



NATIONAL CONFERENCE ON COMMUNITY DRIVEN DEVELOPMENT (CDD)



7-8 December, 2015

Ramada Hotel, Islamabad

Rural Support Programmes Network (RSPN)

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Acronyms

AKF	Aga Khan Foundation
AKRSP	Aga Khan Rural Support Programme
BISP	Benazir Income Support Programme
CBO	Community Based Organisation
CCT	Co responsibility Cash Transfer
CDD	Community Driven Development
CDP	Community Development Programme
CEO	Chief Executive Officer
CIF	Community Investment Fund
CO	Community Organization
CPI	Community Physical Infrastructure
CYP	Couple Years of Protection
DCoP	Deputy Chief of Party
DFID	Department for International Development
D-PIP	Development Priorities Identification and Processing
ERT	Emergency Response Team
EU	European Union
FP	Family Planning
GM	General Manager
GoP	Government of Pakistan
GoS	Government of Sindh
IBA	Institute of Business Administration
IGG	Income Generating Grant
ISACPA	Independent South Asian Commission on Poverty
KPI	Key Performance Indicator
LSO	Local Support Organization
M&E	Monitoring and Evaluation
NGO	Non Government Organization
NRSP	National Rural Support Programme
OED	Operations Evaluation Division
PDD	Planning Development Department
PPAF	Pakistan Poverty Alleviation Fund
PSC	Poverty Scale Card
RSPs	Rural Support Programmes
RSPN	Rural Support Programmes Network

SAPAP	South Asia Poverty Alleviation Programme
SERP	Society of Elimination of Rural Poverty
SDPI	Sustainable Development Policy Institute
SNG	Sub National Governance
SRSO	Sindh Rural Support Organization
SRSP	Sarhad Rural Support Programme
TRDP	Thardeep Rural Development Programme
UC	Union Council
UCBPRP	Union Council Based Poverty Reduction Programme
UDMC	Union Disaster Management Committee
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VDF	Village Development Fund
VDMC	Village Disaster Management Committee
VO	Village Organization
VTP	Vocational Training Program

Introduction

The Rural Support Programmes Network (RSPN) has entered into a partnership with European Union Delegation in Pakistan to assist in holding a series of Community Driven Development (CDD) conferences across the country with the support of Rural Support Programmes (RSPs). After holding CDD conferences at Quetta (hosted by the Balochistan Rural Support Programme – BRSP), Sukkur (hosted by the Sindh Rural Support Organisation – SRSO) and Peshawar (hosted by the Sarhad Rural Support Programme – SRSP), the National Conference on CDD was organised in Islamabad and hosted by RSPN. The major objectives of these Conferences are:

- Facilitate a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on CDD programmes in Pakistan
- Identify successful approaches and challenges faced to mainstream and scale up CDD in Pakistan and beyond
- Increase the visibility of the RSPs' work on CDD in Pakistan
- Explore lessons/knowledge and exchange with a broader group of stakeholders
- Develop proposals and recommendations on how RSPs could have a better impact through CDD

The theme of the National CDD Conference was RSPs' approach of empowering local communities to improve their lives and livelihoods through social mobilisation, capacity development and linkages for improved access to social and public services delivery. Mr. Sartaj Aziz, Adviser to the Prime Minister on Foreign Affairs, was the Chief Guest and Ms. Marvi Memon, Chairperson Benazir Income Support Programme, was the Guest of Honour at the National CDD conference. The EU Ambassador to Pakistan H.E. Jean Francois Cautain, Secretary Economic Affairs Division, Government of Pakistan, Mr. Tariq Bajwa, Chairman RSPN Mr. Shoaib Sultan Khan, Chief Executive Officer NRSP Dr. Rashid Bajwa, ACEO RSPN Khaleel Ahmed Tetlay and government officials, academia and social sector experts from Pakistan, India, Germany, Afghanistan and Tajikistan are among the key speakers. The agenda of the conference is annexed as Annex A and the list of the participants is annexed as Annex B.

1 INAUGURAL SESSION

1.1 Welcome Note

The National CDD Conference was formally started with the recitation from the Holy Quran by Dr. Abdur Rehman Cheema, Team Leader Research, RSPN. Mr. Shoaib Sultan Khan, Chairman RSPN, welcomed the Chief Guest, the Guest of Honour, the EU Ambassador to Pakistan, EU representatives, guests from other countries including India, Afghanistan, Germany and Tajikistan, representatives of from government departments, community members, media representatives, and staff of RSPs in the event.



Mr. Khan briefly described the term CDD and its importance. He mentioned that the CDD phrase was coined by the World Bank but the concept had its roots in 19th Century Europe, particularly in Germany. Mr. Raiffeisen was a mayor of a small principality and during his visits to rural communities he say that they were living in poor conditions and that they were suppressed by three giants; the land lord, the money lender and the shopkeeper. Raiffeisen then articulated that if the poor people are to improve their lot, their lives, then they must get organized, generate capital and improve their skills. These three principles then formed the basis of cooperative movement Germany and in other European countries. The Raiffeisenian principles were propagated in South Asia by Dr. Akhtar Hameed Khan, when he initiated the Comilla Project, in the then East Pakistan now Bangladesh in 1959. Mr. Shoaib Sultan Khan had the privilege of learning these principles from him. Dr. Akhtar Hameed Khan used to explain that the Administrative Pillar (from President to Patwari) and the Political Pillar (from National Assembly to Village Councils) are not enough for economic and social empowerment of the rural poor of the country. He used to advocate for another Pillar, the Socio-Economic Pillar or the Social Pillar to complement the Administrative and Political Pillars to reach each and every rural poor household because poverty is at the household level and without economic empowerment of each household, poverty cannot be eliminated.

On the request of the Aga Khan Foundation (AKF), Geneva, the Operations Evaluation Division (OED) of the World Bank agreed to assess the Aga Khan Rural Support Programme's (AKRSP) impact every five years. In their first evaluation in 1987, OED evaluators declared that the first four years of AKRSP are the missed four years of most rural development programmes, including Bank funded, because unlike AKRSP, a blue print approach took precedence over a process approach followed by AKRSP. What

struck the evaluators as most impressive was the primacy of the Village Organisations in the eyes of the implementers of AKRSP. In their second evaluation, the World Bank concluded that in real terms the incomes of the million people residing in the programme area had more than doubled over ten years.

The OED of the World Bank does not evaluate programmes and projects where Bank financing is not involved. They accepted AFK Geneva's request to assess AKRSP because the concept AKRSP was implementing seemed to them novel and innovative. The two evaluations of AKRSP convinced the Bank of the effectiveness of the approach being followed for poverty reduction. The Vice President of the World Bank for South Asia, Dr. **Mieko Nishimizu** was so impressed after a visit to AKRSP that she initiated the Village Immersion Programme (VIP) for the Sector Managers of her Division, under which groups of World Bank staff spent two weeks living with rural communities in different parts of Pakistan and South Asia.

At Dr. **Mieko Nishimizu's** wish in 1999, Mr. Shoaib Sultan Khan took her to Andhra Pradesh in India, where he was implementing the South Asia Poverty Alleviation Programme (SAPAP) funded by UNDP New York. After spending a few days in the villages of Andhra, she declared to Andhra State Government that she had seen "UNDP's Miracle" achieved through SAPAP and offered Bank support, if the State would like to expand the programme Statewide. On the State request, the World Bank stepped in 2000 in the shoes of SAPAP, when was phased out, and set up a similar organisation called the Society for Elimination of Rural Poverty (SERP) and took the 100,000 households organised by SAPAP to 11 million households throughout the length and breadth of Andhra Pradesh. The latest evaluation done by the World Bank of SERP in 2015, acknowledged the influence of SAPAP and Pakistan's RSPs on SERP's approach

In 1992, Mr. Shoaib Sultan Khan was awarded the Magsaysay Award by the President of Philippines. He was summoned from Gilgit to Islamabad by the Prime Minister Nawaz Sharif and was asked to formulate a countrywide AKRSP replication programme. With full support of the Finance Minister Mr. Sartaj Aziz, a ten billion Rupee programme was approved and the National Rural Support Programme (NRSP) was set up and Rs. 500 million was leased with the assurance of six monthly installments of the same amount for next ten years. Unfortunately the government changed and the dream remained unfulfilled.

Sporadic and ad hoc grants to RSPs continued and setting up of the Pakistan Poverty Alleviation Fund (PPAF) by the government of Pakistan and the World Bank in 2000 helped to some extent in the expansion and replication of RSPs currently covering nearly 25% of rural households in the country but none of the RSPs received resources to follow a holistic programme like AKRSP northern Pakistan or SERP in Andhra Pradesh. However, in 2008 after a presentation before Chief Minister Syed Qaim Ali Shah, resources for a holistic programme in two districts of the Sindh Province, namely Shikarpur and

Kashmore-Kandhkot were sanctioned through the Union Council based Poverty Reduction Programme (UCBPRP). On the basis of his experience in India, he submitted to the Chief Minister that UCBPRP will work with women only. It took CM by surprise but he did allow Mr. Shoaib Sultan Khan to go ahead.

Later, EU Development Counselor, Mr. Brend de Groot, asked Mr. Shoaib Sultan Khan to arrange for him to meet the officials of the Sindh Government. In the meeting, an offer was made by the Counselor to replicate the UCBPRP programme in eight more districts of Sindh only if the government wishes so and would consider covering the remaining districts in the Sindh Province under the Annual Development Plan (ADP) funding. The Chief Minister appreciated the offer and accepted it. Within the current financial year, the Province of Sindh would have 18 districts out of 24 implementing CDD programmes.

The EU team which is piloting the SUCCESS programme is a dream team in RSPs' eyes. RSPs could not have asked for a more supportive, understanding and committed persons. RSPs are also greatly indebted to Economic Affairs Division of the Government of Pakistan for facilitating the approval of EU funded support to the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme. The presence of Secretary Economic Affairs Division this morning is a demonstration of that support.

1.2 Presentation by LSO Chirah, Islamabad

Ms. Fauzia Bibi, Chairperson, Local Support Organisation Chirah, Islamabad, briefly introduced herself mentioning that she started working with National Rural Support Programme (NRSP) in 1995 which was the turning point of her life and the life of her community. She had received different capacity building trainings from NRSP and worked in her area to mobilise the community. Later, she delivered a brief presentation about the experience and work of LSO Chirah. She presented the three tier approach of social mobilization. Initially Community Organisations (COs) were fostered, then these were clustered to form Village Organisations (VOs), and finally VOs were federated at the Union Council level into the Local Support Organisation. She elaborated that the mobilisation process led to improvements in livelihoods , health, education, participation of women in decision making, labor utilisaiton and financial empowerment for women. LSO is also managing the Community Investment Fund provided by NRSP. Rs 1.2 million was given to LSO and it is lent in small loans to poor women only. Over 400 women have benefited and the repayment record is 100%. LSO Chirah has also made linkages with other stakeholders with the assistance of NRSP such as Pakistan Agricultural Research Council/National Agriculture Research Centre (PARC/NARC), Ministry of Education, Government Livestock Department, Al-Khidmat Foundation,



Human Development Foundation, CIMMYT, and Ministry of Population Welfare.. Later, she presented the number of free medical camps which were set up for the community, number of established schools, number of different capacity building training arranged for community members by LSO Chirah and the programme outcomes. In addition to this, she further mentioned the other self help initiatives taken by members of LSO like dispute resolution, support to poor families, improving social cohesion, , and campaigns against drug abuse.

1.3 Experience of CDD in India

Mr. Sampath Kumar, Officer of the Indian Administrative Service (IAS), Commissioner and Secretary to Chief Minister, Government of Meghalaya, India, shared his experience of CDD in the State of Uttar Pradesh (UP). He mentioned that in India, the scope of the model of CDD have been expanded and modified by not only using it for economic empowerment but also for operating system to develop various other interventions like health, education, social protection, and natural resource management.



The CDD approach has been appreciated by many stakeholders, including the Gates Foundation. Under the programme in UP, Women's Groups are fostered and the focus is on maternal and new born health. The deaths occur mainly due lack of delivery of services but more due to certain behaviours and taboos of the society. There is a tremendous impact on health and education indicators for poor. The measurements are taken to fix the problem through the supply side by involving government, getting more programs and setting primary health camps but the demand from the community side does not emerge as such which is a biggest challenge to tackle. To address the demand side issue, an institutional model was required and to scale up the impact we did not have any other model other than the community institutional model. Hence we needed to engage the community members, give them leadership and provide non-hierarchical communication. Just as Fozia Bibi who herself connects to the community members and possessive a sense of empathy which makes the intervention more effective; likewise government has been seeing how to invest in these institutional models which could strengthen the democracy in the region.

Today, women community members have been participating in local body election particularly in Andhra Pradesh and Uttar Pradesh. The way women take up any issues are completely different in elections. In the end, he shared that CDD approach has begun the process of changing traditional hierarchies, be they social, political, economic or communicative. It is this that gives hope to poor and it is this that ensures

more inclusiveness. Mr. Sampath Kumar concluded by saying that traditional project support may catalyse change but it must also be recognised that transformative change takes place over a generation and generational support can only be provided by government. Hence it is imperative that government supports sensitive and committed organisations like the RSPs in Pakistan.

1.4 Views on CDD

Mr. Vijay Mahajan, Founder and CEO BASIX Social Enterprise Group India, presented his views on CDD and the CDD approach in South Asia. He further shared that in India he used to serve on the Board of the Aga Khan Rural Support Programme for several years and in that capacity he had learned about CDD, particularly about the work of SERP in Andhra Pradesh. Talking about the programme, Mr. Sampath had mentioned, he elaborated that the programme has actually not only made a huge difference to the livelihoods and lives 11 million women but also has now spread to 13 other



States under the National Rural Livelihoods Mission (NRLM) of the Government of India.

After working for almost 15 years, Mr. Mahajan decided to work in the microfinance sector, and stated operations in Andhra Pradesh, and became an eye witness to the growth of this programme. Today 20 years later, Andhra Pradesh has grown enormously but Bihar is not the Bihar that was pejoratively referred to the first letter in the BIMARU (Bihar, Madhya Pradesh, Rajasthan, and Uttar Pradesh) States of India. Three of the six States have now overcome the curse of extreme poverty. There is still some way to go. So, the role of CDD is absolutely central to this because several other attempts that have been made whether they were infrastructure led, or whether they have been led by the trickle down approach, or whether they have been top down government programmes, they have failed to have a wide spread impact. Nothing is comparable to the depth and breadth of the impact that programmes like the Andhra Pradesh Rural Poverty Programme in terms of both scale and in terms of the difference it makes to individual households and women.

There was a time when community women did not use to step out of their homes and it would take several attempts by women colleagues to invite them to come to the *muhalla* meeting. And, now in a couple of years those women were very articulate in Self-Help Groups (SHG) which were like crucibles of learning, of building self-confidence, of generation of ideas for entrepreneurship, and from that SGGs they have fostered Village Organisations, and also supra-VO structures have been set up up to the district

level. And now some of those women are thumping the table of the Government Block Development Officers demanding the implementation of certain programmes in their villages.

He further elaborated that how the CDD approach now needs to be fine tooled to meet some of the demands and the challenges of the 21st century. One is entrepreneurship and the other is technology. We have seen the impact of some completely world changing technologies like mobile telephony. It is one technology which has worked across political systems, across religions, and across geographies. But, mobile telephony is one of the gifts that the 20th century has left for us in terms of technological progress and while technology has caused many negatives as well and the Paris Conference is a great example of what some of the ills of technology of course, but there are many positives which are still not harvested for the benefit of the poor. One of them is in the field of energy, with solar energy generation cost now falling below \$1 per peak watt. There is absolutely no reason why any household in the world should be without energy. There is no reason, no economic reason left anymore. The rest of the reasons are our technological, institutional. Similarly, certain medical technologies particularly immunization which requires maintenance or cold chains, while they have spread dramatically compared to the low 20% and 30%, they are still stuck at 80 and 90%. We need to move to a world where there is 100% immunisation. Finally, technology is, there are several other examples, but technology will not work again if it is imposed top to down, therefore, needs to be absorbed through entrepreneurship into the communities. It is when we only graft these two additional elements of entrepreneurship and technology that we will continue to derive the benefits of the CDD for the next 50 years.

1.5 Speech by the EU Ambassador on Promoting CDD in Pakistan

H.E. Jean-Francois Cautain, Ambassador of the European Union to Pakistan, welcomed all the guests to the conference and thanked RSPN for facilitating the event. He mentioned that this is the fourth CDD conference of this kind, following three provincial-level conferences that already took place in Balochistan, Sindh and Khyber Pakhtunkhwa. Furthermore, the RSPs in Pakistan have convinced the EU to recognize the multiple opportunities offered by the social mobilization approach, i.e., "A development from the bottom". Over the past five years, the EU has increasingly worked with the RSPs, who represent today its partner in rural



development. To date, the EU has committed EU 350 million in rural development programmes over the last 5 years. CDD is at the heart of today's conference. Participants will explore the *Community Driven nature* and *Development dimensions* of the work of the RSPs.

