's Implementing Partners on Pakistan Approach to Total Sanitation (PATS)**

Musaddiq Rashid Kayani	Project Manager
Shayaah Raza	Finance & Admin Officer

## ABBREVIATIONS

ADR	Alternative Dispute Resolution
AKF	The Aga Khan Foundation
AKRSP	The Aga Khan Rural Support Programme
ASP	Assessment and Strengthening Program
BIB	Business in a Box
BISP	Benazir Income Support Programme
BRSP	Balochistan Rural Support Programme
CAT	Community Awareness Toolkit
CDD	Community-Driven Development
CIF	Community Investment Funds
CPI	Community Physical Infrastructure
CRPs	Community Resource Persons
DDMA	District Disaster Management Authority
DFID	Department for International Development
DPI	District Parent Ittehad
DRR	Disaster Risk Reduction
FIDA	Foundation for Integrated Development Action
GB	Gilgit Baltistan
GBTI	Ghazi Barotha Tarqiati Idara
ICIMOD	International Centre for Integrated Mountain Development
IEC	Information, Education and Communication
IGG	Income Generating Grants
IRM	Institute of Rural Management
JHPIEGO	Johns Hopkins Program for International Education in Gynecology and Obstetrics
KP	Khyber Pakhtunkhwa
HKH	Hindu Kush Himalayan
LHW	Lady Health Worker
LSOs	Local Support Organisations
M&E	Monitoring and Evaluation
MHI	Micro Health Insurance
MNCH/FP	Family Planning, Maternal, Neonatal and Child Health
MWRA	Married Women of Reproductive Age
NDMA	National Disaster Management Authority
NRLM	National Rural Livelihoods Mission
NRSP	National Rural Support Programme
NSP	National Solidarity Programme
OFDA	Office for Foreign Disaster Assistance
PDMA	Provincial Disaster Management Authority
PIM	Programme Implementation Manual
PPAF	Pakistan Poverty Alleviation Fund
PRHSSM	Provision of Reproductive Health Services through Social Marketing
PRSP	Punjab Rural Support Programme
RCT	Randomised Control Trial
SAARC	South Asian Association for Regional Cooperation
SAPAP	South Asia Poverty Alleviation Programme

SERP	Society for Elimination of Rural Poverty
SGA	Sindh Graduates Association
SHGs	Self Help Groups
SRM	Strategic Result Matrix
SRSO	Sindh Rural Support Organization
SRSP	Sarhad Rural Support Programme
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
ToRs	Terms of Reference
TRDP	Thardeep Rural Development Programme
TVST	Technical and Vocational Skills Training
UC	Union Council
UDMC	Union Disaster Management Committee
UM	University of Mannheim
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VAW	Violence Against Women
VDMC	Village Disaster Management Committee



# OUR DONORS

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## The Network of the Rural Support Programmes



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