



# ANNUAL REPORT 2018



RURAL SUPPORT PROGRAMMES NETWORK

[www.rspn.org](http://www.rspn.org)

 RSPNPakistan

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PAKISTAN



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# RSPN – WHO WE ARE

## VISION

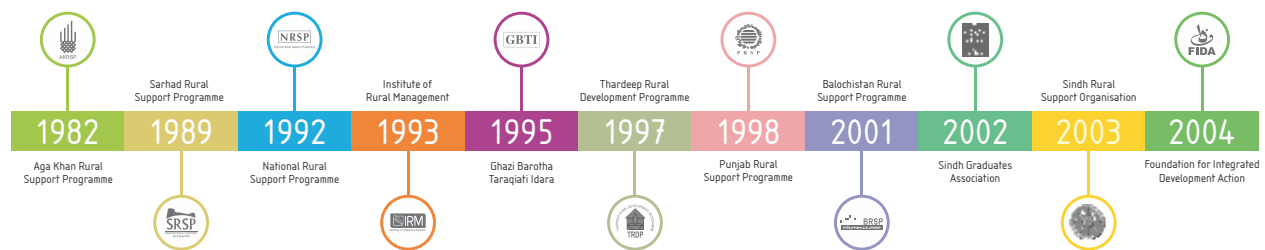
Realising people's potential for economic and social empowerment.

The history of the Rural Support Programmes (RSPs) in Pakistan dates back to 1982, when the first RSP, the Aga Khan Rural Support Programme (AKRSP), was established by the Aga Khan Foundation (AKF). It was the remarkable approach, work, success, and recognition of AKRSP that eventually paved the way for the replication of RSPs across Pakistan, spearheaded by Mr Shoaib Sultan Khan, AKRSP's first General Manager. Shoaib Sultan Khan is currently Chairman of the Rural Support Programmes Network (RSPN).

By the year 2000, seven RSPs were working in various parts of Pakistan. The larger, provincial RSPs were either set up with or

received generous support from provincial governments, whereas the federal government provided funds to set up the National Rural Support Programme. These RSPs came together to set up the Rural Support Programmes Network in Islamabad. Today, RSPN serves as a strategic, national platform for ten member RSPs and the Institute of Rural Management (IRM) – an expert training and capacity building institute - bringing together over 35 years of knowledge in Community Driven Development. RSPN is the largest, non-government, Pakistani development network in the country and is indeed an asset for the country.

### Timeline of RSP Creation in Pakistan





The RSP approach to Community Driven Development (CDD) is based on the conceptual framework developed by Dr Akhter Hameed Khan in the 1950s and 60s in the world-famous Comilla Project in Bangladesh. The approach was further developed and scaled up by AKRSP under the twelve-year dynamic leadership of Shoaib Sultan Khan. Poverty essentially lies at the household level and it is the household members who suffer the pains of poverty. Therefore, at the core of the RSP approach is the 'social mobilisation' of poor households into institutions of the people, in order to directly engage them in decisions that affect their lives and prospects. These households are encouraged to create their own, micro-level development institutions, because bottom-up change cannot happen without strong community institutions. The process involves building the capacity of people to manage their own organisations, focusing on poor men and women to organise, and linking people's organisations to government services. This is done to increase the outreach and accountability of government services. RSPs provide social guidance as well as technical and financial assistance to people's organisations, which are formed at three tiers, that is, neighbourhood, village and union council levels.

Community Organisations (COs) form the foundation of the peoples' institutions. Each CO is a neighbourhood-level organisation of fifteen to 20 member households in a mohalla. COs work typically on household level activities, with every household making a micro-plan, for the improvement of its economic condition. Once high coverage in a village is achieved through COs, they are then federated into Village Organisations (VOs) which work on village-level programmes e.g. infrastructure and social issues. At the top tier, representatives from all VOs in a Union Council (UC) form a Local Support Organisation (LSO). At this level, organisations typically foster links with government line agencies and other stakeholders. Over the years, the RSPs have witnessed and documented miracles happening through self-help initiatives taken by organised communities. We have also seen how people's institutions link into government services, to make these more efficient and accountable.





## THE THREE INSTITUTIONAL PILLARS



After reviewing 200 years of global experiences, Dr Akhter Hameed Khan concluded that three institutional pillars are necessary for making transformative change in the lives of the rural poor. These pillars are: i) the Administrative pillar (central, provincial, and local governments and departments, judiciary, police and other institutions – from the president to the patwari); ii) the Political pillar (national and provincial assemblies, district and union councils); and iii) the Socio-Economic pillar (people's own institutions i.e. COs, VOs, and LSOs). Pakistan possesses the first two pillars but the socio-economic pillar is missing, and without fostering this pillar and

linking it with the political and administrative pillars, poverty cannot be sustainably reduced. Fostering the socio-economic pillar requires an institutional mechanism, which has the resources of the government and flexibility of an NGO - such as the Rural Support Programmes. The RSPs, through social mobilisation and organisation of rural people into their own institutions, are able to reach out to each poor household. Without the economic empowerment of individual households, poverty cannot be eliminated. The RSPs, thus complement and supplement the work of the government.

**Shoaib Sultan Khan**, Chairman RSPN

# RSPN's Mission

RSPN's mission is to further facilitate, enable and provide technical support to member RSPs to foster sustainable institutions of the people. RSPN's mandate focuses on:



## RSPN's Strategic Objectives 2015-2020



## RSPN's Thematic Focus





## OUR SOCIAL MOBILISATION OUTREACH\*

**440,720**

COMMUNITY ORGANISATIONS

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**7,684,632**

ORGANISED HOUSEHOLDS

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**7,684,632**

COMMUNITY ORGANISATION MEMBERS  
(53% WOMEN MEMBERSHIP)

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**145**

DISTRICTS WITH RSP PRESENCE

---

**4,309**

RURAL UNION COUNCILS WITH RSP PRESENCE

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**1,745**

LOCAL SUPPORT ORGANISATIONS (662 WOMEN ONLY LSOs)

\*As of June 2018



## MESSAGE FROM OUR CEO



As a Network of eleven Rural Support Programmes, the RSPN continues to represent the RSPs at the national level, undertake policy-level work to ensure the pro-poor design of public policies and implement programmes in key sectors, with the RSPs. The programmatic work of RSPN cuts across numerous SDGs and is mainly in the areas of poverty reduction, the reduction of inequalities, gender, economic growth, justice, institution building (at the grassroots level) and partnerships with rural communities, government and the private sector. It is, however, the 'social mobilisation' strategy of the RSPs that forms the crux of the RSP Community Driven Development approach. This strategy is to

capacitate poor rural communities to form their own development organisations to implement development programmes that link into public services. Hence, the effectiveness of the RSPs can be measured by the scale and impact of the mobilisation that they do - which depends on their development partnership with poor rural Pakistanis.

In 2017-18, the social mobilisation footprint of the RSPs increased by 422,684 households. A large part of this work was in the province of Sindh, as rural women increasingly organised to become part of the SUCCESS Programme. The participation of rural women increased by 310,148 in the form of Community Organisation members.

Hence, of the total members of COs, across the RSPs, women's CO membership is now at 53% percent. Today, the RSPs have a presence in 145 out of 148 districts/administrative units of Pakistan and have worked directly with a population of 48.9 million. In the year under review, the number of COs increased from 415,410 to 440,720 and the number of LSOs (at the Union Council level) increased from 1,497 to 1,745.

At the policy level, RSPN continued to work closely with programmes of the Federal Government and the provincial governments of Sindh, Khyber Pakhtunkhwa and Balochistan. At the Federal level, RSPN has partnered with the Benazir Income Support Programme for the implementation of the Waseela-e-Taleem programme. The programme increases school enrolment through conditional cash transfers. With the Khyber-Pakhtunkhwa government, RSPN is working with the KP Commission on the Status of Women (KPCSW) on a project that seeks to improve access to justice for women who are victims of sexual violence. With the Sindh and Balochistan governments, RSPN has been active in promoting the RSP CDD approach to poverty reduction, with the objective of including social mobilisation in government policies. In Sindh, under the European Union funded SUCCESS Programme, RSPN has engaged fruitfully with an EU supported Technical Assistance team to the Government of Sindh, in the drafting of a Provincial CDD strategy. This strategy has become part of the Sindh Poverty Reduction Strategy, launched by the Government of Sindh, in 2018. The strategy is complemented by a programme implemented by three RSPs in eighteen districts, through Government and with European Union support. The commitment of the Sindh Government to community development has resulted in Joint

Development Committees being 'notified' in some programme districts where women community leaders and line agencies do joint planning. This is a most encouraging step on the road toward formalising the relationship between community organisations and the government. In Balochistan, under a similar European Union supported initiative, RSPN and the RSPs are engaged with the Government of Balochistan, with the objective of including the RSP CDD approach in the government's future policies.