He further shared that the high level representation of the Government both at federal and provincial levels is commendable. It is not only welcomed, but also extremely important. RSPs would have not become such strong actors today, without Government's strong will. There is no sustainability without a Government in the lead. The EU recognizes it and strives to design its interventions keeping this principle at the forefront. All EU-funded programmes in rural development know the need to support an institutional environment where the state reaps the opportunities from the engagement with communities.

Moreover, he appreciated the participation of many development partners' representatives and encouraged the interactions with other actors and that exchange of experiences will make the overall process even richer and more sustainable. The discussions will reflect on the opportunities arising from the engagement with communities at grass-root level, and their role in building a state and its founding social contract. Moreover, the experiences from neighbouring countries will be provide an appreciation of the reach and potential of "social capital" investments in different socio-economic and political contexts. This conference is also an opportunity to reflect on how RSPs are linked with other pro-poor programmes in Pakistan. How could synergy be developed but also how the risk of political capture of those programmes at local level can be prevented.

1.6 Speech by the Guest of Honour

Ms. Marvi Memon, Chairperson Benazir Income Support Programme (BISP), shared her ideas on CDD and the role played by BISP for promotion of community development especially for the rights of marginalized and under privileged segments of the society. She stated that the concept of CDD is not new to us. Fourteen hundred years ago, Prophet Muhammad (PBUH) gave the concept of Haqooq-ul-Ibad (Rights of People) and gave preference to rights of people over the rights of God. For community development, Islam gives the right of privacy,



rights of neighbour and even the rights for animals and plants. The word community has two connotations. The first is the territorial and geographical notion of community like neighbourhood, town

and city. The second is “relational,” concerned with quality of character of human relationship, without reference to location. Later she explained the term community and its elements.

Ms. Marvi Memon shared that BISP is a community of seven million families out of which 5.3 million are receiving direct cash transfers extending its operations all over the country. It is the flagship social protection sector initiative of the country providing sustenance to the poorest of the poor people of the society through supporting them in skill development and programmes of cash grants. Thus BISP is not only *providing the fish to the needy as its short term strategy but also enhancing their capacity to learn to catch a fish as its long term strategy*; thus helping people to become responsible, self-reliant members of society. For sake of community development, BISP focuses on the marginalized segments of the society especially women. Currently, BISP is extending its cash transfer program to 5.3 million beneficiaries and as per BISP criteria all beneficiaries are women. Government of Pakistan is paying Rs.1,500 per month to every beneficiary, which is credited to every beneficiary’s account after every 3 months. BISP is not a poverty eradicating institutions however it helps people to fight with poverty. In the long run BISP is working on graduation strategies which will help the beneficiaries to come out of the poverty trap. Waseela-e-Taleem or CCT (co-responsibility cash transfer) is a mode of conditional cash transfer in which more than 3 million children of poor families will be enrolled in primary schools in four years; thus paving the way for them to improve their lot by equipping themselves with the tools of education and awareness. This programme aims at long term poverty alleviation through sustained “human capital development” thus enabling the marginalized and vulnerable segments of society to “graduate” out of poverty. Presently, under CCT around 1,000,000 children are being supported and have enrolled.. This assistance is provided through multiple payment mechanisms like: money orders, Benazir Smart Card and Mobile Phone Banking. The people have become well conversant with the latest technology.

Because of BISP more than two million women have got their CNICs in last one year only, including around 100,000 women of FATA. Now there are more eligible voters than ever before in the history and they are in a position to have their stamp on the political scene of the country. They cannot be taken for granted anymore and this step will help in the realization of the goal of securing the fundamental rights of women.

Ms. Marvi Memon said that BISP is developing a comprehensive Social Protection Programme by provision of Monthly Cash Grant, Vocational & Technical Training, Microfinance for gainful self-employment and Health and Life Insurance. BISP is also planning to expand initiative for promoting primary enrolment of under-privileged children. BISP being a federally administered and sponsored programme is outreaching to all nooks and corners of the country in the most transparent manner and is significantly contributing to national integration. In the end, Ms, Marvi Memon commented on her role as the representative of Pakistani women in the National Assembly. She has frequently raised her voice for

issues pertaining to community development, poverty, stability and growth and women's rights and empowerment.

1.7 Speech by the Chief Guest

Mr. Sartaj Aziz, Adviser to the Prime Minister on Foreign Affairs, was invited to address the participants. He delivered his speech by stating that the Government of Pakistan under the leadership of the Prime Minister has given strategic importance to the social protection and development. Government's Vision 2025 reflects this importance. During his long association with the Planning Commission of Pakistan, United Nation's Food and Agriculture Organization, International Fund for Agricultural Development, Ministry of Food and Agriculture, Ministry of Finance and academic institutions, Mr. Sartaj Aziz said that has always articulated and supported that the people should be at the heart of the development process. His book on 'Rural Development in China' also highlighted the importance that the basic needs of the communities can only be met if they are put in the driving seat, if the communities are empowered to set their own development agenda.

Since the 1950s, various rural development initiatives and projects have been undertaken in Pakistan. While many of them did make a contribution, they generally failed to have a transformative impact as they were not thoroughly based on the key principles that Dr Akhtar Hameed Khan had identified and tested at the world famous Comilla Project. It was the AKRSP, under the leadership of Mr. Shoaib Sultan Khan, who first adopted and implemented these principles for CDD on scale in Gilgit, Baltistan and Chitral in 1982 to 1994.

In 1991, the SAARC Leaders at their Sixth Summit (Colombo, 1991) established an

Independent South Asian Commission on Poverty Alleviation (ISACPA). The Commission, while reporting to the Seventh Summit (Dhaka, 1993), provided a conceptual framework for poverty alleviation through social mobilization and empowerment in South Asia. SAARC Heads of States approved the report and encouraged the Member States to set up independent and autonomous support organizations to undertake social mobilization. It is the support organizations who reach out to and mobilize individual poor households to foster their own organizations. No other set of organizations can do this.

The RSPs' approach to CDD has also been adapted and taken to scale in India, Afghanistan, Tajikistan, Myanmar, and through the Aga Khan Foundation in East Africa. Within Pakistan, the Federal and



Provincial Governments have supported the setting up of RSPs and have provided seed capital. The Federal Government also set up the Pakistan Poverty Alleviation Fund (PPAF) to fund RSPs and other organizations. In 2008, the Federal Government established the largest social protection programme in the history of the country. Today, BISP provides monthly cash grant support to 5.5 million poor women. BISP has also introduced conditional cash support to encourage beneficiaries' families to enrol their out of school children. The Federal Government continues to enhance its support to BISP.

Talking about the work of RSPs in Pakistan, Mr. Sartaj Aziz added that they are working across all provinces and areas of the country. A key reason for the success of the RSPs has been the style of leadership and management. These organizations are led by dedicated and committed people who believe in the mission of empowering the poor rural people. They follow a management style that is open, flexible and fosters innovation.

Pakistan did not meet many of the Millennium Development Goals, however, now with a committed Federal Government, financially empowered Provincial Governments, and improving security and economic situation, Pakistan is well placed to plan for and to meet the newly agreed Sustainable Development Goals. Communities and people's own organizations will be key stakeholders in efforts to meet Sustainable Development Goals, especially poverty, health and education related ones.

Over the past decade, Pakistan has faced various natural and man-made disasters, as well as facing challenges of climate change. If Pakistan is to manage both of these in an organized manner, again the communities have to be fully involved. First responders to any disaster are the community members. Similarly, for climate change adaptation, communities have to play the leading role at the local level.

He further acknowledged the support of the EU for the rollout of the RSPs approach to CDD in Khyber Pakhtunkhwa, Balochistan and Sindh provinces. Strategically, EU is also working with the provincial Governments to devise Community Driven Local Development policies. Other important donors are also working with organised communities through the RSPs, including the World Bank/PPAF, Asian Development Bank, IFAD, USAID, DFID, Australian Aid, United Nations Agencies, etc.

Sharing his experience in the development policy field, Mr. Sartaj Aziz added that he was convinced that if the basic needs of the people are to be met, if the inherent potential of the poor people is to be harnessed then they have to be socially organized into a network of their own organisations. They have to mobilise capital and access financial services, enhance their skills in line with the demands of the market and foster linkages and cooperation with other service providers, including the local government line departments, NGOs and market sector. Major development partners have to develop synergies to make the difference in the lives of the common people. The challenge is to ensure that these organisations of the people are sustainable and financially viable, and that they are enabled to fully contribute to meet the basic needs of the people through various partnerships with all stakeholders. Mr. Sartaj Aziz concluded

by saying that by with the people's own organisations, Pakistan can achieve transformative change that is equitable, productive, sustainable, environment friendly and gender sensitive.

2 TECHINCAL SESSION: The Transformative Approach of CDD to Local Development - Experience and Challenges for CDD Led Programme Implementation in Pakistan

To understand the value organised communities add to local development and the strategies on promoting peace and pluralism, a technical session was arranged where members from different organisations shared their knowledge and experiences. The panellists of the session were Dr. Amjad Saqib, CEO, Akhuwat, Dr. Amaury Hoste, Head of Rural Development and Economic Cooperation EUD, , Mr. Ajaz Ali Khan, Additional Chief Secretary (Development), Sindh and Mr. Shoaib Sultan Khan, Chairman RSPN.

2.1 Elixir of Development: A case study of LSO Baltit, Hunza

Mr. Noor Khan, Chairperson, LSO Baltit Rural Support Organisation (BRSO), Hunza, delivered a brief presentation on a case study of LSO Baltit. He presented the profile, objectives, vision and mission of the LSO. The thematic areas of the LSO interventions are social mobilization, saving and credit, internal resource mobilization, linkages and partnerships, enterprise, skill, infrastructure and youth development. He thoroughly explained the work and experiences of LSO Baltit in these thematic areas. In the end, he shared the lesson learnt and future plans of the LSO.

2.2 Inclusion matters

Ms. Samia Liaquat Ali Khan, Group Head Compliance and Quality Assurance, PPAF delivered the presentation on 'why inclusion matters' to the participants. She started her presentation by giving the overall view of Pakistan and where Pakistan stands in Human Development Index, Gender Inequality Index, and Global Gender Gap Index and further mentioned the ways of identifying exclusion in Pakistan. She presented the implementation strategy stating that women must make up 50% of the membership of community institutions and 60% of poor household must be represented in these community institutions. Moreover, women must make up 50% of all microcredit borrowers; and integrated poverty graduation approach should be adopted. Moving on, she added that economic improvement does not by itself lead to social empowerment and gender equality. Social and cultural barriers make it difficult for women to actively participate in public spheres hence thematic focus must also be on governance, inclusion and mainstreaming as well.

2.3 Results from the study on Community Investment Fund (CIF) under UCBPRP of Govt. of Sindh/SRSO

Mr. Junaid Zahid, Research Officer SDPI, presented the findings of a Validation Study of Community Investment Fund conducted by SDPI in November, 2015. This study was conducted with a sample of 96 CIF beneficiaries from Kashmore and Shikarpur districts. CIF is a community managed and operated fund that is accessed by poor community women to improve their asset based and income generation. While CIF beneficiaries used most of their capital for purchasing productive assets, most of the BISP beneficiaries spent money on meeting household needs. Mr. Junaid Zahid said that during five years, over 50% of the CIF beneficiaries had graduated from lowest poverty categories to lesser poor categories. Mr. Junaid Zahid suggested that the cash grant beneficiaries of BISP should be provided with CIF loans as part of the graduation strategy.

2.4 Working in uncertain and complex environments

Mr. Masood ul Mulk, CEO SRSP, talked about the uncertainty and complexity to work in FATA and KP areas. These areas are difficult to work in because of the complex history, geography, governance system, diversity, thin spread of population and gender disparity. The RSPs three tier mobilisation approach was adopted in the region making potential of community for self-help. SRSP presence is in 25 districts and 13 tribal areas working in the areas of gender and development, education, micro finance, small scale community built infrastructure, human and institutional development, capacity building, micro enterprise development, humanitarian programmes, policy advocacy, and natural resource development. He further explained the terms uncertainty and complexity and the organizational response and the approach adopted to resolve them in FATA and KP. In the end, he shared the monitoring and evaluation mechanism of SRSP, challenges and the lessons learnt.

2.5 Results from the study on Alternative Dispute Resolution through LSOs

Dr. Saba Gul Khatak, Independent Researcher, presented the methodology of the study i.e. identification of thematic areas to explore, field visits to the selected LSOs, discussions around the thematic clusters and literature review. Firstly, she shared her findings in the macro contexts, then the findings of LSOs and community structures and at the end findings in gender context. She recommended that the nature of communities, geographical specifics and ADR needs should be taken on board. Capacity building for ADR activities and increased awareness and inclusion of gender justice in ADR processes should be done. RSPs and LSOs can promote and sustain networking for ADR work.

2.6 Community mobilisation for resilience to militancy and violent extremism

Ms. Mossarat Qadeem, Assistant Executive Director PAIMAN Trust, delivered her presentation saying that PAIMAN started its movement to address the menace of extremism through engaging the communities and mobilizing them to manage and address violent extremism. PAIMAN built the capacity of educated youth, members of NGOs/CBOs, clergy persons, business community, minority groups, transgender, mentors, media persons, vulnerable youth, government officials, and elected representatives. After training, the trainees become members of TOLANA. The foundation of TOLANA stands on community leadership, countering violent extremism, civic engagement and team building and networking. Later, she shared the TOLANA's activities and successes.

3 TECHINICAL SESSION: The Transformative Approach of CDD to Improve the Adaptive Capacity and Resilience of Communities

To understand the value organised communities add to improve access to social sector services, second technical session was arranged where members from different organisations shared their knowledge and experiences. The panellists of the session were Ms. Sangita Patel, Director Health USAID, Mr. Arshad Rashid, Development Advisor EU, and Mr. Nazar Memon, RSPN Board Member

3.1 Experience of working with RSPs and organised communities for Extended Programme on Immunisation (EPI) – A Project of USAID

Dr. Arshad Mehmood, Deputy Chief of Party (DCoP), Health System Strengthening Component of USAID's MCH Programme of Jon Snow Incorporated (JSI), shared his experience of working with RSPs and elaborated the project that aims to support innovative, cost effective, quality programs to strengthen systems around reproductive, maternal and child health services for improved outcomes. This programme covers the 54% of Pakistan region. He explained the process, baseline assessment findings, routine immunization progress, challenges/constraints and some recommendations.

3.2 Presentation on NRSP's Water, Immunisation, Sanitation and Education (WISE) Initiative

Dr. Rashid Bajwa, CEO NRSP, started his presentation with the introduction of NRSP and its national outreach. He explained the need of taking the WISE initiative, in light of Pakistan's failure to meet most of MDGs. For implementing WISE, NRSP works closely with the organised communities and the provincial departments of water, health, sanitation and education. After 6 months of project intervention, a survey was again conducted which depicted a significant improvement in the intervened areas. Steps were also taken for improving immunization coverage and few challenges were also shared.

3.3 Experience of working with RSPs and organised communities for Family Planning in Rural Areas – A Project of DFID

Ms. Ayesha Leghari, Deputy Chief of Party (DCoP), Population Services International, made a presentation on the PSI experience of working with RSPs and organised communities for family planning services. She shared that the provision of reproductive health services through social marketing is a project funded by DFID where RSPN is one of the three implementing partners of PSI. The programme aims to improve maternal and new-born health by scaling-up the availability and use of family planning (FP) products to enable the poor and vulnerable in Pakistan to improve the health of their families. She later shared the geographic coverage and coverage duration. RSPN's key performance indicators are demand creation in rural areas, generation of Complete Years of Protection, creation of new users, strengthening government relations through participation in district technical committee and pilot business in a box model. She thoroughly explained the KPIs and the achievements so far. In conclusion, she stated that RSPs presence in rural areas provides an opportunity to work on family planning extensively.

4 TECHNICAL SESSION-III: The Transformative Approach of CDD to Improve the Adaptive Capacity and Resilience of Communities

To understand the value of organised communities, to improve adaptive capacity and increase resilience building of local communities, third technical session was arranged where members from different organisations shared their knowledge and experiences. The panellists of the session were Dr. Edward Gonzalez, Deputy Director - Office of Stabilization and Governance, USAID, Dr. Fateh Marri, Chief Economist, Planning and Development Department GoS and Dr. Amaury Hoste, Head of Section, Rural Development and Economic Cooperation EU.