During the year under review, RSPN implemented 25 projects in 59 districts, in all four provinces along with AJK and GB regions. Projects are implemented by RSPN through partnerships with RSPs that work in specific districts. Projects are implemented largely through the network of Community Institutions, formed by the people. The central pillar of this strategy of Community Driven Development (CDD) is the founding of a three-tiered Community Institutions framework, starting at the neighbourhood level and federating up to the Union Council level. Programmes implemented with the RSPs span across a wide variety of sectors. These include co-implementation of multi-sector, poverty reduction initiatives in Sindh and Balochistan; four RSPs operating in Sindh and Balochistan work in health and family planning, rule of law and civic rights as well as the youth. RSPN is increasingly working in the area of youth development. This includes programmes that impart life skills to young people, to enable them to be highly eligible for employment, as well as working with adolescents, as agents of change in their communities. One of RSPN's most important initiatives is the European Union supported Programme for Improved Nutrition in Sindh (PINS), which is being implemented to improve the nutrition status of pregnant and lactating mothers and children in ten districts of Sindh.

The RSP approach to Community Driven Development has been replicated in the South and Central Asia regions, since the mid-1990s. RSPN continues to maintain a close relationship with the Mountain Societies Development Support Programme (MSDSP), a project of the Aga Khan Foundation in Tajikistan. An annual visit of government officials, political representatives, RSPN and RSP staff and community activists is conducted to the MSDSP, which has demonstrated how the links of community institutions formed through AKF support have been formalised to work with the government. A seven member delegation from Afghanistan's Ministry of Rural Rehabilitation and Development visited RSPN in August, 2017. The delegation visited RSP programmes in Swat and Rawalpindi. RSPN participated in an international Round Table discussion on

'Peace, Security, and Protection of Human Rights at Borders in South Asia' arranged by South Asians for Human Rights. Finally, RSPN also presented the work of RSPs operating by Pakistan's western border, to improve infrastructure, health and other facilities.

As we look ahead, our resolve is to work harder to capacitate people's institutions to take on the development challenges of the future. Fostering sustained links for people's organisations with a variety of partners, especially with the government, is a key challenge in our work and has witnessed good progress in multiple areas and provinces. It is the strengthening of people's organisations that will remain the priority of RSPs, as, without community institutions, no amount of progress will reach the poor of Pakistan.

**SHANDANA HUMAYUN KHAN, CEO RSPN**





# OVERVIEW

The Rural Support Programmes Network has had an incredibly busy and impactful year. The team has had critical input into government policies in multiple provinces, implemented a dozen or so major projects and initiatives, collected essential data on the rural poor, and executed projects on maternal health, family planning, agriculture, poverty alleviation, education, local governance and women empowerment. Implementation has spanned 145 of Pakistan's 148 districts with a special focus on the most vulnerable districts in Sindh and Balochistan. Multiple donors and government agencies continue to work with the RSPN.

RSPN continued to grow and deepen its impact through the course of the year in

partnership with the RSPs. The number of households mobilised by RSPs increased from 7.1 million to 7.5 million, the number of women-led Local Support Organisations increased from 466 to 662, while women-only community organisations increased from 204,153 to 224,044. An additional 11,132 community resource persons were trained to lead people's institutions on the ground. Furthermore, Poverty Scorecard Surveys of 1.4 million households were undertaken. All of this collectively increased RSP's outreach from 45 million individuals to 49 million.

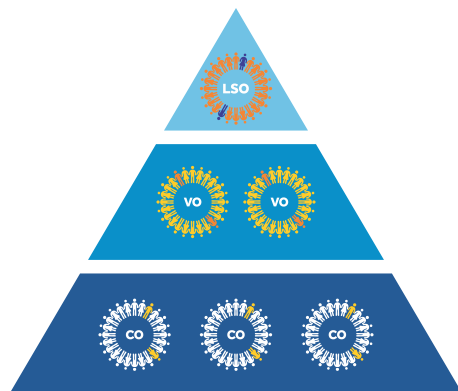
RSPs' approach to community driven development is based on the belief that poor people have the inherent potential to improve their lives and livelihoods; all they need is social guidance as well as technical

## Three-Tiered Social Mobilisation Approach

UC Development Plan (UCDP)

Village Development Plan (VDP)

Micro Investment Plane at HH level (MIP)



All villages in Union Council represented in LSO

100% inclusion of poorest households through COs

Each CO to have 15-25 households as members

and financial support. The critical role of RSPs is to build this three-tier Social pillar and to instil self-management and saving within communities. An essential element of doing so includes technical assistance, grants and carefully structured schemes to improve livelihoods and infrastructure. This comprehensive social mobilisation process ensures the linking up of rural communities with the government administration and political pillars of the state to access services and supplies.

In 2018 the RSPN worked with at least ten donors to implement 25 projects in 59 districts of all four provinces. The largest initiatives have been multi-sector programmes.

RSPN and the RSPs are implementing four large-scale Community Driven Development programmes: the European Union funded Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme in eight districts, the Balochistan Rural Development and Community Empowerment (BRACE) Programme in nine districts, the Government of Sindh funded People's Poverty Reduction Programme (PPRP)/Union Council Based Poverty Reduction Programme (UCBPRP)<sup>1</sup> in six districts and the European Union is also funding the Programme for Improved Nutrition in Sindh (PINS ER3) in 10 districts under the overall framework of the Government of Sindh's Accelerated Action Plan for Reduction of Stunting and Malnutrition in Sindh (AAP). PINS and AAP

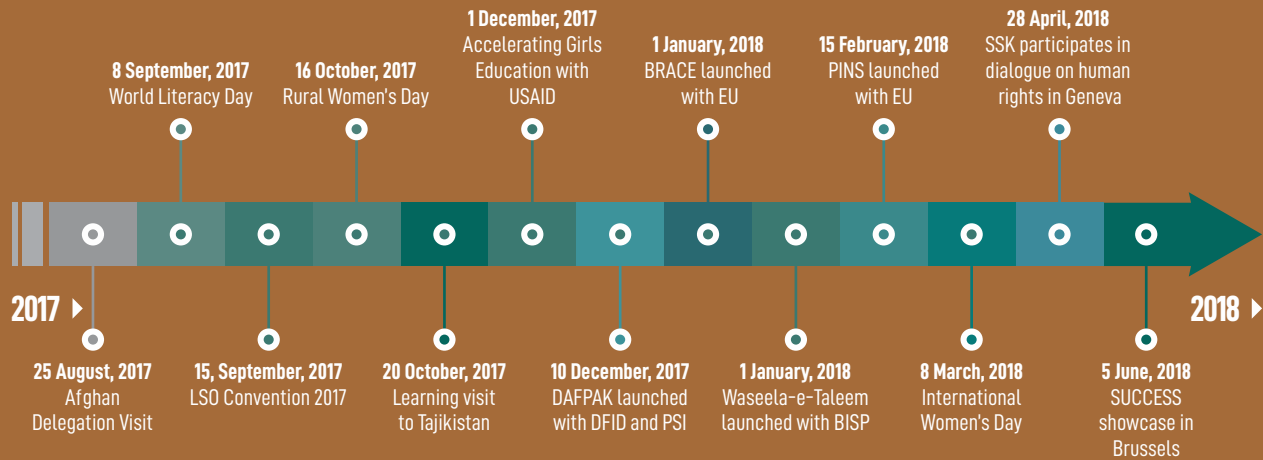
are designed to work with the community institutions fostered under the SUCCESS and PRRP Programmes. RSPN and the RSPs are also implementing Benazir Income Support Programme's (BISP) funded Waseela-e-Taleem (WeT) Programme in two clusters with 18 districts of the country. RSPN and the RSPs are also implementing the Department for International Development's (DFID) funded Delivering Accelerated Family Planning in Pakistan (DAFPAK) in 10 districts. This programme is managed by the Population Services International (PSI). RSPN and the RSPs are undertaking projects for strengthening legal empowerment in rural communities through community-based paralegals (LEP), improving lives of adolescents supported by UNICEF, follow up on health protection programme supported by the Government of Gilgit-Baltistan through KfW, returnees programme with the support of ERIN and Advancing Girls' Education and Skills (AGES) supported by the United States Agency for International Development (USAID) through World Learning.