4.1 Introduction to the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme

Mr. Fazal Ali Saadi, Programme Manager SUCCESS Programme RSPN, presented the programme highlights saying that it is a 6 year programme that will be implemented in 8 districts of Sindh province. NRSP, SRSO and TRDP are the implementing partners. Under the SUCCESS Programme, 770,000 poor rural households will be organised into a network of 32,000 Community Organisations, 3,400 Village Organisations, 307 Local Support Organisations and eight District Networks of LSOs. The overall objective of the programme is to contribute to reduction in poverty levels, increased income levels and improved access to public services. RSPN's component of the SUCCESS Programem focuses standardisation of the implementation approach, research, knowledge management, communication,

advocacy and regional cooperation. At the end, he explained the expected impact and results of the SUCCESS Programme.

4.2 Results from the evaluation of Tahafuz - CBDRM Project of USAID/OFDA

Mr. Falak Nawaz, Independent Consultant presented the result of an evaluation of USAID funded Community Based Disaster Risk Management (Tahafuz) project in Sindh. The adopted methodology and the findings were discussed. He shared that the Tahafuz project is contextually relevant to the project area as well as to the local communities Institutional mechanisms developed in 20 UCs and 232 revenue villages by organizing communities into Village Disaster Management Committees and Union Disaster Management Committees (VDMCs/UDMCs) respectively. Major achievements of UDMCs included formation of ERTs. Overall, the project was well managed by RSPN and funds were judiciously used by the implementing partners to deliver the agreed outputs. At the end, few recommendations were also shared in detail.

4.3 New Health Insurance Solutions in Pakistan

Mr. Torben Fischer, PhD Scholar, University of Mannheim, Germany, shared the baseline result on demand and adverse selection. He stated that providing micro health insurance increases resilience but it is difficult to operationalize it due to less awareness and demand. He stated the goal, intervention and approach of the research project. He further shared the lesson learned and outlook.

5 Film Celebration of the Rural Development Programme

To showcase EU documentaries on rural development and celebrate the importance of youth filmmaking, EU Youth Film Competition award ceremony was arranged. H.E. Jean-Francois Cautain, the EU Ambassador to Pakistan, chaired the session and presented awards to the top three competition winners.

DAY 2

6 TECHNICAL SESSION-IV: Local Development Framework, Policy and Strategies

To understand the opportunities and challenges of bottom-up planning, fourth technical session was arranged where members from different organisations shared their knowledge and experiences. The panellists of the session were Mr. Mohammad Hanif Channa, Secretary Planning and Development GB, Mr. Giacomo Misericchi, Development Advisor - Rural Development and Local Governance, EU, Mr.

Javiad Ayub, Director CDP, Government of AJK and Dr. Fateh Mari, Chief Economist, Planning and Development Department Government of Sindh.

6.1 P&D Guidelines in KP: How local development takes place

Mr. Khalid Khan, Team Leader, Sub-National Governance (SNG) Programme KP, delivered the next presentation stating that development is a state led enabling environment which create legislative, regulatory and institutional framework. He added that bottom up planning and scaling pilots into policies are done. At the end, he also shared the local government P&D guidelines and its articles.

6.2 Planning within Community Driven Local Development Policy

Mr. Brian Fawcett, Team Leader, CDLD – Technical Assistance shared that the overall goal of the Khyber Pakhtunkhwa CDLD Policy is to achieve a sustainable improvement in the coverage and quality of front-line public service delivery through the active involvement of local communities. The Policy has been developed to achieve the three objectives: put in place a fiscal and regulatory framework for CDLD where local communities are in charge of executing local development/service delivery initiatives (Policy), build the capacity of the relevant public sector entities and functionaries at the district level to operationalize CDLD (Capacity) and provide an enabling environment for Community Based Organizations (CBOs) to access public funds earmarked for CDLD initiatives (Finance). Later he mentioned the CDLC framework, policy principles, guidelines and overall planning indicators. Current CDLD principal agent service delivery model was elaborated where principal agent approach was shifted to collective action for community driven development.

6.3 Results from Community Perception Survey, Malakand Division - Government responsiveness to citizens' priority needs

Mr. Shahzad Arif, Senior M&E Expert, Human Dynamics, shared that the survey was conducted with 2400 respondents consisting 50% male and 50% female. He shared the findings that more than 60% respondents have not visited government officials. Many of the respondents stated that the inputs about the priorities of developing budget were not taken by district administration. Neither the budget of local administration reflect their priorities not they are involved in implementing projects. The knowledge of complaint mechanism among respondents seemed to be very poor. Majority of the respondents are partially satisfied with the performance of government officials. Health and education are considered to be the most important sectors for development as mentioned by the respondents.

6.4 The experience of GIZ in local planning

Mr. Gouhar Ayub, Senior Technical Advisor, GIZ, shared Development Priorities Identification and processing (D-PIP) experience sharing with development partners. He briefly explained the rationale of D-PIP, its frame conditions, principles for development priority and phases of planning. At the end, he shared some challenges and lesson learned.

6.5 Experience of linking communities with local government - USAID Citizens' Voice Project (CVP)

Mr. Muhammad Jameel Hussain, Chief of Party (CoP) Citizens' Voice Programme (CVP), was the next speaker to deliver his presentation. He explained that the goal of CVP is to promote civic participation, oversight of government, greater inputs of citizens and increased transparency and responsiveness. The components of CVP are strengthened voice (policy advocacy and oversight), improved accountability (public-private connections) and enhanced capacity (organizational development and targeted trainings). It has an outreach to 110 districts and 197 NGO partners. The thematic areas are water rights, energy sector reforms, education sector reforms, and citizens' oversight of municipal services. Later, he shared the plans for linking communities with elected local government.

7 TECHNICAL SESSION-V: Replication and Scale-up of CDD Approaches in Regional Countries

To understand the relevance and applicability of CDD approaches in regional countries, fifth technical session was arranged where members from different organisations shared their knowledge and experiences. The panellists of the session were Mr. Barnad Francois Head of Cooperation, EUD Pakistan, Mr. Vijay Mahajan, CEO, BASIX Social Enterprise Group, India, Mr. Sampath Kumar, IAS, Commissioner and Secretary to Chief Minister, Govt. of Meghalaya, India and Mr. Shoaib Sultan Khan, Chairman RSPN.

7.1 Introduction to the session

Mr. Khaleel Tetlay, ACEO RSPN shared the replication and scale up of RSPs' CDD approached in the regional countries. He stated that the key principles of Comilla Project were drawn by Dr. Akhtar Hameed Khan from the analysis of European and East Asian Experiences. In order to improve the situation of the poor, they needed to have their own organisations, mobilise and access capital and improve their social, financial and technical skills. These were then piloted at the Comilla Project, and then taken to scale by AKRSP in northern Pakistan. Replication. Adaption and adoption of AKRSP's CDD approach has taken place not only in Pakistan but also in Bangladesh, Pakistan, India, Tajikistan, Afghanistan and Myanmar.

7.2 The experience of CDD in complex environments

Mr. Zia Ahmed Farid, Manager Human and Institutional Development, Aga Khan Foundation Afghanistan, shared the experiences of the Aga Khan Foundation Afghanistan on a decade long practice of community driven development in northeast and central Afghanistan, introduced to the community based institutions, with prime support to Community Development Councils (CDCs) and provided a brief introduction to AKF's work in Afghanistan. He explained that the local ownership and participation are the key and can enable change despite the challenges of security and inaccessibility. Measures of transparency and accountability that is driven by people can drastically enhance institutional sustainability Furthermore, a multi-dimensional support to institutional development that includes main actors like the government, civil society, and informal institutions have to be given the prime importance.

7.3 Approaches and experience of CDD in Tajikistan

Mr. Kishwar Abdulalishoev, General Manager, AKF/MSDSP Tajikistan, shared the background and history of Tajikistan and the 6 stages of village development planning process which increases community capabilities. He further explained that VOs and the institutional platform proved to be a reliable platform for participatory development planning and transformative cooperation. Village Development Funds (VDFs) and Micro Lending Organisations (MLOs) play a vital role in legitimization of the institutional recognition of VOs and the institutional platform. Experience sharing visits domestically and internationally provide a platform for continuous improvement of institutional performance of CBOs and acceleration of transformative development processes.

8 CONCLUDING SESSION

8.1 Experience of working with RSPs and organised communities for Demanding Education – A project funded by DFID

Mr. Mosharraf Zaidi, Campaign Director Alif Ailaan, said that Alif Ailaan is a campaign that seeks to put education at the front and centre of public discourse in Pakistan. It aims to enrol (get more children into school), retain (keep them in school) and provide quality (improved learning outcomes). The campaign constructively engages with all those who have a stake in Pakistan's education system, mobilizing them to demand Article 25-A (right to education) of the constitution and local accountability. He later explained the project achievements, end term review methodology, findings of end term review methodology and recommendations.

8.2 Remarks from the representative of the European Union

Mr. Bernard Francois, Head of Cooperation, EU Delegation to Pakistan, shared his remarks on second day of the conference. He emphasized that investing in social capital is an efficient way to reach long term sustainable results. The key role of bridging the poor with the State, by giving self-confidence to them, is telling them that a better future is possible despite feudalism, traditional hierarchy from the family to the society, and psychological barriers; addressing this means also helping people by creating these "self-help groups" able to bring change in traditional values. The presence and the support expressed by Mr. Sartaj Aziz are very encouraging in the perspective of a renewed commitment of the public authorities, after an initial momentum in the 90's and some later disappointment; in the preparation of EU new programmes with the Provincial authorities, we met a lot of enthusiasm and commitment from at the provincial level (Balochistan February 2015). Community Driven Development has also been suggested a key pathway for achieving the Sustainable Development Goals (new Millennium Development Goals), to struggle against chronic and man-made causes of poverty.

In the end, he highlighted the importance of the role of the Government in this framework of CDD through creating an enabling environment and providing resources. Currently, in Pakistan, provincial governments have different levels of interest and intervention in CDD. For example, in KP, the Government has designed a policy framework, which was presented in the conference, and is now working on operationalizing it to channel funds to the communities. In Sindh, there is no policy framework yet, but the Government has provided substantial funds to implement CDD through some RSPs. The EU can only facilitate such processes through some projects and policy dialogue with the governments. But EU financial resources are negligible compared to what the governments can make available if they have the political will to do so and it is governments who are accountable to their people.

8.3 Remarks by Guest of Honour

Mr. Neil Buhne, UN Resident Coordinator and UNDP Resident Representative in Pakistan, presented his remarks and stated that it is an honor to be the guest and the speaker of the event. He shared his experience by mentioning that when he came back to Pakistan after being away for 20 years, he has become evacuated with the Rural Support Programmes, not that it has been forgotten but pondering that whether this approach is still relevant in the current situation in the country? Is it relevant to a world of development goals or sustainable development goals of all these global conferences? The answer is that it is. It was relevant in Commilla, Orangi and Gilgit and is still relevant. This Pakistani approach was taken to other countries in South Asia and the result has been seen in sort of cross fertilization. The whole Community Driven Development model is also relevant in Geneva. Later he shared his experience of working in South Asia right after the collapse of Soviet Union and his crew to UN adapting the same model in Afghanistan shows its relevance.

Moving on, he talked that whether this approach is also going to tackle some of the challenges which Pakistan will face in future? With reference to the burning issue of climate change, RSPs will have to deal with the challenges they will face in future. There was a call that happened in September, the General Assembly called the sustainable development goals. Many of these goals are directly linked to the RSPs. Goal number 10 is about equality and opportunities whereas Goal number 16 is related to good governance. This conference actually shows that how community driven approach or LSO approach can actually make a government respond. Furthermore he shared that in Tajikistan, he worked and secretly applied the RSP approach in affected areas where community based development was needed. He emphasized that the principles of participations of mobilizations, respecting people's dignity and giving people voice are relevant and effective.

December 10th is the 56th or the 57th anniversary of Universal Declaration of Human Rights and it says that all human beings are born free and equal in dignity. Mehboob ul Haq put together the whole idea of human development and human development fund is about people having more opportunities and choice in life. It is also more relevant to what is being talked about in many major global conferences about climate change. The question is already answered that this approach can be adapted to different circumstances, demand services from the government and to different countries.

At the end, he thanked RSPN and the European Union for putting this conference together and showing the continued relevance of this approach to the challenges that Pakistan is facing or will face.

9 AKHTAR HAMEED KHAN MEMORIAL LECTURE

Annual Memorial Lecture on the life and work of Dr. Akhtar Hameed Khan was organised on the second day of the conference. The main speakers of the session were Dr. Ayesha Khan, CEO Akhtar Hameed Khan Resource Centre (AHKRC), Dr. Zarina Salamat, Executive Director, Council of Social Sciences (COSS), Pakistan, Mr. Tasneem Ahmed Siddiqui, Chairman Orangi Pilot Project, Karachi, Mr. Ejaz Rahim and Mr. Shoaib Sultan Khan, Chairman RSPN.

Mr. Tasneem Ahmed Siddiqui presented the 2015 Annual Memorial Lecture. He spoke about the context of Community Driven Development from Comilla Project to today. He shared his experience of working with him in Comilla project. At first, he thought that it would not be a successful model as *Sufis* are supposed to do this humanitarian work. He said that Dr. Khan learned everything from original sources, for example, he wanted to understand Islam, Quran, and Hadees, went to Deoband, worked with Allama Mashriqi in his movement and then started his career as an ICS but later resigned from it. He praised Dr. Khan by saying that people do not know what scholarly pursuits he had and if he had not been an officer or a development practitioner he would have been a great scholar. Dr. Khan was a student of

comparative religions; he knew more than half a dozen languages, whatever he wanted to learn, he wanted to learn from the original sources.

Mr. Siddiqui elaborated more on Dr. Khan's professional history mentioning that he joined the Indian Civil Service but he resigned after seven years because he knew that the British Empire was at its peak and they cannot solve people's problems. He had seen the famine of Bengal, the deterioration of the infrastructure, abject poverty, and he came to the conclusion that British Empire or British administration has no capability or any intention to solve people's problems. So, he left the job and then he became a teacher, later he became a labourer.

At Comilla Pilot Project, Dr. Khan adopted the methodology of participatory observation, discussion, dialogue, and then coming to some conclusions. He started studying various rural development models. It was not an easy thing to find a rural development model. He studied almost all the rural development models in the world. Starting from Germany, Scandinavia, Yugoslavia, Russia, China, Israel, Taiwan, and then American model of research and extension and then he came to some conclusions.

Mr. Chaudary Muhammad Ali appointed him as the director to work for development. As Dr. Khan had already observed things, he had come to some conclusion that a local activist is needed to be found and trained realizing that the outsiders cannot solve the problems of the villages. He developed a Thana Training and Development Centre (TTDC) and later he started a rural revival programme as there was rampant poverty and seasonal poverty which used to become acute during dry season and people wanted jobs and some money to survive. Later, he found that irrigation was another major problem so he started Thana Irrigation Programme to supply water.

He came to the conclusion that two tiers of cooperation was necessary; the upper level and the lower level. For this, he studied the Raiffeisen Model, so within two three years the Comilla Pilot Project was expanded to 20 Thanas within three or four years and finally to all over East Pakistan. The basic methodology of the Comilla project was that it was a government project; the government owned it and made it functional. Local administration, provincial government and federal government all supported it. But unfortunately the incident of 1971 happened.

Dr. Khan tried to do something in Daudzai but the bureaucratic setup of Bangladesh or East Pakistan at that time was different from West Pakistan in social and political structure. People's approach and bureaucratic approach was also different. So when Daudzai started, Dr. Khan and Mr. Shoaib Sultan Khan were not let to do. Later, Dr. Khan went to Michigan University for five six years but came back in 1980. At that time, Mr. Agha Hassan Abedi was running BCCI Bank and a foundation. Dr. Khan started working initiated the Orangi Pilot Project. After observation, he claimed that the basic problem is the lack

of sanitation. People have made their houses in kachi abadis, He suggested that if people could purchase the lands from land grabbers, they can build their own houses, make educational institutions and establish private clinics but people denied his idea by emphasizing that it is government's responsibility to provide them these facilities. Later, after two years, a lane consisting of 30 households agreed. Dr. Khan socially organized them, set up a committee, and provided technical assistance so two things became very important in Orangi, i.e. social organization and technical assistance. Not a single penny from the government was used. Thus the principle is that the people should identify their needs, prioritize them, make an estimate, design them and implement it. Within a period of 10 years, all kachi abadis in Karachi were regularized. The actual cost was reduced by 1/3 and with the huge saving, schools were built. Mobilisation started at household level. It became the unit and increased numbers; from household to lane, lane to muhalla, muhalla to neighborhood, neighborhood to kachi abadi itself. The same principle has been applied in the villages now; the CO, the VO, and the LSO.

Saying that people can be organized, he later started the microfinance and family planning projects. At that time, there were fundamentalist Muslims so he found a new approach that the access to contraceptive must be at muhalla level and through women. It was hard to imagine including Mullahs for advocacy but he started at grass root level and succeeded.

Previously there was a notion or a myth that women cannot be organized, they will not come out of their households, and the men will not allow them to work. Now we see the men folk sit in the houses and the women folk they go and attend the meetings, even in Baloch areas. The places where we are afraid of going but women they are working there.

When Dr. Akhtar Hameed Khan started his work there were three options: maintain the status quo as things are going let them go, the trickle down approach, and the changed methodology. The question is not the shortage of money. Now after the 18th amendment, provincial government has huge amounts of money but the problem is that they do not know how to solve the people's problems. But there are certain initiatives by government which has been supported by SRSO for example, PPHI.

The government has started changing the stance in Sindh. And in KP, the government apparently is also supporting the initiatives because the money is there, the demand is there and the people are organized. If this process goes on like this then things are bound to change.

Later, Mr. Ejaz Rahim, ex-Cabinet Secretary Government of Pakistan, presented his thoughts by saying that Dr. Akhtar Hameed Khan has left behind two legacies. The first is the revolutionary change in the concept of development, and the second legacy is Mr. Shoaib Sultan Khan's personality, the fact that he had left behind someone who after many years was able to work on the thoughts and mind of Dr. Akhtar Hameed Khan and put it to practice.

He added that Dr. Tasneem Saddique had paid a fitting tribute to Dr. Akhtar Hameed Khan by saying that he was the greatest social scientist and development practitioner of Pakistan. Moreover, he added that Dr. Akhtar Hameed Khan is considered to be the greatest social scientist because he was a liberator of the concept of development. This is a very important thought; this is a thought with a lot of contemporary relevance. He introduced a concept of a liberated development in which women were foremost and in which the power and energies and the wisdom of women, their abilities for consensus making, their ability for overcoming conflict, their ability to produce solutions where there are problems that is a tribute to women-kind that he was able to do at a time when paternalistic tendencies were at the top-most.

He further said that it is very important to bring on record in a forum like this that the revolt or the rebellion which Dr. Akhtar Hameed Khan produced in his time and age was against a development strategy which still holds the day in the mainstream. But the mainstream is still dominated by thinking and by strategies that are anti-poor in character. The anti-poor development strategy still holds the imagination of the people and there are two modern contemporary strategies i.e. where the wisdom of the man, the prestige of the man, the status, the stature of the man comes through. This is the vision, the visionaries are continuing, the voices that you are raising against huge avalanche that runs over the lands that are rise of an anti-poor strategies. So what are the two major strategies that hold the words of the politicians, the statesmen, and the bureaucrats? One is called the new liberal school, leave everything to the market and everybody will be very happy which is not true. But there were very strong forces in history against which Dr. Akhtar Hameed Khan was pitched and the other school is called the Keynesian State intervention theory. It was Dr Akhtar Hameed Khan's clear vision that human beings have to be at the heart of development, that the energies of human beings if diverted or just played around with, there will not be development, and there will be mis-development.

He said that in this conference participants share a common idiom of development and he believes that if this idiom can be translated in a training programme for decision makers, leaders, practitioners and theorist from grassroots across the region then the heart of Dr. Akhtar Hameed Khan's message and the learning will be materialized. He added that the world is full of distress, economic and social exploitation of men by men and women together and yet a message came from the efforts of the conference that there is hope despite poverty because the poor themselves have not lost hope and they are capable of moving mountains. The principle of dialogue between mobilisers, activists, and the community is the heart of the problem solving attitude that has been built by the RSPs and by the examples that came from across the borders and the principle of unleashing the energy of the people, especially women and the poor by giving dignity to the community.

Our development models have taken away whatever dignity was in the communities. When we return dignity to the communities like we do, we enable human beings to bring out the best in them. The third

take away is the pillar or the principle of catalyzing the lion hearted or the gems as Dr Akhtar Hameed Khan said, or the activists as we say. The catalyst follows the platinum principle, the platinum is necessary for turning things into sulfuric acid but it does not change itself but it changes the community and the product. There is a strength in partnerships; partnership between the activists and the non-activists, partnership between the poor and the not so poor, partnership also with institutions of the government and the state where it is for the benefit of the poor and for the benefit of women and vulnerable, and for the benefit of those who have right to the resources of a state and resources of government.

He stated that as Ms. Marvi Memon mentioned that state has some resources which are dedicated for poverty management but a limited amount cannot do poverty management so there is a need to empower the poor, transfer the resources to them, and give them the decision making power. It would not only make them to do the management but it will also make them to create a way out of poverty.

10 VOTE OF THANKS

Mr. Khaleel Tetlay thanked EU representatives, government representatives, guests from regional countries, researchers, evaluators, RSP Chairpersons and CEOs, community representatives, hotel administration, SUCCESS Programme team and media representatives for participating in and contributing to the successful holding of the National CDD Conference. ,

ANNEXURES

Annex - A

National Conference on Community Driven Development (CDD) 7-8th December 2015, Ramada Hotel Islamabad Day 1: Monday, December 7, 2015

Inaugural Session: Social Mobilisation – The Key Pillar of CDD			
Session Objective	Activity	Name of Speaker/Presenter	Time
Objective: To understand the need and importance of social mobilisation and institutions of the rural poor	Welcome Address	Mr. Shoaib Sultan Khan, Chairman RSPN	0930 - 0940
	Presentation by LSO Chirah, Islamabad	Ms. Fauzia Bibi, Chairperson, LSO Chirah, Islamabad	0940 – 0955
	Experience of CDD in India	Mr. Sampath Kumar, IAS, Commissioner and Secretary to Chief Minister, Govt. of Meghalaya, India	0955 – 1005
	Views on CDD	Mr. Vijay Mahajan, Founder and CEO, BASIX Social Enterprise Group India	1005 – 1015
	Speech by the Secretary EAD	Mr. Tariq Bajwa, Secretary, Economic Affairs Division (EAD), Govt. of Pakistan	1015 - 1025
	Speech by the EU Ambassador on promoting CDD in Pakistan	Mr. Jean-Francois Cautain, Ambassador of EU to Pakistan	1025 - 1040
	Speech by the Guest of Honour	Ms. Marvi Memon, Chairperson Benazir Income Support Programme (BISP)	1040 - 1050
	Speech by the Chief Guest	Mr. Sartaj Aziz, Adviser to the Prime Minister on Foreign Affairs	1050 -
	Tea Break and Conference Photograph	Conference Organising Team	

Technical Session-I: The Transformative Approach of CDD to Local Development - Experience and Challenges for CDD Led Programme Implementation in Pakistan			
Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: To understand the value organised communities add to local development and the strategies on promoting peace and pluralism Panelists: 1. Mr. Muhammad Saleem Ahmad Ranjiah,	Study: Elixir of Development: A case study of LSO-Baltit Rural Support Organisation (BRSO), Hunza (AKRSP)	Mr. Noor Khan, Chairperson, LSO Baltit Rural Support Organisation (BRSO), Hunza, Gilgit Baltistan	1130 - 1145
	Inclusion matters	Ms. Samia Liaquat Ali Khan, Group Head Compliance and Quality Assurance, PPAF	1145 - 1200
	Results from the study on Community Investment Fund (CIF) under UCBPRP of Govt.	Mr. Junaid Zahid, Researcher, Sustainable Development Policy Institute (SDPI)	1200 - 1215

Secretary BISP	of Sindh/SRSO		
2. Mr. Bernard Francois, Head of Cooperation EUD	Working in uncertain and complex environments	Mr. Masood ul Mulk, CEO Sarhad Rural Support Programme (SRSP)	1215 - 1230
3. Mr. Kamran Akbar, Sr. Rural Development Specialist, World Bank Pakistan	Results from the study on Alternative Dispute Resolution through Local Support Organisations	Dr. Saba Gul Khatak, Independent Researcher	1230 - 1245
4. Mr. Ajaz Ali Khan, Additional Chief Secretary (Development), Sindh	Community mobilisation for resilience to militancy and violent extremism	Ms. Mossarat Qadeem, Assistant Executive Director, PAIMAN Trust	1245 - 1300
5. Mr. Shoaib Sultan Khan, Chairman RSPN	Q&A and Remarks from the Panelists	Participants/Panelists	1300 - 1330
	Lunch Break	Conference Organising Team	1330 -1430

Technical Session-II: The Transformative Approach of CDD to Improve Access to Social Sector Services in Pakistan

Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: To understand the value organised communities add to improve access to social sector services	Experience of working with RSPs and organised communities for Extended Programme on Immunisation (EPI) – A Project of USAID	Dr. Arshad Mehmood, DCoP, Health System Strengthening Component of USAID’s MCH Programme, JSI Research and Training Institute, Inc.	1430 - 1445
Panelists:	Presentation on NRSP’s Water, Immunisation, Sanitation and Education (WISE) Initiative	Dr. Rashid Bajwa, CEO, National Rural Support Programme (NRSP)	1445 - 1500
1. Mr. Niaz Ahmed, Governance Adviser - Transparent and Effective State Team, DFID	Experience of working with RSPs and organised communities for Family Planning Issues in Rural Areas – A Project of DFID	Ms. Ayesha Leghari, DCoP, Reproductive Health through Social Marketing, Population Services International	1500 - 1515
2. Dr. Inaam ul Haq, Programme Leader, Social Inclusion, World Bank	Monitoring and Evaluation for improved results of CDD	Mr. Atif Zeshan Rauf, Programme Manager M&E, SRSP	1515 - 1530
3. Mr. Arshad Rashid, Development Advisor, EU	Q&A and Remarks from the Panelists	Participants/Panelists	1530 - 1600
4. Dr. Naem uz Zafar, Ministry of Planning, Development & Reform, GoP	Tea Break	Conference Organising Team	1600 - 1615
5. Mr. Nazar Memon, RSPN Board Member			

Technical Session-III: The Transformative Approach of CDD to Improve the Adaptive Capacity and Resilience of Communities

Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: To understand the value of organised communities to improve adaptive capacity and increase resilience building of local communities	Introduction to the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme	Mr. Fazal Ali Saadi, Programme Manager SUCCESS RSPN	1615 -1630
Panelists:	Results from the evaluation of Tahafuz – CBDRM Project of	Mr. Falak Nawaz, Independent Consultant	1630 -1645

1. Dr. Edward Gonzalez, Deputy Director - Office of Stabilization and Governance, USAID	USAID/OFDA		
	New Health Insurance Solutions in Pakistan	Mr. Torben Fischer, PhD Scholar, University of Mannheim, Germany	1645-1700
2. Dr. Fateh Marri, Chief Economist, Planning and Development Department GoS	Q&A and Remarks from the Panelists	Participants/Panelists	1700 -1730
3. Dr. Amaury Hoste, Head of Section, Rural Development and Economic Cooperation,			
4. Mr. Ali Gohar Khan, Programme Management Specialist, USAID/OFDA			

Film Celebration of the Rural Development Programme			
Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: To showcase EU documentaries on rural development and celebrate the importance of youth filmmaking	EU videos' showcase and youth film competition award ceremony	Mr. Jean-Francois Cautain, Ambassador of EU to Pakistan	1800-1930
	Dinner	Conference Organising Team	1930-2030

Day 2: Tuesday, December 8, 2015

Technical Session-IV: Local Development Framework, Policy and Strategies

Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: To understand the opportunities and challenges of bottom-up planning Panelists: 1. Mr. Omar Hamid Khan, Additional Secretary, EAD 2. Mr. Barkat Ullah, Additional Secretary Local Government, KP 3. Mr. Mohammad Hanif Channa, Secretary Planning and Development GB 4. Mr. Giacomo Miserocchi, Development Advisor - Rural Development and Local Governance, EU	Conference participants arrive		0900 -0930
	P&D Guidelines in KP: How local development takes place	Mr. Khalid Khan, Team Leader, Sub-National Governance (SNG) Programme KP	0930 -0945
	The Village Development Plans	Mr. Khalid Khan, Team Leader, Community Driven Local Development (CDLD), Programme, SRSP	0945 -1000
	Planning within Community Driven Local Development Policy	Mr. Brian Fawcett, Team Leader, CDLD – Technical Assistance	1000 -1010
	Results from Community Perception Survey, Malakand Division - Government responsiveness to citizens' priority needs	Mr. Shahzad Arif, Senior M&E Expert, Human Dynamics	1010 -1020
	The experience of GIZ in local planning	Mr. Gouhar Ayub, Senior Technical Advisor, GIZ	1020 -1030
	Experience of linking communities with local government - USAID Citizen Voice Project (CVP)	Mr. Muhammad Jameel Hussain, CoP, CVP	1030 -1040
	Q&A and Remarks from the Panelists	Participants/Panelists	1040 -1055
	Tea Break	Conference Organising Team	1055 -1110

Technical Session-V: Replication and Scale-up of CDD Approaches in Regional Countries

Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: To understand the relevance and applicability of CDD approaches in Regional Countries Panelists: 1. Mr. Jean-Francois Cautain, Ambassador EU to Pakistan 2. Ambassador Ashraf Jehangir Qazi, Former High Commissioner of Pakistan in India 3. Mr. Vijay Mahajan, CEO, BASIX Social Enterprise Group, India 4. Mr. Sampath Kumar, IAS, Commissioner and Secretary to Chief Minister, Govt. of Meghalaya, India 5. Mr. Shoaib Sultan Khan, Chairman RSPN	Introduction to the session	Mr. Khaleel Tetlay, ACEO RSPN	1110 -1115
	The experience of CDD in complex environments	Mr. Zia Ahmed Farid, Manager Human and Institutional Development, Aga Khan Foundation, Afghanistan	1115 -1130
	BRAC's experience of CDD in Bangladesh and Pakistan	Mr. Muzzafar ud Din, CEO BRAC Pakistan	1130 -1145
	Approaches and experience of CDD in Tajikistan	Mr. Kishwar Abdulalishoev, General Manager, AKF/MSDSP Tajikistan	1145 -1200
	Q&A and Remarks from the Panelists	Participants/Panelists	1200 -1220

Concluding Session

Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: Closing remarks and vote of thanks	Experience of working with RSPs and organised communities for Demanding	Mr. Mosharraf Zaidi, Campaign Director Alif Ailaan – DFID	1220 -1235

	Education – A project funded by DFID		
	Remarks from the representative of the European Union	Mr. Bernard Francois, Head of Cooperation, EU Delegation to Pakistan	1235 –1250
	Remarks by Guest of Honour	Mr. Neil Buhne, UN Resident Coordinator and UNDP Resident Representative in Pakistan	1250 –1305
	Recap of the Conference and Vote of Thanks	Mr. Khaleel Tetlay, ACEO RSPN	1305 –1320
	Lunch Break	Conference Organising Team	1320 –1420

Akhtar Hameed Khan Memorial Lecture			
Session Objective / Panelists	Activity	Name of Speaker/Presenter	Time
Objective: Annual memorial lecture on the work of Akhtar Hameed Khan	Introduction of Memorial Lecture	Dr. Ayesha Khan, CEO Akhtar Hameed Khan Resource Centre (AHKRC)	1430- 1445
	Talk on Akhtar Hameed Khan Book Award	Dr. Zarina Salamat, Executive Director, Council of Social Sciences (COSS), Pakistan	1445 –1455
	Memorial Lecture on Akhtar Hameed Khan – Community Driven Development from Comilla to Today	Mr. Tasneem Ahmed Siddiqui, Chairman Orangi Pilot Project, Karachi	1455 -1535
	Closing Remarks	Mr. Shoaib Sultan Khan, Chairman RSPN	1535 -1545
	Tea Break and Closing	Conference Organising Team	1545-1600

Annex-B**Registration Sheet****National Community Driven Development Conference****7-8 December 2015 at Ramada Hotel, Islamabad**

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95	Masood		SRSP	
96	Edward Gonzalez	Director	USAID	
97	Zarina	VP	COSS	03455445509
98	M. Usman Ali	Cam	92 HD	03215017572
99	Fateh Marvi	Chief Economist	P&D Sindh	03003074414
100	Amjad Ali	Reporter	PTV	03005239080