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<sup>1</sup>The recent expansion of this programme is titled People's Poverty Reduction Programme whereas the earlier phase of this programme was called the Union Council Based Poverty Reduction

# HIGHLIGHTS FROM THE YEAR



- RSPN and SRSO participated in the 2018 European Development Days (EDD) between 5-6 June, 2018. The EDD is an annual event held in Brussels by the European Commission, which brings the development community together for global exchange and learning. The SUCCESS Programme was identified by the EU as an investment to be showcased internationally. The star of the RSPs' delegation was activist Nadia Junejo from Sindh, who impressed all those who visited the SUCCESS stall at the EDD. Nadia Junejo from VO Nao Shahr Juneja Jogi in Kambar Shahdadkot had travelled out of Pakistan for the first time and was warmly welcomed. Chairman RSPN participated on a Panel at the EDD, on strengthening the voice and participation of women and girls in the rural economy. The Panel was organised and sponsored by the EU, the BMZ and the Foreign Ministries of the Governments of the Netherlands and Finland. Chief Executive Officer RSPN, Programme Manager SUCCESS at RSPN, Communications Officer SUCCESS and Programme Manager SUCCESS from SRSO were also part of the RSP delegation

- Two teams of RSPN and the RSPs, SUCCESS Programme and BRACE Programme, visited Tajikistan for an experience sharing and learning visit. Team members included senior elected representatives and government officials from Sindh and Balochistan

- A seven member delegation from Afghanistan's Ministry of Rural Rehabilitation and Development visited RSPN between 25 and 30 August, 2017; the objective was to study RSPN's social mobilisation approach and to interact with communities, especially women; the teams visited implementation areas of SRSP in Swat and NRSP in Rawalpindi. A dinner was hosted for the team, with Mr Sartaj Aziz, the Deputy Chairman Planning Commission at the time, as Chief Guest and also attended by Afghanistan's Special Representative and Ambassador to Pakistan, Dr Hazrat Omar Zakhilwal and Chairman RSPN. Dr Zakhilwal stressed the importance of development exchange between Pakistan and Afghanistan, invited RSPN to visit Afghanistan to make presentations on the RSPs to their senior officials

- RSPN joined forces with the Benazir Income Support Programme to enrol 1.6 million children into schools in eighteen districts across Pakistan

- RSPN and the SUCCESS Programme team lobbied with the Government of Sindh to add a provincial-level poverty reduction strategy to their framework, based on RSPs CDD model and lessons from SUCCESS; following robust advocacy efforts and technical assistance from RSPN and the RSPs the Government of Sindh launched their official Poverty Reduction Strategy on 28-March, 2018

- A national level Annual LSOs Convention was held on 15-September, 2017 wherein the individuals running people's institutions in their own communities came together to showcase their unique development initiatives and stories and share lessons learned; the convention was designed to highlight the crucial role of rural communities in achieving the Sustainable Development Goals (SDGs); Sartaj Aziz (sitting Deputy Chairman Planning Commission), Marvi Memon (Chairman BISP), His excellency Jean-Francois Cautain (Ambassador EU Delegation to Pakistan) and Paul D. Martin (SDG Advisor to the UN) were all part of this event

- The SUCCESS Programme worked with the Sakafat organisation to organise a mela (festival) on women empowerment on 24-June, 2018 in Islamabad; the mela included policy discussions on women's social capital, economic opportunities and mainstream issues, theatrical and musical performances and stories from the field; the mela also presented an opportunity for SUCCESS beneficiaries to sell handicrafts and food through stalls to the public

- The Delivering Accelerated Family Planning in Pakistan (DAFPAK) Programme was launched in December 2017 in conjunction with Population Services International and DFID; the project targets families in areas not covered by the Government's Lady Health Workers program; more than 1600 community resource persons have been recruited and trained to date and the project is being implemented in 10 districts

- The BRACE Programme was launched in the Balochistan province with funding from the EU and in conjunction BRSP and local authorities in June 2017; the five-year long project is designed with a special focus on developing collective voice to influence public policy and decision making; one of the key activities held was formal training on technical tools for the implementation – these included training of community trainers, RSPN's community awareness toolkit and the Programme Implementation Manual

- RSPN Chairman Shoaib Sultan was invited by Ambassador Zamir Akram, Chair Rapporteur of the Working Group on the Right to Development, to make a presentation on its implementation and realisation during an interactive panel on the right to development in Geneva, Switzerland. During the dialogue Shoaib Sultan Khan posed the question of the right to development and what it really means considering the extremely unequal allocation of global resources and how it is affecting the South Asia region; his recommendations included true implementation of Lincoln's dream of democracy and people's participation and the RSPN and RSPs social mobilisation approach leading to fostering of the institutions of, by and for the people

- The Annual Strategy Retreat 2017 was held between 20-21 May with support from the SUCCESS Programme; the objective of the retreat was to provide a platform for key team members from multiple RSPs to come together and share their experiences, frame strategic objectives for the upcoming year and share lessons learned. Other key stakeholders also feed into the strategy and these include donors, government officials, media representatives, and rural community members.





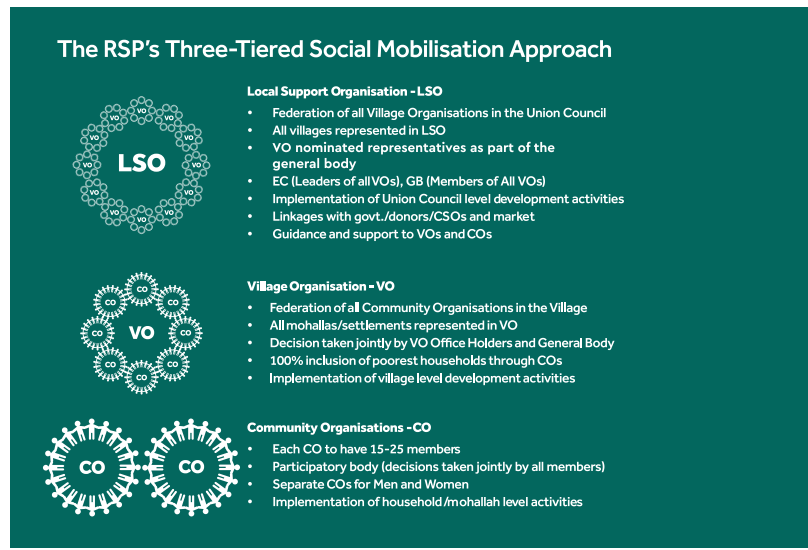
# COMMUNITY DRIVEN DEVELOPMENT AND SOCIAL MOBILISATION

Social Mobilisation is the dynamic and participatory process of empowering people for sustainable socioeconomic development and political uplift. It is the active process of Community Driven Development. The Social Mobilisation approach to development enables poor households and communities to identify, prioritise, plan and think about their developmental needs collectively. RSPN and RSPs specialise in social mobilisation in order to work with rural poor households and communities. 'Mobilised' communities enter into a partnership with the RSPs under which they are provided social guidance, financial help and technical assistance. In addition to this, the RSPs help build their capacities and skills in order to help them start functioning as independent organisations and fostering development linkages with government, donors and private sectors agencies, as well as undertake self-help initiatives. In order to improve livelihoods and earnings in the long run, skills and vocational training are an important part of this. To address their varying development potentials, the RSPs help rural communities to form their own organisations in a three-tiered approach, which includes:

- i. Organising households into Community Organisations (COs) at the neighbourhood or muhalla level

- ii. Federating COs into Village Organisations (VOs) at village level
- iii. Federating VOs into Local Support Organisations (LSOs) at union council (UC) level

This three-tiered platform allows the households and communities to harness their potentials, address their problems and fulfil their needs and become a vehicle through which all kinds of development initiatives can be effectively implemented. The social mobilisation pyramid is a structure through which all development projects can be implemented and as an organised unit it can effectively link up with government line departments as well as donors and other members of civil society.