101	Amin Alam	Cameraman	Express News	03085205864
102	Akunt Keep	Ger Embassy		
103	Aziz Iqbal	Deputy Dir	M/O HR	03344292892
104	Fayyaz Khan		G/2	03339116349
105	Abdul Hanif	Chief	M/O PDR	03335151444
106	Muhammad Ali	OBH	PTV	03325057060
107	Umer Farooq	Cameraman	Aaj TV	03215026241
108	Raza Khan	Cameraman	Dawan News	
109	Jannat Durani	WASH Officer	UN Habitat	03319046886
110	Khurram Shahzad	Cameraman	ARY TV	03009731225
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116	Asad Abbas	Student		03331565292
117	Haider Bhurji	Chairman	TRDP	03005120912
118	Ayesfia	CEO	RHDS	03008506448
119	Aiesha Noor	Reporter	Jaag TV	03063873894
120	Namal	Samaa TV		03228330790
121	Salma Khalid	PM	NRSP	03215578182
122	Abdul Wajid Mughal	Cameraman	24 News	03005586554
123	Arafat Majeed	PM	NRSP	03005936808
124	Dr. Irfan	SPO	NRSP	03018580797
125	Owais Qazi	Samaa TV		03455222556
126	Tariq Mahmoo	Rep	92TV	03335222473
127	Zia Ul Qamar	Admin	RSPN	
128	Tallat Mahmood	PM	NRSP	03005040904
129	Mariam Shafrat	Ex Reporter	Express Tribune	03213094885
130	Shahid		ARY News	03009689097
131	Arif Malik	CBO	Edge Cutting	03448911110
132	Farhana Yasmin	Admin	SUCCESS RSPN	
133	Dr. Shahid	PM	NRSP	03003026727
134	Waseem Nazir	Photographer	Daily Express	03008568078

135	Nasir Abbas	Admin	RSPN	0345973134
136	M. Umar	Reporter	Express News	03337178888
137	Kalbe Ali	Reporter	Dawn News	03225154900
138	M. Anwar	Manager	BRSP	03008382130
139	Syed Javaid Kazmi	Senior Cameraman	PTV News	03005679100
140	Shehroz	Reporter	Neo TV	03335532952
141	Ishaq	Assistant	BISP	03207000084
142	Adnan Ajmad		BISP	
143	Farhana	Assistant	BISP	0334884544
144	Sardar Amin	Software Developer	NRSP	03325221799
145	Aziz Butt	Bureau Chief		03002648856
146	Iftikhar Hussain	Freelance		0311550449
147	Majid Khan	Cameraman	Dunya TV	03215355767
148	Saima Iqbal		Dunya TV	03335067318
149	M. Saad Chughtai	Cameraman	Waqt TV	03366610101
150	Asim Shahzad	Reporter	ATV	03128004115
151	Nasir Kazmi	Correspondent	Aaj TV	03335639959
152	Anwar Abbas	Reporter	Waqt News	03345576113
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167	Tariq	Reporter	Bolan	030015192310
168	Kurbyat ullah	Reporter	Daily Bhagh	03335188903

169	Shakir Abbas	Reporter	Capital TV	03335376016
170	M. Hanif	Cameraman	Capital TV	03455574191
171	Shahnawaz	Reporter		03335551342
172	Zaheer Alam	Editor	Brit Asian News	03345291359
173	Tanseef Abbasi	Staff Reporter	Daily Sama	03005057967
174	Raja Zulfiqar Ali	Media	NRSP	03145100126
175	M. Imran Alvi	SPO	NRSP	03008544658
176	M. Shahzad Shahid	PO	NRSP	03346033105
177	Rehan Syed	Reporter	Such TV	03442801308
178	Aisdan	Destiny Foundation		03339294321
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180	Khalida Raja	Reporter	INP	03058995829
181	Dr. Taroq Waheed	Professor	SZABIST	03335171912
182	Tarie Kaleem	Senior Producer	PBC	03335128190
183	Maqsood Khan	Bureau Chief		03009505143
184	Inam Soomro	Sr. Producer	PBC	0333759332
185	Shahbaz Ch	Reporter	Dawn	03335754249
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203	Umar Khatab	Cameraman	News One	03354440828
204	Maqsood	CDZD Advisor	CDLD- KP	03339284148
205	Shahid Mansoor		Public Forum	03434198891
206	Arafat Majeed	PM	NRSP	03005936808
207	Francisco	Deputy FAO Rep	FAO	
208	Muzalfa uddin	CEO	BRAC	0345853199
209	Faisal Taawaz Khan	Reporter	Democrat Pac	03335605284
210	Bella Evidente	Rep	UN Habitat	03008543011
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214	Iyar Akhter		NVST	0300850403
215	Jamsheed	Sr. Reporter	92 News	03331920053
216	Khalid Hussain	Prog Manager	SRSP	03005749076
217	Saadat Ali	Sr. Officer	EKN	
218	Hamid G	Prof	NUML	03455362792
219	Khalid Jappery	Bureau Chief	City News	03445294095
220	A. Haq Nawaz		The Nation	03465797755
221	Zoha Iqbal		WIS	
222	M. Jameel	CoP CVP	TEDA	03018556925
223	Sheraz	Account Officer	RSPN	03005345608
224	Jehan Zeb	PFM Advisor	SNG	
225	Abdul Ghani	Finance Officer	RSPN	03324137323
226	Farid Khan	Manager	RSPN	03028555445
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228	M. Nadeem Akhter	PO	RSPN	03005007908
229	Naheed Rajper		RSPN	03013420220
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236

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Annex-C

Transcribed Speeches

Mr. Shoaib Sultan Khan, Chairman RSPN

Hon'ble Adviser to Prime Minister/Federal Minister Sartaj Aziz, Hon'ble Minister MNA Marvi Memon, Chairperson BISP, His Excellency Ambassador of European Union, Honoured Guests from India Mr. Vijay Mahajan, Founder of Basix Group & Sampath Kumar, IAS, Secretary to Chief Minister Meghalaya State, Respected Secretary Economic Affairs Division Mr. Tariq Bajwa, Fauzia Bibi of LSO Chirah, and Distinguished Guests!

Very few people probably know that Mr. Sartaj Aziz is one of the architects of IFAD and an author of the first book on Chinese Communes. Above all, he has been the most ardent supporter of the Rural Support Programmes. It gives me special pleasure in welcoming him this morning. I have rarely come across politicians who could grasp the nuances of the Social Mobilisation strategy as Marvi Memon did after a single field visit having interaction with organised rural women of Sindh. I am so happy that despite insurmountable difficulties of obtaining no objection, visa and travel, Vijay Mahajan and Sampath Kumar are amidst us today. Vijay is one of the leading lights on the Indian Civil Society horizon. I have known Sampath over last 15 years. Despite being an IAS officer his love is to work at the grassroots helping the poor. Federal Secretaries are very busy officials, I am particularly grateful to Tariq Bajwa for finding the time to join us. His Excellency the European Union Ambassador is gracing us with his presence the third time in a short period of 4 weeks after Peshawar and Karachi events, which speaks volumes of his and EU's commitment to Community Driven Development (CDD). The presence of Fauzia Sahiba representing the Local Support Organisation is of special satisfaction to me.

The Community Driven Development (CDD) phrase was coined by the World Bank but the concept had its roots in 19th Century Europe practiced by Germany, France and Denmark and it was the mayor of a small principality in Germany named Raiffeissen, who described it in three development principles of Organisation, Capital Formation and Human Skills Upgradation. The concept was propagated in South Asia by Dr. Akhtar Hameed Khan, when he initiated the Comilla Project, in the then East Pakistan now Bangladesh in 1959. I had the privilege of learning the concept from him and in 1982 applying it to Aga Khan Rural Support Programme (AKRSP) in Gilgit, Baltistan and Chitral.

My Mentor Dr. Akhtar Hameed Khan (AHK) used to explain that the Administrative Pillar (from President to Patwari) and the Political Pillar (from National Assembly to Village Councils) are not enough for economic and social empowerment of the rural poor of the country. He used to advocate a Socio-Economic Pillar or a Social Pillar to complement the Administrative and Political Pillars to reach each and every rural poor household because poverty is at the household level and without economic empowerment of each household, poverty cannot be eliminated. Fauzia Bibi will explain what this Pillar is capable of achieving.

On the request of Aga Khan Foundation (AKF), Geneva, the Operations Evaluation Division (OED) of the World Bank agreed to assess AKRSP's impact every five years. In their first evaluation in 1987, the World Bank evaluators declared that the first four years of AKRSP are the missed four years of most Rural Development programmes, including Bank funded, because unlike AKRSP, a blue print approach took precedence over a process approach followed by AKRSP. What struck the evaluators, as most impressive was the primacy of the village organisations in the eyes of the implementers of AKRSP. In their second evaluation, the World Bank concluded that in real terms the incomes of the million people residing in the programme area had more than doubled in ten years.

The OED of the World Bank does not evaluate programmes and projects where Bank financing is not involved. They accepted AFK Geneva's request to assess AKRSP because the concept AKRSP was implementing seemed to them novel and innovative. The two evaluations of AKRSP convinced the Bank of the effectiveness of the approach in

poverty reduction. The Vice President of the World Bank for South Asia Dr. Meiko Nishimuzi was so impressed after the visit to AKRSP that she initiated a programme for the Sector Managers of her Division called VIP, which stands for Village Immersion Programme and sent groups of Bank staff for a two weeks VIP in different parts of Pakistan and South Asia.

At her wish in 1999, I took her to Andhra Pradesh in India, where I was implementing the South Asia Poverty Alleviation Programme (SAPAP) funded by UNDP New York. After spending a few days in the villages of Andhra, she declared to Andhra State Government that she had seen “UNDP’s Miracle” achieved through SAPAP and offered Bank support, if the State would like to expand the programme Statewide. On State request, the World Bank stepped in 2000 in the shoes of SAPAP, when it phased out and set up a similar organisation called Society for Elimination of Rural Poverty (SERP) and took the 100,000 households organised by SAPAP to 11 million households throughout the length and breadth of Andhra Pradesh. The latest evaluation done by the World Bank of SERP in 2015, acknowledged the influence of SAPAP and Pakistan’s Rural Support Programmes (RSPs) in the following words:

“The origins of Bank programmes lie in India’s women’s savings-and-loan association and the UNDP supported South Asia Poverty Alleviation Programme which grew out of the 1993 Dhaka Declaration for the eradication of poverty. These approaches were also based on experience elsewhere in South Asia, including the Rural Support Programmes in Pakistan ...”

“In India, during the decade prior to appraisal, there was an increasing concern about the failure of antipoverty programs to reduce the number of rural poor. There were a number of problems with these programmes including poor targeting, weak management, lack of complementarities and wasteful subsidies.

“Strengthening and building institutions for the poor including self-help groups and federated groups at the village and mandal level was needed to establish the platform for support. There were alternative options to women’s self-help groups, for example a program of conditional cash transfer or a stronger government safety net. However, neither would have enhanced women’s empowerment at scale with potential for sustainability”.

In Pakistan for the last 33 years, I am hoping for the Andhra miracle to happen in my country. The closest I came to achieving this dream was in 1992 when the World Bank Second Evaluation Report came out about AKRSP and I was also given the Magsaysay Award by the President of Philippines. I was summoned from Gilgit to Islamabad by the Prime Minister Nawaz Sharif and asked to formulate a countrywide AKRSP replication programme. With full support of the Finance Minister Sartaj Aziz, a ten billion Rupee programme was approved and National Rural Support Programme (NRSP) was set up with Rs. 500 million endowments with the assurance of six monthly instalments of the same amount for next ten years. Unfortunately the government changed and the dream remained unfulfilled.

Sporadic and ad hoc grants to RSPs continued and setting up of Pakistan Poverty Alleviation Fund (PPAF) in 2000 helped to some extent, the expansion and replication of RSPs currently covering nearly 25% of rural households in the country but none of the RSPs got resources for a holistic programme like AKRSP or SERP in Andhra Pradesh.

However, in 2008 after a presentation before Chief Minister Syed Qaim Ali Shah, resources for a holistic programme in two districts of Sindh Province, namely Shikarpur and Kashmore-Kandhkot were sanctioned through Union Council based Poverty Reduction Programme (UCBPRP). On the basis of my experience in India, I submitted to the Chief Minister that UCBPRP will work with women only. It took him by surprise but he did allow me to go ahead.

UCBPRP was given resources for four years only and a maintenance grant, when suddenly out of blue, I got a call that the EU Development Counsellor wanted to see me. Mr. Brend de Groot asked me if I could arrange for him to meet the officials of the Sindh Government. We were lucky that even the Chief Minister agreed to see him. In the meeting, an offer was made by the Counsellor to replicate UCBPRP in eight more districts of Sindh only if the government wishes so and would consider covering the remaining districts in the Province under the ADP funding. The Chief Minister appreciated the offer and accepted it. Within the current financial year, the Province of Sindh would have 18 districts out of 24 implementing CDD programmes.

The EU team which is piloting the SUCCESS programme is a dream team in our eyes. RSPs could not have asked for a more supportive, understanding and committed persons. We are also greatly indebted to Economic Affairs



Division for facilitating approval of EU funded support to Sindh Union Council and Community Economic Strengthening Support (SUCCESS). The presence of Secretary Economic Affairs Division this morning is a demonstration of that support.

Mr. Vijay Mahajan, Designation and name of organisation in India

I will say friends instead of addressing all of you individually. First of all I am delighted that I could come to Pakistan the second time. My last visit here was in 1986 as the member of South Asian NGO delegation, and I always wondered whether I will be able to come for the second time but thanks to people of the dice, I was able to. I am delighted.

You know when we talk about development work in India and in South Asia we take some great names, and along with the list of names of Gandhi and Tagore who started some of the earliest experiments in the rural development. At least my generation has learnt the name of Akhtar Hameed Khan who is famous for the Comilla experiment. All of you know about him and of course, Shoaib Sultan Khan Saheb is his living the testimony of how great the man was and he has left behind somebody who is following his footsteps and who is doing some great work.

I was lucky to know about this great work because in India I used to serve on the board of the Aga Khan Rural Support Programme for several years and in that capacity I had learned what it is going on here and was extremely supportive of somehow bringing the lessons from there to India. And, it's, what you heard from Shoaib Saheb and as well as from Mr. Sampath, we have been very very lucky that in India through Aga Khan Rural Support Programme, in the civil society sector and through the Andhra Pradesh programme which has had different names for the last 15 years but it is run by a single organization named the Society for the Elimination of Rural Alleviating Poverty.

That programme has actually not only made a huge difference to the 1.1 crore women that Sampath mentioned but also has now spread to several other states including Bihar. So, interestingly, my rural development career began in Bihar and after working there for almost 15 years when I decided to use a microfinance first approach, I thought let me go to a state where there is some likelihood of getting some money back. And, I shifted to Andhra Pradesh in 1995 and therefore I was an eye witness to the growth of this programme. Today 20 years later, Andhra Pradesh has of course grown enormously but Bihar is not the Bihar that was pejoratively referred to the first letter in the Bimaru states of India. BIMARU stood for Bihar, Madhya Pradesh, Rajasthan, and Uttar Pradesh. And, as you know bimaru means the sick states. Well, at least, three of those states have now overcome the curse of extreme poverty. There is still some way to go. So, the role of Community Driven Development is absolutely central to this because several other attempts that have been made whether they were infrastructure led, or whether they have been led by the trickle down approach, or whether they have been by the trickle down approach, or whether they have been top down government programmes, they have failed to have a wide spread impact. Nothing that I have seen in my 35 years of development work career is comparable to the depth and breadth of the impact that programmes like the Andhra Pradesh Rural Poverty Programme have had in terms of both scale and in terms of the difference it makes to individual households, to women.

I have personally know women, *jo delhi se bahr nahin nekalti thi (Who never came out of Delhi)*, you know, *pehli baar jab unn se milny jaty thy toh (When we went to meet them in the beginning)* they would, just the head would be bought out of the house and it would take several attempts by women colleagues to invite them to come to the *muhalla* meeting. And, I have seen how in a couple of years those women were very articulate in self-help groups which were like crucibles of learning, of self-confidence who want to entrepreneurship, and from that self-help groups to the Village Organisations where it was a forum beyond the *muhalla* required some degree of leadership. And, I have actually seen some of those women thumping the table of the block development officers saying why such and such programmes not been implemented in our village or that it was so called implemented but there has been corruption. And, so the impact is really quite amazing and there is no doubt in my mind that Community Driven Development particularly whether among our role for women as we saw in the testimony of Fauzia Bibi is the right way to go. We don't have to rediscover the veil and find other approaches. Let's put all our resources, all our institutional support, all the budgetary support behind this one thing that has worked all the way from Gilgit to Guwahati in Assam.

So, but having said this, let me remind ourselves that we are in the 21st century, and I want to use the rest of the few minutes that I have with you in this speech to talk about how the Community Driven Development approach can be fine tooled to some of the demands and the challenges of the 21st century. By training I am an engineer and an MBA, so partly I guess it is my professional training that makes me think like this but it is also my experience that unless we, Shoaib Saheb, I am particularly addressing you because you are so influential in the thinking one of us, that

unless we bring in two more elements to Community Driven Development and they are not missing right now but they need to be enhanced. One is entrepreneurship and the other is technology. Already we have seen the impact of some completely world changing technologies like mobile telephony. It is one technology which has worked across political systems, across religions, across geographies, and it is daily transforming lives whether it is something as simple as people getting to know where their near and dear ones are, being able to transfer money, and so many other things. But, mobile telephony is one of the gifts that the 20th century has left for us in terms of technological progress and while technology has caused many negatives as well and the Paris Conference is a great example of what some of the ills of technology of course, but there are many many positives which are still not harvested for the benefit of the poor. One of them is in the field of energy, there is, with solar energy generation cost now falling below \$1 per peak watt. There is absolutely no reason why any household in the world should be without energy. There is no reason, no economic reason left anymore. The rest of the reasons are our technological, institutional, or just interracial.

Similarly, certain medical technologies particularly immunisation which requires maintenance or cold chains, while they have spread dramatically compared to the low 20s and 30s, they are still stuck at 80 and 90%. We need to move to a world where there is 100% immunisation. And, finally, technology is, there are several other examples, but technology will not work again if it is imposed top-down. Therefore, needs to be absorbed through entrepreneurship into the communities. And, when I say entrepreneurship, I am not talking about large industrialists invading these communities. I am not talking about special economic zones in remote areas creating enclaves of prosperity in the middle of poverty. I am talking about micro-entrepreneurs; I am talking about mirco-franchises who have relationships with large corporations and the employs. And, who get the benefit of the supply chain, the technology, and the brand. It's when we only graft these two additional elements of entrepreneurship and technology that I think we will continue to drive the benefits of the Community Driven Development for the next 50 years that we need to eradicate poverty completely.

Thank you very much

H.E. Jean-François Cautain, the EU Ambassador to Pakistan

Excellences, Ladies and Gentlemen, thank you all for coming, and many thanks to the Rural Support Programme Network for facilitating this event. This is the fourth rural development conference of this kind, following three provincial-level conferences that already took place in Balochistan, Sindh and Khyber Pakhtunkhwa. The Rural Support Programmes in Pakistan, with their 30 years long experience widely documented in its successes, have convinced the European Union to recognise the multiple opportunities offered by the social mobilisation approach, "A development from the bottom".

Over the past five years, the European Union has increasingly worked with the RSPs, who represent today our main partner in rural development. To date, the European Union has committed 350 million EUR in rural development programs over the last 5 years. Community Driven Development is at the heart of today's conference. Participants will explore the *Community Driven nature* and *Development dimensions* of the Rural Support Programmes. It will be about who, why, how, what, where and when!

I am really pleased to see high level representation of the Government both at federal and provincial levels. It is not only welcomed, but also extremely important. RSPs would have not become such strong actors today, without a strong Government's will. There is no sustainability without a Government in the lead. The European Union recognises it, and strives to design its interventions keeping this principle at the forefront. All EU-funded programmes in Rural Development know the need to support an institutional environment where the State reaps the opportunities from the engagement with communities.

I am also pleased to see many Development Partners' representatives. I am sure that you will enrich this conference with your experiences and insights in Community Driven Development. I hope that at the end of these two days, we will have had many interactions with other actors and that exchange of experiences will make the overall process even richer and more sustainable.

Excellences, Ladies and Gentlemen,

You represent today a community of experts bringing evidences, experiences, lessons learnt from a variety of programmes. You will discuss and reflect on the opportunities arising from the engagement with communities at grass-root level, and their role in building a State and its founding social contract. You will be also provided with experiences from neighbouring countries, in order to appreciate the reach and potential of "social capital" investments in different socio-economic and political contexts.

This conference is also an opportunity to reflect on how RSPs are linked with other pro-poor programmes in Pakistan. How could synergy be developed but also how the risk of political capture of those programmes at local level can be prevented. I hope this event will provide you with useful and enriching elements for reflection on many issues. It has been designed keeping in mind some important principles of our action: participation, sharing and learning. The EU Delegation is here to learn, to listen and constructively engage with each of you.

Before I conclude, let me invite you all for a projection of short movies this evening. First, we will show you images of what we are doing together with the RSPs in different parts of Pakistan. Then we will leave the stage to young filmmakers, part of a youth film competition that the EU Delegation has organised with its partners. The Award ceremony will be this evening and I hope to see many of you joining us at 6 pm. I wish you all an excellent conference.

Thank you for your attention.

Ms. Marvi Memon, Chairperson Benazir Income Support Programme

Distinguished Participants, Ladies and Gentlemen

Let me start by thanking His Excellency, Jean-Francois Cautain, Ambassador of the European Union to Pakistan and the Chairman of Rural Support Program Mr. Shoaib Sultan Khan and his team for organizing this conference and for providing me the opportunity to share with you my ideas on Community Driven Development and the role played by Benazir Income Support Programme for promotion of community development especially for the rights of marginalized and under privileged segments of our society.

On behalf of Government of Pakistan, I also welcome our distinguish guests from India, Afghanistan and Tajikistan.

The concept of community driven development is not new to us. Fourteen hundred years ago Prophet Muhammad (PBUH) gave the concept of Haqooq-ul-Ibad (Rights of People) and gave preference to rights of people over the rights of God. The word Islam derives from the salam, which means peace, safety and tranquillity and without peace and safety, there can be no development. For community development, Islam gives the right of privacy, rights of neighbour and even the rights for animals and plants.

The word community has two connotations. The first is the territorial and geographical notion of community like neighbourhood, town and city. The second is "relational," concerned with quality of character of human relationship, without reference to location.

The definition of community encompasses four elements. The first element is membership. Membership is the feeling of belonging or of sharing a sense of personal relatedness. The second element is influence, a sense of mattering, of making a difference to a group and of the group mattering to its members. The third element is reinforcement: integration and fulfilment of needs. This is the feeling that members needs will be met by the resources received through their membership in the group. The last element is shared emotional connection, the commitment and belief that members have shared and will share history, common places, time together, and similar experiences.

Benazir Income Support Programme is a community of seven million families out of which 5.3 million are receiving direct cash transfers extending its operations all over the country.

Presently the government's initiatives to ensure peace and stability, we are fighting with the menace of terrorism and extremism on all fronts.

Benazir Income Support Programme is the flagship social sector Initiative of the country providing sustenance to the poorest of the poor people of the society through supporting them in skill development and programmes of cash grants. Thus BISP is not only *providing the fish to the needy as its short term strategy but also enhancing their capacity to learn to catch a fish as its long term strategy*. Thus helping them become responsible, self-reliant members of society.

For sake of community development, BISP focuses on the marginalized segments of the society especially woman empowerment as discrimination against women could best be dealt by empowering them socially, politically and economically. Currently, BISP is extending its cash transfer program to 5.3 million beneficiaries and as per BISP criteria our all beneficiaries are women. Government of Pakistan is paying Rs.1500 per month to very beneficiary, which is credited to every beneficiary account after every 3 months. BISP is not a poverty eradicating institutions however we are just helping people to fight with poverty. In the long run BISP is working on graduation strategies which will help the beneficiaries to come out of poverty trap.

Waseela-e-Taleem or CCT (co-responsibility cash transfer) is a mode of conditional cash transfer in which more than 3 million children of poor families will be enrolled in primary schools in four years; thus paving the way for them to improve their lot by equipping themselves with the tools of education and awareness. This programme aims at long term poverty alleviation through sustained "human capital development" thus enabling the marginalized and vulnerable segments of society to "graduate" out of poverty. Presently, under CCT around 730,00 children have been enrolled into primary schools.

I firmly believe that there is no better way to set the country on the path of prosperity than to invest in the education of its population especially the young children. And I am sure that the Waseela-e-Taleem initiative of BISP would go a long way in laying a solid foundation for the brighter future of our younger generations.

This assistance is provided through multiple payment mechanisms like: money orders, Benazir Smart Card and Mobile Phone Banking. The people have become well conversant with the latest technology.

Because of BISP more than two million women have got their CNICs in last one year only, including around 100,000 women of FATA. Now there are more eligible voters than ever before in our history and they are in a position to have their stamp on the political scene of the country. They cannot be taken for granted anymore and this step will help in the realization of the goal of securing the fundamental rights of women.

We are developing BISP in to a comprehensive Social Protection Programme by provision of Monthly Cash Grant, Vocational & Technical Training, Micro Finance for gainful self-employment and Health & Life Insurance. We are also planning to launch another initiative for promoting primary enrolment of under-privileged children.

BISP being a federally administered and sponsored programme is outreaching to all nooks and corners of the country in the most transparent manner and is creating national integration

BISP has gained enormous support and trust of international donors and financial agencies and that is because of the transparent nature of its operations.

In the end, I would like to comment on my role as the representative of Pakistani women in the National Assembly. I have frequently raised my voice for issues pertaining to community development, poverty, stability and growth and women empowerment and rights. Combing my position as a women representative with my role as Chairperson of BISP, I feel particularly blessed. I am in a unique position to do everything for the women of our country and to make them an active part of our society.

Honorable Sartaj Aziz, Advisor on Foreign Affairs to the Prime Minister

Participants, Ambassador of the European Union, Chairperson BISP, Founder Basix Leading NGO from India, Secretary to Chief Minister, Meghalaya State, an IAS Officer, Federal Secretaries, representatives from Afghanistan and Tajikistan, CEOs of CDD Programmes, World Bank, EU and other Mission representatives and leading Development Professionals of Pakistan, I am pleased to be here with you.

The Government of Pakistan under the leadership of the Prime Minister has given strategic importance to the social protection and development. Government's Vision 2015 reflects this importance. During my long association with the Planning Commission of Pakistan, United Nation's Food and Agriculture Organisation (FAO), International Fund for Agricultural Development, Ministry of Food and Agriculture, Ministry of Finance and academic institutions, I have always articulated and supported that the people should be at the heart of the development process. My book on 'Rural Development in China' also highlighted the importance that the basic needs of the communities can only be met if they are put in the driving seat, if the communities are empowered to set their own development agenda.

Since the 1950s, various rural development initiatives and projects have been undertaken in Pakistan. While many of them did make a contribution, they generally failed to have a transformative impact as they were not thoroughly based on the key principles that Dr Akhtar Hameed Khan had identified and tested at the world famous Comilla Project. It was the Aga Khan Rural Support Programme (AKRSP), under the leadership of Shoaib Sultan Khan, which first adopted and implemented these principles for Community Driven Development on scale in Gilgit, Baltistan and Chitral in 1982 to 1994.

In 1991, the SAARC Leaders at their Sixth Summit (Colombo, 1991) established an Independent South Asian Commission on Poverty Alleviation (ISACPA). The Commission, while reporting to the Seventh Summit (Dhaka, 1993), provided a conceptual framework for poverty alleviation through social mobilization and empowerment in South Asia. SAARC Heads of States approved the report and encouraged the Member States to set up independent and autonomous support organisations to undertake social mobilisation. It is the support organisations who reach out to and mobilise individual poor households to foster their own organisations. No other set of organisations can do this.

The RSPs' approach to Community Driven Development has also been adapted and taken to scale in India, Afghanistan, Tajikistan, Myanmar, and through the Aga Khan Foundation in East Africa. Within Pakistan, the Federal and Provincial Governments have supported the setting up of RSPs and have provided seed capital. The Federal Government also set up the Pakistan Poverty Alleviation Fund (PPAF) to fund RSPs and other organisations. In 2008, the Federal Government established the largest social protection programme in the history of the country. Today, the Benazir Income Support Programme (BISP) provides monthly cash grant support to 5.5 million poor women. BISP has also introduced conditional cash support to encourage beneficiaries' families to enrol their out of school children. The Federal Government continues to enhance its support to BISP.

Today, RSPs in Pakistan working across all provinces and areas of the country. A key reason for the success of the RSPs has been the style of leadership and management. These organisations are led by dedicated and committed people who believe in the mission of empowering the poor rural people. They follow a management style that is open, flexible and fosters innovation.

Pakistan did not meet many of the Millennium Development Goals. However, now with a committed Federal Government, financially empowered Provincial Governments, and improving security and economic situation, Pakistan is well placed to plan for and to meet the newly agreed Sustainable Development Goals. Communities and people's own organisations will be key stakeholders in efforts to meet Sustainable Development Goals, especially poverty, health and education related ones.

Over the past decade, Pakistan has faced various natural and man-made disasters, as well as facing challenges of climate change. If Pakistan is to manage both of these in an organised manner, again the communities have to be fully involved. First responders to any disaster are the community members. Similarly, for climate change adaptation, communities have to play the leading role at the local level.

I am pleased to acknowledge the support of the European Union for the rollout of the RSPs approach to Community Driven Development in Khyber Pakhtunkhwa, Balochistan and Sindh provinces. Strategically, EU is also working with the provincial Governments to devise Community Driven Local Development policies. Other important donors are also working with organised communities through the RSPs, including the World Bank/PPAF, Asian Development Bank, IFAD, USAID, DFID, Australian Aid, United Nations Agencies, etc.

From my long experience in the development policy field, I am convinced that if the basic needs of the people are to be met, if the inherent potential of the poor people is to be harnessed then they have to be socially organised into a network of their own organisations, they have to mobilise capital and access financial services, enhance their skills in line with the demands of the market and foster linkages and cooperation with other service providers, including the local government, line departments, NGOs and market sector. Major development partners have to develop synergies to make the difference in the lives of the common people.

The challenge for all of us is to ensure that these organisations of the people are sustainable and financially viable, and that they are enabled to fully contribute to meet the basic needs of the people through various partnerships with all stakeholders. Through people's own organisations, we can achieve transformative change that is equitable, productive, sustainable, environment friendly and gender sensitive.

Finally, I want to take this opportunity to welcome distinguished guests from regional countries. Such events and conferences are important for people-to-people contact within Pakistan and also within the region. I wish you all a successful conference and am confident that you will learn from each other's experiences, as well as from the direct experiences of the community members, who continue to perform miracles every day, and draw important lessons to further strengthen the Community Driven Development approach.

Thank you.

Mr. Bernard François, Development Counsellor EU

Ladies and gentlemen,

You have come to the end of the conference and you survived!

Many things came on your table, and I am sure that you have been convinced that investing in social capital is an efficient way to reach long term sustainable results.

Gender empowerment was brought to us directly through the words of people from the field, I think we all appreciated the vibrant and passionate way used by Ms Fazia Bibi to talk about her work, about how women can make the difference in community development;

Opportunities of knowledge sharing and further learning came from the region, especially in the presentation of our guests from India, who highlighted:

- the key role of **bridging the poor with the State**, by giving self-confidence to them, telling them that a better future is possible despite feudalism, traditional hierarchy from the family to the society, and psychological barriers;
- addressing this means also helping people by creating these "**self-help groups**" able to bring change in traditional values;
- how **technology** can be beneficial for communities. Supply and demand were identified as critical elements, where entrepreneurship and technology are fundamental for an effective Community Driven Development;

The presence and the support expressed by HE Sartaj Aziz are very encouraging in the perspective of a renewed commitment of the public authorities, after an initial momentum in the 90's and some later disappointment; in the preparation of our new programmes with the Provincial authorities, we met a lot of enthusiasm and commitment from at the provincial level (Balochistan February 2015);

Community Driven Development has also been suggested a key pathway for achieving the Sustainable Development Goals (new Millennium Development Goals), to struggle against chronic and man-made causes of poverty.

Finally, I would like to highlight the importance of the role of the Government in this framework of CDD through creating an enabling environment and of course providing resources. Currently, in Pakistan, provincial governments have different levels of interest and intervention in CDD. For example, in KP, the Government has designed a policy framework, presented to you this morning, and is now working on operationilising it to channel funds to the communities. In Sindh, there is no policy framework yet, but the Government has provided substantial funds to implement CDD through some RSPs. The EU can only facilitate such processes through some projects and policy dialogue with the governments. But our financial resources are negligible compared to what the governments can make available if they have the political will to do so... and it is governments who are accountable to their people.

And last, we tried to bring colours through images from the work that you and us daily carry out. **Communication is key** and favours understanding by the heart: remember yesterday evening this old Granma who came to follow training in adult literacy centre, and could call her kids through using a mobile: the way she spoke, her smile was more convincing than 100 written pages! Thanks for the professionals, and the young generation who provided us these short movies.

Have I forgotten something!? Sure I have, as CDD is just the beginning of a long journey.

Ladies and Gentlemen,

All this was possible only through your contribution!

Thank you for your attention.

Mr. Tasneem Saddique, Chairman Orangi Pilot Project

Thank you Ayesha Khan for a very detail introduction. It is really an honour for me to be here this afternoon as a keynote speaker for the Annual Dr. Akhtar Hameed Khan Memorial Lecture 2015. I am doubly honoured Shoaib sir because you invited me as a keynote speaker and to speak on Dr. Akhtar Hameed Khan. There are two honours combined together.