All RSPN and RSPs implemented projects are rooted in the social mobilisation approach to community driven development. The approach is implemented through the Poverty Scorecard survey, periodic trainings, technical toolkits and support which were provided to all new and ongoing projects throughout the year.



### RSPN-Wide Provery Scorecard (PSC)

The Poverty Scorecard (PSC) is used to assess household poverty and impacts of implemented programmes. Household poverty 'ranking' is based on a Proxy Means Test which determines the status of a household on a scale of 0-100 and provides scores accordingly. The PSC has categorised households into four poverty score bands i.e 0-11 (extremely poor), 12-18 (chronically poor), 19-24 (transitory poor) and 25-100 (non-poor). PSC indicators were developed by the World Bank using the Pakistan Social

and Living Standard Measurement Survey data for 2007-8. The PSC is based on household data of twelve key indicators, including household size, type of housing and toilet facilities, education, child status, household assets, agricultural landholding and livestock ownership. Every question of each band has a weightage (not provided in diagram below). Following the identification of poor households, the RSPs provide targeted interventions to such households to reduce poverty.

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



# GENDER AND DEVELOPMENT

Women empowerment and gender mainstreaming are at the heart of RSPN and member RSPs' development and social mobilisation agenda. Poverty and disempowerment of women go hand in hand across the world – we cannot hope to end one without ending the other. As an organisation, our values dictate that the work of RSPs with rural communities includes a component of women empowerment at the micro and macro levels. RSPN believes that lives of every individual at the household level will be improved if women are more empowered; this has been a guiding principle in all of our initiatives and how we work. RSPN has been working towards inclusive development so as to socially and economically empower the most vulnerable women, including the poorest and ones with physical disabilities.

## **RSPN and the RSPs have transformed lives primarily by improving access for rural women:**

- Access to leadership roles through membership in Community Institutions: RSPs are mobilising rural women and men in community groups at the mohallah, village and UC levels. There are 4.07 million women who are members of one or more of our community institutions. Our institutional network includes 224,044 women-only COs, 18,661 women-only VOs and 662 women-only LSOs; these women-led

institutions have done tremendous work for their communities and give special attention to women issues i.e. violence against women, child and maternal health, civil documentation of women, girls' education, honour killing, awareness on women rights etc.

- o Representatives from these institutions participate in Community Management Skills Training (CMST) workshops. RSPN has recently revised this module and started capacity building activities with staff of the RSPs. It marks a departure from the earlier lecture-based CMST using the principles of activity-based and interactive learning to engage with community women and men. The gender component of this training has been strengthened considerably. The training is in addition, the training has been designed to be made inclusive for non-literate community leaders. Activities are interactive and invite participants to reflect on and analyse their current situation as well as develop visions and goals for the future. There is an emphasis on organisational values based on the concept of 'insaniyat' (humanity) as crucial to leadership as well as an introduction to key leadership skills.

- Access to education – 93,546 students have been enrolled into RSPN-supported community schools and 883,852 children have been enrolled into government schools through RSP activities – around half of these students are girls. More than 100,000 of the worst-off government schools have been provided with missing facilities; parent teacher councils have been revitalised and parents have been trained to raise their voice for education reform. Currently RSPN is helping implement three major projects specifically on education including Demanding Access to Quality Education, Waseela-e-Taleem and Accelerating Girls' Education and Skills
- Access to legal services – RSPN partnered up with NRSP to implement the 'Strengthening Legal Empowerment in Rural Communities through Community Based Paralegals' project. This initiative is the first of its kind and incredibly important. It has enabled RSPNs to build staff and LSOs capacity on different laws, legal and civic rights, procedures and women rights. Through this project, women are especially being facilitated to know and access their legal rights, and strengthen linkages with government institutions. 100 women and men community activists have been trained as paralegals to improve access to legal services including police, courts and litigation, mediation, conflict resolution and civic documentation services; these paralegals are working as watch dogs in communities to ensure the rule of law. Beneficiaries have been provided with CNICs and other civil documents, facilitated to resolve family matters and strengthen communities from Khyber Pakhtunkhwa, Sindh and Punjab under this particular project. Additionally, RSPN with partnership with KPCSW, has taken an initiative to strengthen the state response to rape



survivors. This is done by identifying gaps, issues, lacunas in provincial laws, policies and procedures in police systems, judicial processes and medico-legal services at hospitals in KP province. KPCSW as a prime oversight statutory body focused on women's rights; it is mandated to address legal, political, economic and social discrimination against women in the public and private sectors through advocacy and outreach, policy planning, review and reform of laws, monitoring and research, in collaboration with civil society and government agencies.. The intent for this research project is to provide robust recommendations to policymakers based on data and evidence collected to better support survivors of sexual violence and to strengthen procedures to convict abusers

- Access to entrepreneurship, small loans, vocational training and business development – RSPN offers a range opportunities for women to be economically empowered, whether it is to support their families, get out of abusive situations or simply to be more independent. These include entrepreneurship schemes where

women are facilitated in setting up their own businesses, vocational and technical training where women can learn a specialised skill, Business-in-a-Box in conjunction with Unilever under the DAFPAK project where women are given kits of essential items they can sell from door-to-door community investment funds, livestock and gardening kits, small loans and micro credit, and income generating grants; more than half of all RSPN and RSP supported community organisations are women-only and the SUCCESS Programme in particular is implemented exclusively through women

- Access to health, reproductive and nutrition services – RSPs have enabled 3.4 million women to access health insurance and to seek life-saving medical aid for themselves and their children, supported 10.63 million children for routine immunisation, to 3.89 million MWRA (married women of reproductive age) in unserved rural areas nationwide provided family planning services in unserved rural areas nationwide.

## Creating Safe Workspaces and Positive Work Culture

Ensuring a safe workspace and culture for all irrespective of gender has always been an RSPN priority and one that we seek to improve every single year. We have a zero-tolerance policy towards sexual harassment. RSPN has adopted the Protection against Harassment of Women at Workplace Act 2010. We have an in-house committee to deal with cases and incidences. RSPN has worked thoroughly with the RSPs on raising awareness and implementation of the anti-harassment law. Implementation throughout the RSPs and field teams is a major challenge, but one that RSPN is tackling constantly through frequent contact and a pronounced gender sensitivity element to trainings. RSPN has always encouraged women to hold different positions, particularly in non-traditional sectors like informational technology, administration and finance.

RSPN and the RSPs understand the necessity of having a diverse and balanced team to tackle the challenges of rural development in the 21st Century – therefore

several measures have been taken to create an enabling environment to employ and retain women. This includes transport to and from work, maternity leave, and medical insurance for dependents, a child-friendly office as required and a management team that is personally and professionally committed to this.

### **Sadaf Dar, Programme Officer Gender and Development – on her maternity leave**

*"I was getting ready for work after my most recent maternity leave was over and my eyes were full of tears. Leaving a new-born at home felt like leaving a piece of my heart behind. I reached office and met my boss who asked me about my and new born baby's health. She reminded me that I could bring my baby to work and a well-heated and ventilated room awaited her. It was sign of relief for me. Motherhood is always tough, but the RSPN management has always gone the extra mile to make it easier to be a working mother."*

## Overcoming Barriers and Leading Change

"My husband was an electrician; his earning was sufficient to run our house but unfortunately, he was badly electrocuted in a work accident and lost his right leg as a result. The abrupt incident left us shocked and stunned. I managed to gather myself and step up to earn for my family. I used our savings to open a small shop of grocery items in the corner of our home but it was not sufficient. I could hardly could save 100 rupees. Recently, I received an unconditional grant of PKR 15,000 as an Income Generating Grant (IGG) to expand my shop under SUCCESS Programme funded by the European Union. The provision of this grant has helped us increase our income from the shop and now I am saving three hundred rupees per day. I am thankful for this generous support. Furthermore, my husband is also working again repairing electronics at home. Additionally, we have been provided with Health Cards (Micro Health Insurance) by the SUCCESS Programme that is truly a source of security and support for the poorest. I am planning to extend my shop and educate all five of my children who were neglected while we worked through this ordeal."