I don't think I have to mention that Akhtar Hameed Khan was a greatest social scientist of Pakistan and a development practitioner who tried to solve many problems of Pakistan. I was one of those lucky ones who had the opportunity to work with him very closely. As a matter of fact I met him for the first time in 1966 when I was a young CSC probationer and Mr. Shoaib Sultan Khan had sent all the probationers to Comilla for about five or six weeks. At that time, to be honest, I didn't know what he was doing because like a mad man he was running around, meeting people, organizing meetings, going to villages, travelling in a rikshaw, sometime on a bike, and as CSC probationers at that time we thought this is not our job, this is job of some sufis or people who work for the masses not for the bureaucrats so why we have been sent here? And, some of our probationers were so angry that they almost decided to come back and then President Ayub Khan, he called them and he said if you don't work here and don't learn I will send you home. Dr Akhtar Hameed Khan said, I have not asked you to come here, Ayub Khan has sent you, you can go and complain to him. Since, I have about five minutes at my disposal I will not go into details, the life style of Dr Akhtar Hameed Khan. He was a legend in his own time and the younger people may not know how he lived and what simple life he led and the scholar he had, see he was not only a development practitioner but he was a very learned man. He learned everything from original sources, for example, he wanted to understand Islam, Quran, and Hadees, he went to Deoband, he worked with Allama Mashriqi in his movement and then he started his career as an ICS but the only thing remembered is, he resigned from the ICS. People do not know what scholarly pursuits he had and if he had not been a nicest officer or a development practitioner he would have been a great scholar. He was a student of comparative religions; he knew more than half a dozen languages, Palli, Sanskrit, whatever because whatever he wanted to learn, he wanted to learn from the original sources.

For two days', we have been hearing about social mobilization and now a common phrase in the language of development. This morning and also yesterday you heard about community participation, bottom up approach, public private partnership, inclusive development, empowerment especially that of women, flexibility in approach, identifying the needs of the people, and prioritization, implementation, and maintenance, village development plans, gender equity, sustainability, scaling up the programmes, development framework, hard versus soft programmes, and then you have been hearing about COs, VOs, and LSOs. But, you see you will have to go back, I think to 1959 or maybe 1954. Akhtar Hameed Khan joined the Indian Civil Service, he resigned after seven years. Why did he resign? Not because he was a great patriot or for ideological reasons. He said at that time, mind you, when the British empire was at its peak, he said, the British empire cannot solve the people's problems. He had seen the famine of Bengal and because he worked in Bengal as assistant commissioner what you call it, he saw the deterioration of the infrastructure, abject poverty, and he came to the conclusion that British empire or British administration has no capability and of course intention to solve people's problems. So, he left the job and when he resigned the Chief Minister of Bengal and I think he was called the Prime Minister, Khawaja Nazim Uddin, he called him and said, there are so few Muslims in the ICS why are you resigning. This is a very prestigious service and you have an ample opportunity to work. He said, no, I can't solve the problems within the framework; I have to go outside and see. And, then of course there is a long history that he became a teacher and then he became a labourer, and finally he ended up with Principle Victoria College Comilla. And, then he started walking in Comilla district. He was very fond of, you see, research and meeting people.

So, what was his method of work? He put it very briefly, it was observation, discussion, dialogue, and coming to some conclusions. For example, in rural Bengal what he saw was because of deterioration of infrastructure, either there was floods or draughts, and because of draughts and floods there was famines. And, because of low productivity in agriculture there was rampant poverty. So, these were the observations and he talked to the people and then after seeing that he started studying various rural development models. It was not an easy thing to find a rural development model; we can say that he started his work in rural development very quickly, no. He studied almost all the rural development models in the world. Starting from Germany, Scandinavia, Yugoslavia, Russia, China, Israel, Taiwan, and then American model of research and extension and then he came to some conclusions.

And then, when we say that social mobilization is the thing, can you imagine that in 1959, firstly, he joined the village programme in 1954, I think he worked for three years in village development programme but he was not satisfied. Luckily in 1959, two academies were established by government of Pakistan, one was the Rural Development Academy of Comilla, and the other was the Rural Development Academy of Peshawar. And, Chaudary Muhammad Ali and other people knew him very well and they knew his passion for work for development they appointed him as the director at Comilla.

So, ok, so when he became the director, he started experimenting. Because he had already observed things, he had come to some conclusion that you have to find a local activist. The outsiders cannot solve the problems of the villages. The urban people cannot go and live there, so you have to find a local activist. And, I think that is the basic spirit of all RSPs, local activists have to be found and local activists have to be trained. The problems they are two folds, one is the productivity, for example, in agriculture you have to bring new ideas, new technologies, and you have to found a framework how to implement it. So, he started with that. So to make experiments, social experiments, he was given one Tehsil, in East Pakistan it used to be thana, thana is not the police station but a Tehsil. And in that Tehsil, he said this is my social laboratory. And, the population was about, let's say, 100,000 people in one Tehsil and then he started experimenting things.

The basic things were, 1) He developed a Thana Training and Development Centre, TTDC. In a Tehsil, if you have an organization, an umbrella organization where all the line departments, they are there and the people are trained then the problems can be solved. First thing was to develop a Thana Training Centre. And then because there was rampant poverty and seasonal poverty which used to become acute during dry season he started rural revival programme because people wanted jobs and some money to survive. And then he found, irrigation was another major problem so he started Thana Irrigation Programme to supply water.

And then, he also came to the conclusion that two tiers cooperative were necessary there, one the upper level and the lower level. For this, he studied the Raiffeisen Model, so within two three years the Comilla pilot project was expended to 20 thanas. And, of course, finally to all over East Pakistan. So, all over East Pakistan there were Thana Training and Development Centres where irrigation people, agriculture people, family planning people, cooperative people, they were all present there. They were, you see, taking care of local development, they were making plans, and they were submitting this to the government. But, another interesting thing was government was a part of this. Here we have been trying, after a long period the government listens to us, but the basic concept, the basic methodology of the Comilla project was that, 1) it was a government project, mind you. The government owned it, the government established the academy, they were giving the money, and all other government departments they were helping. And, in Thana Development Centre all the line department people they were there, people could come, talk to them and then go to the villages and solve their problems. And, the local Sub-District Magistrate was also a part of it. So, the local government, at that time it was a basic democracy so there used to be Union Councils in rural areas and urban committees in urban areas. The Union Councils and District Councils were a part of it. The local administration was part of it, the provincial government was part of it, and of course the support came from federal government. So, all government agencies, government money, and a government man, he was trying to solve the problems.

But, unfortunately, what happened in 1971, this traumatic experience happened. But before that, I must share with you some basic concept of his approach. As I said, basic cause of poverty was low productivity in agriculture and the deterioration of it. So, what farmers needed was economic rearrangement and reorganization because there was no surplus with them. There was no surplus with them so an organization was needed which could provide them some surplus. There were 20% people were landless, 75% owned very small pieces of land. So, they had to become part of a cooperative, unless they are become a part of any cooperative they will not be able to survive. And of course he said, the government must increase an investment in rural development. As I said, he had seen the economic programme and then he created an idea about administrative programme. He said, government departments must come together and this must be an integrated programme. Not to see only working for irrigation, agriculture but all problems have to be solved by the government people, by the people, and by the donors coming together. So, this was his basic approach.

See, saying that the traumatic experience of 1971, he had to live in Bangladesh, for 10 years he was rendering from here to there, he went to Agricultural University Faisalabad, taught there. Shoaib Sultan Sahab and Dr Akhtar Hameed Khan tried to do something in Daudzai but the bureaucratic setup, you see Bangladesh or East Pakistan at that time was different from West Pakistan in social and political structure, people's approach was also different and the bureaucratic approach was also different. But, in West Pakistan this was totally a tribal, feudal structure and the military and civil bureaucracy they had very strong strangle hold. So when Daudzai started, Dr. Akhtar Hameed Khan Sahb and Shoaib Sultan Khan were thrown out so finally he decided ok it is not possible to work here, so he went to Michigan University for five six years but then he was restless there, he said, no, I have to go to Pakistan and do something else. Then in 1980 he came back to Karachi and at that time Agha Hassan Abedi who was running BCCI Bank and a foundation, he said, Dr. Sahb you come to Karachi, we will support you. You start some educational institution or some social work. He said, no I will not do social work. So, he started Orangi Pilot Project and he asked Agha Hassan Abedi to give him only an old jeep and 20,000 Rupees. In two years he did the same thing which he was doing in 1959 in Bangladesh. What? Going to the streets, lanes which were dirty, they were full of sewage, and there were Kacha houses, and people were ill because there was no potable water and the solid waste was there, he was going around, talking to people. So finally he said, ok the basic problem which I see here is lack of sanitation, people have made their houses in kachi abadies, they purchase land from land grabbers. He said, if you can purchase your land from the land grabbers, you can make you own house, you are running your educational institutions, you have your private clinics also, and why can't you have sanitation. But, urban setting was different, people refused; they said no, this is the job of the government. They said, the government will come in posh areas, KDA, KMC, and other agencies, they provide sanitation, why they can't do it. He said, ok. So then they said, we will go to the governor, we will go to the GD, KDA, we will go to the administrative camps. For two years people didn't listen to him. And said, if you have the money, if you have confirmed the World Bank then do it otherwise we are not going to give you money. But then, finally in one lane, mind you, a lane has about 30 houses, they agreed. And what did he do, social organized them, make a committee, selected a manager, and start doing things, and we will provide you technical assistance. So, two things became very important in Orangi, i.e. social organization and technical assistance. Affordable model, Arif Hassan was our friend and he provided an affordable sanitation model, at that time for a house it was costing Rs 500. And then you see, it spread like a wild fire.

Orangi has a population of 1.5 million now. So, in 100,000 houses the sanitation connection is there, and 7000 lanes/streets and all have been done by the people themselves. Not a single penny from the government. And the KMC and the KDA when they were approached they refused, they said, we can't do anything because this is a kachi abadi. So, the principles he had developed in Bangladesh in rural setting, he applied then here in an urban setting, and further more replication in other urban settings also began. I was the Director General of the Kachi Abadi Authority and he said, you apply the same principle in the kachi abadi and we applied the same in kachi abadi. People took the ownership papers and with them they paid the money and with that money we provided them the infrastructure.

And, the principle that the people should identify their needs, this is a very basic principle, like in kachi abadis we said, identify your needs and if there are four needs prioritize them and when you have prioritized them we will make an estimate and design and you will see them. And, when you will approve them we will implement. And, we made the implementation committee from the kachi abadi. So, within a period of I think 10 years all kachi abadies in Karachi were regularized. And now when you go to Kachi abadi in Karachi, you will see sold waste there but no sanitation problem. People paid the money and through this principle of identifying needs, prioritizing needs, we reduced the cost by 1/3. The government was doing the work, let's say in Rs. 100, we did it in Rs 60 and there was a huge saving also. With that savings we started building schools and other things also. So the principles we heard of all that people have to be involved because we have been saying all the time social mobilization people's participation, people participation but at what level. He started at household level, not from the top, the household level becomes the unit. They become partners and they increase the number, from household to lane, lane to muhalla, muhalla to neighborhood, neighborhood to kachi abadi itself. I think the same principle has been applied in the villages now, the CO, the VO, and the LSO.

So, saying at that time, people can be organized, and then he started the microfinance project well. I think he started the microcredit programme in Bangladesh long time back, the family planning in Bangladesh involving women and mullas, both. Population growth rate in Bangladesh now is I think 1.2% per annum. Their population is about 15

crores, we are reaching 18 crores. You see there were also fundamentalist Muslims at that time. But, he found a new approach that the access to contraceptive must be at muhalla level and through women. So you find women activists and mullas used to find the time and place for meetings. Can you imagine? And, that programme was taken by other countries also. So now you see, if we look back, what has been happening in 1954, 1959, and in Orangi in 1982, if you see the figures now, for example, I have taken some figures, it is totally surprising.

Now you see the latest figures, there are 368,561 COs in Pakistan, the organized households are about 600,000, and LSOs are about 1000, and districts in which there is RSP presence 123, and the rural union councils with RSPs presence are 3000. So, if you look back, starting from one house, one lane, or one district, or one tehsil, where we have reached now. And now we are talking a brief period of time, in a short period of time all the districts will be covered. Right now districts are covered but the entire populations are not covered but then all the populations will be covered, all the districts will be covered.

Now the question is, this process cannot be stopped. This is the process which has grown from the ground so this is not any foreign funded project or an NGO project which stops when the funding stops and in Sindh working with different organisations asked me to share some of my experiences. I worked, for example, in housing where we developed an innovative approach where everything was self-financing. People were organized; they used to pay money not only but education, health, family planning etc. Similarly, in Kachi Abadi we made a self-financing approach, involving people, and women especially because men, you see, they do not suffer because of lack of sanitation, who suffers, women and children. We approached them; we organized them, now for example, Aurat Foundation, Aurat Foundation had a recent meeting in Thata with BISP, there were 22,000 women, 22,000 women came to attend the meeting, they were very disciplined, they were, I should say organized, it is unimaginable, even a political party in Pakistan cannot organize a well-organized meeting for 20,000 people.

Similar, if we will go to SRSO meeting which many of you may have gone. There are thousands of women organizers, village organizations, and COs, they come from far flung areas, they have taken the development agenda in their own hands. And, they can play a measure role in a social organization by themselves not because of anything else. And, as you may have heard, yesterday that some of them were able to solve age old feudal disputes between the tribes. And, previously there was a notion or a myth that, 1) women can't be organized 2) they will not come out of their house holds 3) the men they will not allow them to work. Now you see the men folk they sit in the houses and the women folk they go and attend the meetings, even in Baloch areas. The places where you are afraid of going but women they are working there. Similar with Saraiki belt, I have been to Rahimyar Khan, Lodran, women come in large numbers and they solve their problems. Since, they want assistance from the government.

Now, I hope, as we have seen in this case you have been in European Union and USAID and other organizations, they have accepted that unless the methodology has changed things are not going to happen because when Akhtar Hameed Khan started his work there were three options. 1) Maintain the status, accept as things are going, let them go; 2) the trickle down approach, the trickle down approach in many spheres of life in Pakistan has taken 68 years and not much has changed; and 3) to change the methodology. The question is not shortage of money, people can contribute, and so can the government can. Now after the 18th amendment provincial government has huge amounts of money but the problem is they do not know how to solve the people's problems. For example, education budget in Sindh is Rs 150 billion but half of it maybe has stolen away or 1/3 has been used for education. But, there are certain initiatives they are coming through which has supported by SRSO. For example, PPHI. They are working 1000 health facilities with government money and as I said earlier, there are five RSPs those are funded by government. See, the government has also, see change has started now. Similarly, PPHI has been given 2 billion rupees. So, despite of all the resistance, the government has also started changing the stance. And I think, KP, I am not aware of the change but the government apparently is supporting the initiatives because the money is there, the demand is there, people are organized. So, what is left? If this process goes on and goes on then things are bound to change.

Mr. Ejaz Rahim, ex-Cabinet Secretary Government of Pakistan

Bismillah hir-Rahman nir-Rahim

I do not know where should I begin because I know it is a kind of infringement of moral protocol that I should succeed Shoaib Sultan Saheb at the podium. But, I had been invited by Dr. Ayesha and so I have come. The honest truth is what a day it would be for Dr. Akhtar Hameed Khan that his daughter is running the proceedings, that his greatest disciple and sometimes he would say “my only disciple in decades of finding” Mr. Shoaib Sultan Khan is presiding over this function.

And sir, I am a student of the art of leadership in my own way and I would like to sum it up like this, the discipline of leadership in the present world that you have the inspirational leadership. You have also the aspirational leadership. The inspirational leadership is the one where the leader inspires, the aspirational leadership is the one where the aspirations of the people rule the leader, and the third element is the institutional part of it and very rare people in history are able to combine the aspirational, the inspirational, and the institutional, and that is the personality of Dr. Akhtar Hameed Khan. This is the only tribute that I can pay today.

But, sir, I think that Dr. Akhtar Hameed Khan has left behind two legacies for our purposes and I will be very honest with you on that. The first of course is what Dr. Tasneem Saheb dwelled upon, the revolutionary change in the concept of development, and sir, the second legacy is your own personality, the fact he left behind someone who after many years was able to work on the thoughts and mind of Dr. Akhtar Hameed Khan and put it to practice, at scale.

Sir, I will just take a few minutes of yours because what a privilege it was to sit through the proceedings of this great conference for the last two days. And, I want to quote a little thing that I saw from Arundhati Roy. She says, the world is a millipede that inches forward on millions of real conversations. Sir, what we have had in the last two days is a real conversation and I want to thank you for the privilege that in the name of Dr. Akhtar Hameed Khan we were able to hear real conversations. The unreal conversations, the conversations of the bureaucrats, and the conversations of the politicians, we keep on hearing sir. The television is full of it. The newspapers are full of it. And, sir, those are the conversations that produce the problems of the world. And sir, here are the quiet conversations that produce the solutions to the problems that the other conversations produce in the world. That is a tribute to the kind of things that we have heard.