## Highlights from additional activities around gender and development are as below:

○ **International Rural Women's Day (16-17 October, 2017):** Every year RSPN collaborates with the Potohar Organisation for Development Advocacy (PODA) to organise and celebrate the contribution of rural women to Pakistan's economy and society; a two-day conference was held at the Islamabad Lok Virsa cultural centre. The conference included cultural performances, music, dance and plays as well as policy dialogues featuring rural women activists, development practitioners and policy-makers; community activists RSPN facilitated to participate in these panel discussions included women from Pishin, Kech and Zhob in Balochistan, Tando Allahyar, Matiari, Umerkot and Tharparker in Sindh, as well as Charsaddah, Peshawar and Nowshera in Khyber Pakhtunkhwa. The RSPN team also organised a small celebration in the office to commemorate the day

○ **Participation in the sixteen days of activism against gender-based violence:** RSPN supported RSPs to conduct awareness sessions with more than 1,000 rural community members from Swabi (Khyber Pakhtunkhwa), Ghotki (Sindhi), Bahawalpur and Rajanpur (Punjab)

○ **Work culture improvements:** A gender sensitivity training was organised for RSPN staff in November 2017. The objective was to ensure gender sensitisation and share RSPN gender policy and procedures with the staff. The staff was also oriented on the anti-sexual harassment law passed by Government of Pakistan in 2010 titled "The Protection of Women against Harassment at Workplace"

○ **International Women's Day (8-March 2018):** The RSPs celebrated International Women's Day in their respective programme areas. BRSP celebrated the Day at their head office in Quetta and district offices in Pishin, Zhob and K. Abdullah, with more than 150 participants. Women community members and beneficiaries were present at the event and shared their experiences. NRSP organised multiple events across multiple districts. The main one was held in Tando Allahyar. The themes explored in this event included rape, child marriage and violence. Difficult and complex discussions were had with key stakeholders and community members. AKRSP organised a one-day conference in Chitral under the theme 'Transforming Women's Lives'. The objective was to recognise and celebrate the role of women and mothers in rural communities and their contributions in various fields. Issues working women face were highlighted and local community activists proposed solutions. Maternity leaves, possible hostels and transportation were all part of the discussion. The need for counselling services and psychologists was also identified. The event included representatives from the government and civil society including Maghfirat Shah (District Nazim), Minhas Uddin(ADC Chitral), President District Bar, President Chitral Press Club, Musarrat Jabeen Principal GGDC, Chitral along with female local council members.



**The European Union-funded SUCCESS Project** working exclusively through women in Sindh was showcased at the 12th Annual European Development Days conference held in Brussels on 5-6 June, 2018. We had the chance to showcase one of our remarkable community resource persons from the project to an international audience. Nadia Junejo and her translator travelled from a village in Kambar Shahdadkot to Brussels where she interacted confidently with an international audience supported by her RSPN colleagues. Her story was covered by national and international press and her audience included donors, civil society activists and influencers from across the world.

RSPN and partner RSPs have helped women overcome constraints over time through social mobilisation, legal empowerment, awareness sessions, assistance to pursue litigation, ensure access to basic rights, business and economic participation opportunities and vocational training.

Gender equality was a Millennium Development Goal and Pakistan failed to meet this goal in all aspects – Pakistan is one of the worst places to live and work as a woman and we are unlikely to meet our Sustainable Development Goals with regards to gender as well. Women continue

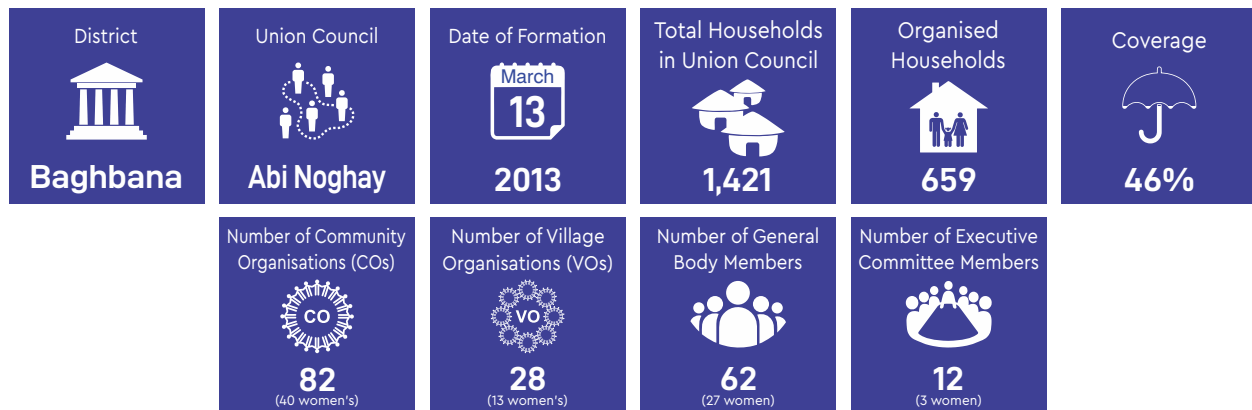
to be vulnerable in Pakistan, and rural women in particular struggle to access basic education, health and work opportunities. However, members of the civil society including RSPN and partner RSPs are increasingly implementing initiatives through women – for example our flagship SUCCESS Programme funded by the EU is implemented exclusively through women. 224,044 of our 440,720 community organisations on the ground are women only – this presents an additional 19,891 women-only organisations in comparison to the previous year.





## LSO INITIATIVE

# LSO GWARAKH, BAGHBANA, KHUZDAR



### Promotion of Education

The key focus of the LSO since its establishment has been promotion of education. The literacy rate in the Union Council was very low, around 17% (21% in men and 11% in women), and over a vast area of 525 Sq. Km there are very few education facilities: eleven boys and seven girls primary schools and one boys high and one girls middle school. In addition to that,

the facilities in these schools are inadequate, there aren't enough teachers and the ones present are inadequately trained. The LSO focused on promoting education in their UC and established a five member Education Committee comprised of its Executive Committee and General Body members. The committee reviewed and analysed the main causes of low literacy in the UC, both in terms of quantity and

quality, came up with improvement measures and has implemented the following activities so far:

1. Constructed three classrooms in each one of three girls' primary schools in collaboration with Girls Promoting Education funded by the World Bank. As a result, 185 additional girls were enrolled in these schools
2. Repaired four rooms in boys' primary and middle schools and constructed their boundary walls with the financial support of PPAF
3. Upgraded a girls' middle school to high school. As a result, a greater number of girls could get matriculation level education in their villages. This also opened higher education opportunities for girls belonging to poor families who could not afford to send their daughters to cities



4. Provided training to seventeen teachers of boys' high schools in Science, Mathematics and English. Teacher trainings were also arranged for 47 temporary female teachers in Science and English subjects from UNICEF
5. Two female teachers were working on an honorary basis for the last six years. On the recommendation of the LSO leaders, the Secretary Education issued appointment letters to them as permanent teachers

6. Established a computer lab in the boys' high school and arranged training for seven teachers in computer training. More students can now access the computer labs and improve their skills. A solar light project is in process to provide uninterrupted power to the computer lab
7. Arranged safe drinking water facilities in 32 schools with the help of UNICEF



Through these measures, both the quantity and quality of education has substantially been improved in the LSO area.

### **Inclusive Development**

With the realisation that mainstream development activities do not serve the marginalised segments of the society, LSO Gwarakh has been reaching out to these groups in their UC. The LSO has carried out Poverty Score Card survey which showed that an overwhelming majority of 75% households fall under 0-23 category. The rural women are generally excluded from development programmes. Thus, the LSO has so far organised 656 women in 40 Women Community Organisations and thirteen Village Organisations and provided them leadership positions in the LSO. It is also trying to provide financial support to the poor women from BISP and Baitul Maal.