Sir, on the lecture of today, I just want to say that Dr. Saheb, Dr. Tasneem Saddique Saheb, he paid a fitting tribute to Dr. Akhtar Hameed Khan by saying that he was the greatest social scientist and development practitioner of Pakistan. And I wanted to repeat this to this audience that is probably a more fitting description of the man. But sir, I think, I would like to add one thing to it that I consider Dr. Akhtar Hameed Khan to be the greatest social scientist because he was a liberator of the concept of development. This is a very important thought; this a thought with a lot of contemporary relevance and I just want to say this that he introduced a concept of a liberated development in which women were foremost and in which the power and energies and the wisdom of women, their abilities for consensus making, their ability for overcoming conflict, their ability to produce solutions where there are problems that I think is a tribute to women-kind that he was able to do at a time when paternalistic tendencies were at the top-most, so, I want to say is I don't know what the palmists said about his age but I am sure that the palmists of yesterday will have to think about the ability and the wisdom with which Dr Akhtar Hameed Khan was able to see the role of women in the ages that follow and that is the tribute I wish to pay to him with respect to the subject of discussion.

Sir, may I say one or two things about this concept of development and then I will conclude. I have kept a small poem sir in Urdu which I want to devote to Sartaj Aziz Saheb and Marvi Memon Saheba. And, I keep it for the end. But, I just say two or three things that I feel are important and worth saying.

Sir, It is very important to bring on record in a forum like this that the revolt or the rebellion which Akhtar Hameed Khan produced in his time and age was against a development strategy which still holds the day in the mainstream.

Sir, I am sorry to say this but the mainstream is still dominated by thinking and by strategies that are anti-poor in character. Let us be very blunt. Sir, The point is I heard a story about a central Asian wit Mullah Noor-uddin. You know sir, Mullah Noor-Uddin used to come every day to his house and his would be given food (salan) which was full of spices (namak-mirch). Maybe she wasn't, she wasn't, she hadn't been through the RSP process or maybe she didn't take too much interest in cooking. But, one day he was very frustrated, he went into the room, he went up the ladder, climbed up the roof and pulled up the ladder. And, when the wife said, come and have your food. He said, no, you have destroyed my life with the namak-mirch that you have put all my life. And now I have pulled up the ladder and you can't do anything to me. So the point is, I have pulled up the ladder, I know, I am done. I would like to say thank you too and leave a poem to the end.

But say that, the anti-poor development strategy still holds the imagination of the people and there are two modern contemporary strategies. And, sir, that is where the wisdom of the man, the prestige of the man, the status, the stature of the man comes through. That sir is the vision the visionaries like you are continuing, the voices that you are raising against huge avalanche that runs over the lands that are rise of anti-poor strategies. So sir, what are the two major strategies that holds the words of the politicians, the statesmen, and the bureaucrats like myself. One sir is called the new liberal school, leave everything to the market and everybody will be very happy. This is not true, sir. But, there were very strong forces in history against which Dr. Akhtar Hameed Khan was pitched. And, the other school sir is called the Keynesian State intervention theory that, ok, full employment and so on and the little bit of social investment and everything is alright. Sir, it was Dr Akhtar Hameed Khan's clear vision that no sir, human beings have to be at the heart of development. That the energies of human beings if diverted or just played around with, there will not be development, and there will be mis-development.

So, sir I wanted to pay tribute in conceptual terms because sir what we have seen in the last two days, we have seen sir how true you have been to the vision of Dr. Akhtar Hameed Khan. We had heard a discussion on the conceptual side of development, we had a discussion on the empirical side of development. And sir, the third and most important, we had a discussion on the experiential side of development. Human beings and especially women coming out and for them there is joy in the development effort, there is commitment to the development effort, and there is moral fulfilment in the development effort, the complexities apart, the difficulties apart, the ability to crackle with the environment, the political environment, the social environment, the economic environment, the domestic environment. The ability to do that becomes something, you know, which is of great note.

So, sir, you brought together in this conference so many voices from this globe. Sir, I want to pay through you a tribute to the contribution made by our friends from India. It was a pleasure listening to them. And, today sir, it was a pleasure listening to our friends from Afghanistan and Tajikistan. I saw something strange; I saw we are sharing a common idiom of development. What a marvellous thing, sir. Sir, I want the governments from all around the world to see that there are common idioms of talk between peoples. And, it is worth, and sir I honestly believe that if this idiom can be translated in a training programme for decision makers across the region for leaders from the grassroots, for practitioners, and for theorists. And, even a two day, three day courses like this which bring people together then I think sir the heart of Akhtar Hameed Khan's message and the heart of the learning we have taken from your workshop will be materialized.

Secondly sir, I wanted to say, while we were sitting on the table that what a message of hope has arisen from this workshop. The world is full of distress, economic, social, and exploitation of men by men, men and women together and yet sir, what was the message that came from your efforts that there is hope despite poverty because the poor themselves have not lost hope. You give them slight hope and they are capable of moving mountains, they are capable of moving the Pamirs, they are capable of moving the Karakorums, they are capable of moving the Himalayas and they are capable of moving the Hindukush. Sir, you have proved in your conference the ability of the common idioms of that hope that we saw around the table. And sir, no greater tribute can be paid to Dr Akhtar Hameed Khan then to raise aloft this banner of hope but you have been able to put together.

Sir, I will now come to that poem but before I come to the poem sir for the sake of the concepts that Dr Akhtar Hameed Khan espoused and which Dr. Tasneem, just brought out. These are just my take away from your conference. The principle of dialogue between mobilisers, activists, and the community and this is the heart of the problem solving attitude that has been built by the RSPs and by the examples that came from across the borders.

Secondly sir, the principle of unleashing the energy of the people, especially women and the poor by giving dignity to the community. Sir our development models have taken away whatever dignity was in the communities. When you return dignity to the communities like you do, sir, you ennoble human beings and you bring out the best in them. The third take away sir, the pillar or the principle of catalysing the lion hearted or the gems as Dr Akhtar Hameed Khan said, or the activists as you say, and you speak about the Michael Angelo Effect that it is already there. The catalyst follows the platinum principle, the platinum is necessary for turning things into sulphuric acid but it doesn't change itself but it changes the community, it changes the product. And so sir, this effect is something that has to go into our development process, and finally, sir, the paradigm of partnerships. There is strength in partnerships; this is what you say, partnership between the activists and the non-activists.. Partnership between the poor and the not so poor, partnership finally between, and this is sir where you have made a personal contribution and you have probably advanced a step further in the thinking that Dr. Akhtar Hameed Khan had started, partnership also with institutions of the government and the state where it is for the benefit of the poor and for the benefit of women and for the benefit of the vulnerable, and for the benefit of those who have right to the resources of a state and resources of government.

And sir, here I will say that when Marvi Memon sahiba said that here are resources which the state has dedicated for poverty management. Sir, I ask a simple question that there are 100 billion rupees and with 100 billion rupees you cannot not only do a poverty management but you can empower the poor, you can transfer the resources to them and give them the decision making power and you can give them not only management but you can give them a way out of poverty. Which is the better method sir? Which is the best cost effective method sir? Which is the more visionary method sir? That you first spend the money in which state functionaries continue to control the life of citizens or is that method better because sir, community led development should mean community honouring development. It should mean community realizing development. It should mean community empowering development. So, would you prefer to spend the 100 billion rupees because the resources don't come on trees? When will the politicians of this country realize that the resources available to them are actually the resources of the poor? And then, which is the better mode of spending, management and continuance of poverty or an effort, a brave effort left behind by a social scientist and sir you have a day in and a day out no matter what the circumstances reinforce the message you have kept alive.

And sir then a word for Sartaj Aziz Sahib's speech, I have never heard a better analysis of the problems of poverty, the barriers to poverty but sir, where was the solution? Where is the solution? Is the solution again the distribution of loaves and fishes or is it in utilizing the scarce resources for creative, people-oriented, people-centric, CDD-oriented development. This is the question I ask if you would answer.

Sir, I beg your pardon; I have taken too much time. There are few lines; this is from Zameer Jaffri Saheb. Sir, now you have two models, you have the model which is people-centric, people empowering, it calls for decision making along with resources. Sir, I was attending a conference on population and the minister was saying, we give lot of priority to population and someone from the audience stood and said, sir, can you please give less priority and more money. Sir, the point is that the time has come when instead of analysis of the barriers to development, instead of talking about just the problems, you start looking at solutions that are wise and in a special manner. So sir, you have two theories of development, one is sir you one the table and one sir what has the workshop put across. And, the other one has been summed up in my Sayeed Zameer Jafferi and after I have read these lines, I promise you I will leave the stage. So, he says that, development is like a buffet dinner!

Mr. Neil Buhne, UN Resident Coordinator and UNDP Resident Representative

Thank you, I actually spent a little bit of spare of time I had in the morning because I was in the heart of Asia meeting and then I was told that it was just a member states so I had some spare of time. I actually updated my CV, the secretary has been pushing me to do that. I have actually worked for 30 years and it was all about 25. It is hard to believe.

But, it is nice that there is this convention of guest of honor at the closing session that I feel more like it is really an honor to be the guest here and the speaker of this event. When coming back to Pakistan about two and half months ago, after being away for 20 years I have become evacuated with the Rural Support Programmes, not anyway that I had forgotten them but the question was, you know, is this approach still relevant in the current situation in the country. Is it relevant to a world of any of development goals or sustainable development goals of all these global conferences? And, little bit I have seen but also I have seen when I was away, it is still relevant, it was relevant in Commilla, it was relevant on Orangi and is still relevant, it was relevant in Gilgit when Shoaib Saheb begin the work with the AKRSP, it was relevant in sort of 1994 or so when we put together actually the South Asia Poverty Alleviation Programme which Shoaib was the leader of what we were hearing of what **Burnoid** had been said, we took the Pakistan approach to other countries in South Asia and I think Shoaib talked about it in the beginning and we have seen of the results of that sort of cross fertilization in the discussions here. And, it has been encouraging for me that the cross fertilization has extended at the situations that are very different. I was working before when I was in Geneva the last year, I was working in the Srilanka as resident coordinator as well and the whole Community Driven Development model is very relevant there with the organizations such as Sarvodaya. But, it was encouraging just to given in this last session, the relevance that there was in very different environment to South Asia, the relevance in Tajikistan, the relevance in Afghanistan, I also served as a resident coordinator in Belarus and Bulgaria and the biggest cultural shock I had in my life was going from Malaysia where I was working, to Belarus because the organizational culture of the country was so different. I walked to South Asia a while and there was a certain I am a Canadian, there is a certain similarity in the civil service structures, but to go there, it was a completely different structure. To go there right after the collapse of the Soviet Union and started programme and be successful, and my crew to UN and to do the same in Afghanistan, that is impressive. I think it shows this is relevant.

But the question is to work in these places but quite now in Paris there is a big conference happening on climate change and there is seem to be some optimism and some agreements are gonna come out of it. But is this approach gonna be ready to some of the challenges Pakistan is gonna face though? Will it have to do more rapid adaptation to climate change? On Friday I was up in Chitral to look both at the effects of the floods and the earth-quacks and I actually travelled up partly to see the Aga Khan Fund donor on their wonderful helicopter. I also went around and saw LSO in action, but they were victims of global climate change, monsoons are coming where monsoons are supposed to come at a different time in the year. It is not the only place that is going to adapt, there is gonna be relevant other place I think is one of the challenges the RSPs will have to deal with but I think i the experience here has shown that they are flexible enough to back that adaptation.

There is another call that happened in September, the General Assembly called the sustainable development goals that resulted in the sustainable development goals. Many of those are directly relevant to the RSPs. Goal no. 10 is about equality, really equality about opportunity and I think that is something the RSPs are key for, apart from the more obvious ones like poverty and health and education. And there is also goal no. 16 in the sustainable development goals is about better governance. And, I think the last example is for my friend who is sitting next to me, I think, showed that very clearly, how community driven approach or LSO approach whatever you call it can actually make a government respond better to keep its needs. In this case, education is one of the sustainable development goals. So, I think it shows the continue relevance to not rather just to the past, not relevant just in other settings, such as in Tajikistan, I should say is also relevant where I worked in Belarus and Bulgaria are seen because I secretly applied the RSP approach there without calling it that, particularly in affected areas where it is a community based development where the government was comfortable with that to deal with people who had been traumatized still from the affects of the terrible well you call it an accident or disaster or nuclear explodes. So, I think, these principles of participations of mobilizations, the principles of respecting people's dignity, giving people voice, are relevant.

And, December 10th is actually the 56th or the 57th anniversary of Universal Declaration of Human Rights and in fact and we just printed this in Urdu and I am sure there is an earlier copy printed which was circulated but if you look that the very first article in the declaration of human rights, it talks about, All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood. Well, the RSPs are about brotherhood and sisterhood and very much in line with the first article in the Universal Declaration of Human Rights. They are also in line with something a Pakistani and an Indian working together and I think that is appropriate with the conference. Mehboob ul Haq put together the whole idea of human development and human development fund is about people having more opportunities and choice in life. And, I think, it is also more relevant to what is being talked about in Paris which I talked about before about the sustainable development and people needing be more resilient to change. So, I think, the question is answered if it was ever asked or there was ever a doubt that this approach remains relevant in today's world. It is the approach that can be

adapted to different circumstances, it can be adapted to demand services from the government, it can be adapted to different countries.

And, I wanna thank very much the RSP network for putting this together and all the people who have been central in that and I wanna thank my colleagues in the European Union for putting this conference together and showing the continued relevance of this approach to the challenges that Pakistan is facing and the challenges Pakistan will face.

Thank you

Annex-D

Conference Participants' Feedback Summary

At the end of the conference, the participants were asked to fill a quick feedback form (attached in Annex I). A total of 30 participants provided feedback. A summary is presented below:



All respondents said they would attend such conferences if organised by RSPN in future and would recommend them to their colleagues as well.

Summary of appreciation:

- The themes touched upon in the conference were very relevant and of great value to development experts and policy makers. Both national and regional experience sharing provided valuable insights and knowledge.
- Very enlightening to learn of CDD experiences across Pakistan and neighboring countries.
- Such conferences should also be held in other SAARC countries for more regional experience sharing and dialogue. It was recommended that the conference next year should be at SAARC HQ in Bhutan on July 11, 2016 on Shoaib sahib's birthday (Vijay Mahjan).
- Many respondents commended the effort put in to arrange the conference, lauding it as superb with encouragement to keep up the good work.
- The following appreciation email received from Chairman RSPN on December 12, 2015:

"My dear Khaleel,

All the sections of RSPN were at their best in organizing the National Community Driven Development Conference. Everything was done with such meticulous attention and care that not a single hitch occurred in this international level Conference. You and your team have done RSPN proud and personally me. Thank you all.

*Warmest regards.
Shoaib”*

- The following appreciation email received from ACEO RSPN on December 12, 2015:

*“Dear Friends and Colleagues,
I am writing to thank all of you for contributing to the successful holding of the European Union/RSPN National Community Driven Conference on Dec 7-8, 2015. All your efforts are much appreciated. This again demonstrates that when the team is united, it can meet any challenge.*

Finally, I want to thank Fazal and all those who directly supported him for the preparation, holding and conducting of the successful National CDD Conference. Now we wish Fazal and his SUCCESS team a timely return to SUCCESS and to focus on that!

With best wishes

Khaleel Ahmed Tetlay”

A Summary of additional feedback for future conferences:

- More donors and financial institutions should also be invited to such events and conferences.
- More participation by community representatives and LSOs would be appreciated to further identify their accomplishments, needs and challenges.
- Presentations and lessons learnt should be printed and shared with LSOs across the country, video link remote presentations of LSOs should be added if it is not possible for them to attend.
- The programme agenda and number of speakers were too many, also leaving little time of Q&A and discussion.
- Senior government officials should also be invited to the closing ceremony for better media coverage and impact of the event. More participation by parliamentarians would also be helpful for further implementation of rural development initiatives.
- The focus of the conference should also be more solution-based.
- Durable bags should be included to appropriately hold and take away conference materials.
- Possibility of a field exposure visit as part of such conferences should be looked into.

Annex D

**National Conference on Community Driven Development
December 7-8, 2015, Ramada Hotel Islamabad**

Feedback Form

Please check the appropriate box

Did the National CDD two-day conference:

Met expectations

Below expectations

Exceeded expectations

Subsequent Conferences		
1. Will you attend any more such conferences in future by RSPN?	Yes	No
2. Will you recommend similar conferences to your colleagues?	Yes	No
3. Please give any additional feedback you have on this conference, and any suggestions for the next, thank you.		

Name (optional) _____