The LSO raised funds from donors and provided sewing machines to 42 beneficiaries as well as 55 goats to eighteen beneficiaries and these women are using these productive assets to increase their income on a sustained basis. With the financial and technical assistance of PPAF, the LSO has trained 110 women as TBAs and they are effectively serving their communities. The LSO has also provided employable skills to 47 unemployed educated youth from poor families with the help of PPAF and currently most of them are either self-employed or employed in the job market in cities and towns. It has also provided loans to four poor members to start micro enterprises and they are running their enterprises successfully. The LSO identified four poor blind people and provided them treatment. In short, the LSO is using all possible ways and means to reach out to the marginalised and vulnerable families in the UC and is supporting them using its own resources as well as external ones (including the government, Bayt-ul-Maal, etc).

### Promoting Rural Physical Infrastructure

Prior to the formation of the LSO, the condition of the rural physical infrastructure in the UC was very poor. However, due to the efforts of LSO, the conditions have improved immensely. With the financial assistance of PPAF, the LSO has been able to establish drinking water supply schemes in four villages that supply safe drinking water to around 416 families. The LSO has cleaned and re-habilitated four Karez (underground water channel) systems and provided irrigation water to cultivate 415 acres of land owned by 150 poor families. With the help of UNDP, the LSO has been able to level 570 acres of uneven land owned by 740 rural families. Due to this, the productivity of the levelled land has doubled. With the financial support of UNDP, 33,320 foot long PVC pipe was laid down to reduce wastage of irrigation water due to seepage. This project has helped provide more water to 135 families and consequently improved earnings and productivity of their farmland.





# SINDH UNION COUNCIL AND COMMUNITY ECONOMIC STRENGTHENING SUPPORT (SUCCESS) PROGRAMME

## Donor:



EUROPEAN UNION

## Implementing Partners:



## Technical Partner:



## Start Date:

1 July, 2015

## End Date:

30 September, 2021

The SUCCESS Programme is part of Pakistan's largest, grassroots level poverty reduction initiative led by women undertaken by the Government of Sindh and the European Union (EU). This programme demonstrates the commitment of the EU and the Sindh government to reach the poorest households in rural Sindh, through social mobilisation and establishment of community institutions by rural women across the province. At the policy level SUCCESS, led by EY, provides technical assistance to the Government of Sindh to develop and implement a Poverty Reduction Strategy (PRS) and Community Driven Local Development (CDLD) policy and that aims to

link women's institutions to government departments, for improving access to public services and supplies thus impacting Community Driven Development and poverty reduction policies beyond the life of the project and presence of the donor. The SUCCESS Programme scales up the Government of Sindh's Union Council Based Poverty Reduction Programme (UCBPRP) that was implemented in four districts between 2009 and 2017. The European Union (EU) Delegation to Pakistan is supporting this six-year programme in eight districts of Sindh and it is now in its third year of implementation; the eight districts are Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. The programme will support 770,000 poor, rural women to form 32,400 Community Organisations, 3,240 Village Organisations, and 316 Local Support Organisations. In 2017, the Sindh government expanded the UCBPRP to another six districts in partnership with SRSO. The UCBPRP/PPRP and SUCCESS, therefore now cover 18 of the 23 districts of rural Sindh province, covering a target population of 11.89 million. In 2018, the government of Sindh renamed the UCBPRP as People's Poverty Reduction Programme (PPRP) and also approved the Poverty Reduction Strategy (PRS) and

Community Driven Local Development (CDLD) Policy. The CDLD policy builds on the RSPs' approach of social mobilisation and endorses expansion of the existing UCBPRP programme with ten districts to another five rural districts of Sindh. Together with the SUCCESS districts, this would bring the rural CDLD programme to all 23 districts of Sindh.

RSPs' approach to community driven development is based on the belief that poor people have the inherent potential to improve their lives and livelihoods; all they need is social guidance as well as technical and financial support. The critical role of RSPs is to build this three-tiered Social Pillar and to instil self-management and saving within communities. An essential element of doing so includes technical assistance, grants and carefully structured schemes to



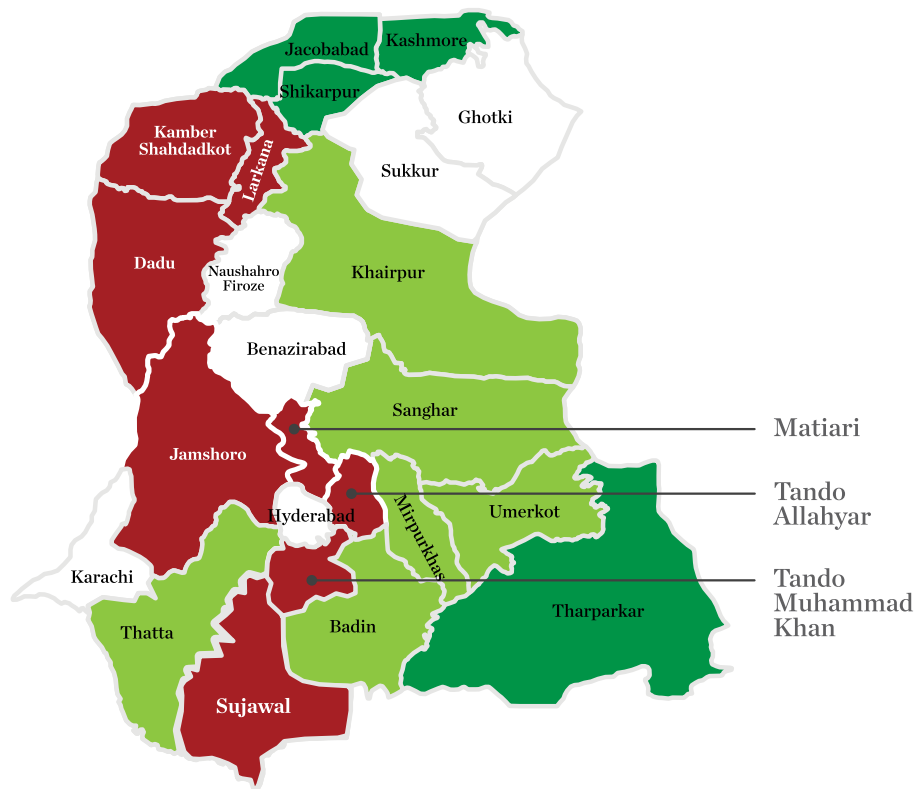
improve livelihoods and infrastructure. This comprehensive social mobilisation process ensures the linking up of rural communities with the government administration and political pillars of the state to access services and supplies.

### **The CDLD Policy is based on the following principles:**

- Participation in their own development is a basic right of communities, and poverty cannot be reduced without active community engagement
- Social mobilisation is at the heart of community-driven local development
- A women-centred approach not only empowers women but is the most effective way to reduce poverty at the household level
- Poverty reduction at the community level can only be implemented effectively through a partnership between the Government and community organisations
- A new paradigm in planning is needed, with grassroots community involvement and a combination of a top-down/bottom-up approach

The adoption of these principles means that the GoS officially recognises the social capital created at the community level through social mobilisation by RSPs, and mainstreams this recognition into institutional practice and sector strategies. The CDLD policy builds specifically on recognition of the three tier framework of 'institutions of the people' and also endorses the Joint Development Committees formed under the EU funded SUCCESS Programme in all the districts of Sindh as a mechanism to enhance community involvement in development planning and implementation.

# Where We Are



- SUCCESS Programme Districts (Programme being implemented with the EU funding)
- UCBPRP Districts (Programme being implemented with GoS funding)
- UCBPRP Expansion Districts (Programme being implemented with GoS funding)

## SUCCESS and UCBPRP Programme Coverage Area

	SUCCESS	UCBPRP	UCBPRP (Expansion)	Total
Number of Districts	8	4	6	<b>18</b>
Number of Tehsils/Talukas	33	16	29	<b>78</b>
Number of Union Councils	316	157	321	<b>794</b>
Number of Revenue Villages/Deh	1,545	755	1,743	<b>4,043</b>
Number of Settlements/Goth	14,708	9,672	16,922	<b>41,302</b>
Number of Households	849,777	513,837	950,130	<b>2,313,744</b>
<b>Total Population</b>	<b>5,702,751</b>	<b>3,024,072</b>	<b>5,225,715</b>	<b>13,952,538</b>

## What We Do

RSPN is responsible to provide tools for standardised implementation, quality control, research, knowledge management, communication and advocacy support to the SUCCESS Programme, by extending support to the implementing RSPs and the SUCCESS Technical Assistance team. This technical role not only benefits the RSPs implementing SUCCESS, but also other RSPN members. RSPN brings together best practices and knowledge from across the RSP community, based on their work with communities across Pakistan. RSPN has developed modules i.e. a Programme Implementation Manual (PIM), a Community Awareness Toolkit (CAT), a Monitoring and Evaluation (M&E) Framework, an Institutional Maturity Index (IMI), a Quality Assurance and Control Plan (QACP), and modalities for a socio-economic baseline and end line surveys, to support its efforts to achieve the objectives of standardising and harmonising RSP work. Thus, measuring programme impact, doing action research, and the development of knowledge products and advocacy with various stakeholders is a critical part of

-  Programme Implementation Manual (PIM)
-  Community Awareness Toolkit (CAT)
-  Monitoring and Evaluation (M&E) Framework
-  Institutional Maturity Index (IMI)
-  Quality Assurance Control Plan (QACP)
-  Poverty Score Card Census

RSPN's input, in order to scale up the SUCCESS CDD approach in Sindh. To develop these programme tools, RSPN engaged the RSPs in developing manuals, toolkits, and frameworks. Relevant staff of SUCCESS RSPs underwent an extensive training in these tools, with RSPN providing technical backstopping to the RSPs through regular visits and interaction with RSP staff and the communities they work with, in order to ensure compliance with mutually agreed-upon procedures and processes in social mobilisation and other areas.



## Activities



- RSPN arranged a two-day Annual Strategy Retreat for the RSPs, in May 2017, in Bhurban, Murree and will be hosting another Retreat in July 2018. This is an annual event that provides the RSP community an opportunity to share experiences, learn from each other, identify programme challenges, and reflect on exploring new avenues for programme development. The Chairperson of the Benazir Income Support Programme (BISP) and State Minister at the time, Ms Marvi Memon, was the Chief Guest at the 2017 Retreat. Chairperson BISP commended the work of the RSPs and RSPN and said that "I have seen the successes of the community development approach of RSPs, and we want to work together to replicate this approach to alleviate poverty. Since RSPN and RSPs have a proven model and both RSPs and BISP work across Pakistan, we can form a partnership to maximise the impact on people's lives." RSPN and BISP plan to work on how BISP clients can graduate out of poverty, through RSP designed, poverty targeted programmes.
- RSPN also collaborated on and partially-supported the 'Annual Conference on Rural Women's Day in Pakistan' with the Potohar Organisation for Development Advocacy (PODA), held on October 16-17, 2017 in Islamabad. RSPN also partly funded the 18th Annual Population Research Conference titled, 'Population Growth and Investing in Human Resource Development', organised by the Population Association of Pakistan, between December 20-22, 2017, at Government College University (GCU), Lahore.
- An integrated approach towards development and poverty reduction is necessary to ensure that the phenomenon of poverty is tackled in the best way possible. The discussion must go beyond the conventional spectrum of policy discussions and address rural-urban linkages in light of the rapidly increasing urbanisation that is urban expansion and the 'urbanisation' of rural areas. In light of this, RSPN supported the SUCCESS Technical Assistance Team to undertake the 'Urban Poverty and Rural-Urban Linkages' Workshop on 13 November 2017, in Karachi. The purpose of this workshop was also to support the SUCCESS Technical Assistance Team to formulate the Poverty Reduction Strategy to aid the GoS, specifically focusing on the urban poverty component.
- RSPN and SRSO showcased the SUCCESS Programme at the Brussels European Development Days (EDD). A stall was put up by RSPN and an impressive woman activist from Sindh participated in the EDD. The stall was titled 'SUCCESS in Rural Pakistan.' In addition to the stall, Chairman RSPN, Shoaib Sultan Khan, participated in a panel titled 'Changing Women's Lives in the Rural World – Strengthening the Voice and Participation of Women and Girls in the Rural Economy.' RSPN's representation at the forum helped bring SUCCESS, its stories and the EU's work in Pakistan, to the attention of an international audience.



## Research

- A research experiment intended to provide an in-depth understanding about the household poverty dynamics and to track the transformational changes in the lives of the poor over the life of the programme was commissioned. This is a quasi-experimental design of randomised control trial set up in two union councils of district Tando Allahyar. The first annual socio-economic baseline survey report was finalised in 2016, followed by a second survey launched in April 2018. According to the baseline report, while large investments are necessary in public infrastructure, they are required even more so in governance to improve education, health, transport and sanitation status in the area. In addition to improvement in public services, there is ample space for civil society organisations to complement and supplement public services by working at the grassroots level with communities to foster transformational change in the perception, culture, and behaviour of communities and government. More details on these research surveys are available on [www.success.org.pk](http://www.success.org.pk)



- RSPN collaborated and worked with Sustainable Places Research Institute, Cardiff University UK, on issues of poverty reduction, local governance, and public policy reforms. A research paper titled 'Challenges of research in rural poverty: Lessons from Large Field Surveys' was published in June 2018, in the international Development in Practice Journal. This paper highlights the lessons learnt during data collection of two large field surveys undertaken in the SUCCESS Programme. This paper was also accepted in the Annual Conference of the Royal Geographical Society (with the Institute of British Geographers) that was held at Cardiff University from 28 to 31 August 2018. Dr Abid Mehmood (Research Fellow at the Institute of Sustainable Places, Cardiff University, UK) presented this paper, which was co-authored by RSPN SUCCESS Research team lead. An abstract of the paper is listed on their website at <https://www.tandfonline.com/doi/abs/10.1080/09614524.2018.1467881>

## Communication and Visibility

RSPN arranges workshops, learning visits, conferences and produces publications and documentaries, in close coordination with the media. Over 30 news items and blog articles about the SUCCESS Programme and the RSPs approach to Community Driven Development appeared in leading national newspapers including Dawn, Express Tribune, The News and the Friday Times.

In order to increase SUCCESS's reach and share inspirational stories to a wider digital media audience, RSPN engaged Humans of Pakistan (HoP), Pakistan's biggest photojournalism blog on social media. Under this collaboration, HoP has published six human-interest stories on their social media pages (Facebook, Instagram and Twitter) and will publish a total of fifteen stories as of September 2018 to generate more awareness about SUCCESS, also leading to further engagement on SUCCESS's own digital channels.

RSPN initiated a thirteen-episode radio magazine programme in Sindhi that comprises of various segments including reports, success stories, people's views, feedback from field staff and expert interviews. Each episode, lasting ten minutes, was aired once a week on seven different radio stations in various SUCCESS districts.

In addition, RSPN is developing short video human diaries on individual beneficiaries, which aim to highlight the change that the SUCCESS Programme has brought to the lives of the people.

RSPN also produces two SUCCESS newsletters annually as well as case studies of LSO Initiatives. These are shared in our Annual Report and Outreach Newsletter



each year. RSPN hosts the SUCCESS website, accessible at the following domain: [www.success.org.pk](http://www.success.org.pk)

Exposure visits to other RSPs and international visits for staff from the three RSPs and local government authorities are arranged by RSPN. A visit to SRSP's programme in Swat was arranged in July 2016, another visit to the Aga Khan Foundation's Mountain Societies Development Support Programme (AKF/MSDSP), Tajikistan, took place in April 2017. The latter visit was to demonstrate how community clusters are linked into local government systems formally, for improved service delivery and access to government services.

# SUCCESS IN 2017-18



**849,777**

Households Covered by  
Poverty Scorecard Survey



**507,957**

Organised  
Households



**26,804**

Women Community  
Organisations (COs) Formed



**3,082**

Women Village  
Organisations (VOs) Formed



**246**

Women Local Support  
Organisations (LSOs) Formed



**49,207**

Women CO Leaders  
who received CMST



**6,190**

Women VO/LSO Leaders  
who received LMST



**2,571**

Women Community  
Resource Persons (CRPs) Trained



**13,639**

Households Benefiting  
from CIF



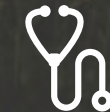
**250**

LSOs/VOs with Community  
Investment Fund (CIF)



**518 million**

Amount of CIF (PKR) given to  
LSOs/VOs



**102,769**

Households Insured through  
Micro Health Insurance



**244,491**

Children Insured



**217,675**

Women Insured



**207,018**

Men Insured

## Dream for a Prosperous Life

"I have been terminated from my job", my husband told me one day. I saw how devastated and disappointed he was. He added that the appointment order submitted for him was deemed fake, which is why he had been suspended from his job.

"I still feel the pain of my husband losing his job because it was the only source of income for us", said Shahida with a deep sigh and she continued by saying, "You know how he got this job as a peon? We literally had to beg some politically influential people as our conditions got too tough at home."

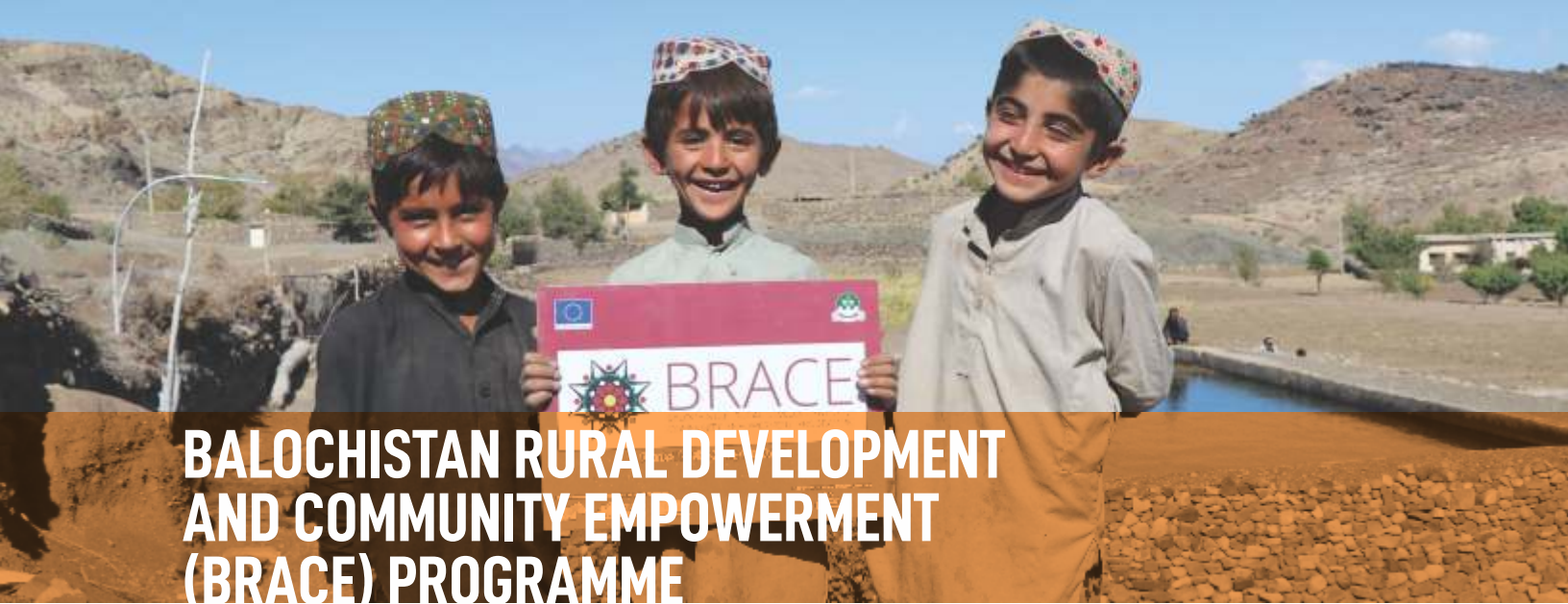
"We faced starvation and slept without food countless times. Even though everything was going wrong, somehow I still had hope - hope from almighty Allah that better days will come and that we will be able to start our lives once again", she said while stitching her husband's shirt, which was torn. She continued, "after spending a couple of days in my sister's village, I was coming back home with my husband when I saw a car that passed by, which I had never seen before in our village. Therefore, I asked my husband if he knew who they were. He guessed that they are from National Rural Support Programme (NRSP). This was the first time that I heard about NRSP, so I followed them and I came to know that there were two women from NRSP, who gathered many women from our village in order to discuss their new project with them, which is known as the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme. They told the women to form a Community Organisation (CO) to harness the power of collective action. I listened to them very carefully, and think that I was the first one who agreed to be a member of the



CO because I had nothing to lose and I wanted to see if it would benefit me as the women had claimed."

Shahida continued with her story eagerly and said that, "Like other households, considering the market demand, I developed a Micro Investment Plan (MIP) with the help of my husband and I finalized my plan of opening a tea shop near the sugar mill with the amount I would then get from the SUCCESS Community Investment Fund (CIF). After procuring some used furniture and necessary accessories, we established a small tea shop, in which we reinvested our savings, in order to scale up our business – you will now be served with biscuits also!", shared Shahida in a much relaxed and composed manner. She seemed very happy and pleased indeed.

Shahida was determined to make her future better and she claimed that, "I have always dreamt of a prosperous life, unlike my ancestors, and I realize that my dream will never come true without hard work and a solid effort. The CIF was indeed a small window of opportunity, but it maintained our self esteem, provided us with support and never let us sleep on an empty stomach again."



# BALUCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT (BRACE) PROGRAMME

## Donor:



EUROPEAN UNION

## Implementing Partners:



## Technical Partner:



## Start Date:

1 July, 2015

## End Date:

30 September, 2021

Balochistan has historically lagged behind on socioeconomic indicators, as it faces challenges of limited investments for the poor, poor governance and geographical factors that often make communication and work difficult in addition to posing serious security concerns. The BRACE Programme is designed to improve the socioeconomic conditions at the grassroots level including: health, life-expectancy, nutrition, education, gender and human rights. This programme supports expansion of community-led development through a strategic and sustainable policy-based perspective that will foster effective partnership between communities and local government. Under

the leadership of the Local Government and Rural Development Department (LGRDD), the Government of Balochistan via RSPs are implementing the European Union funded BRACE Programme in nine districts of Balochistan. These districts are: Duki, Loralai, Killa Abdullah, Pishin, Kech, Jhal Magsi, Khuzdar, Washuk and Zhob. The province has a population that is scattered over a large expanse of land, thus making programme delivery more expensive.

## Our Objectives

- To empower citizens and communities and provide them with means enabling them to implement community-driven socio-economic development interventions, an increased voice and capability to influence public policy decision making through active engagement with local authorities for quality, inclusive, and equitable service delivery, and civic-oversight
- To foster an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory processes of the local public sector planning, financing and implementation

## How We Work

Employing the tested and proven three-tiered social mobilisation approach of the RSPs, the BRACE Programme aims to support the poor rural population in the programme districts, to form 19,129 Community Organisations, 3,103 Village Organisations, 249 Local Support Organisations and 31 Local Support Organisation networks at the tehsil level and nine networks at the district level. An estimated 300,000 households will be organised into these community institutions in the nine districts. The programme includes specific interventions which target the poorest of the poor with an aim to reduce poverty at the household level and also lead to policy level impact in the province.

The community institutions (Social Pillar) formed under this programme will work in conjunction with the administrative and political pillars of the state to promote real demand driven local development. The core function of the RSPs is to foster the Social Pillar in a way that the community institution of the people are financially viable and the rural poor are able to organise and harness their potential in a sustainable manner. Once organised, these institutions develop plans according to their local needs – these plans are developed at various levels; at the neighbourhood/community level through MIPs, at the village level through Village Development Plans and at the UC level through Union Council Development plans. Government officials and elected representatives will be invited to participate in the development of these plans. The RSPs will also compile and share plans with local governments, for

incorporation into district and provincial level plans. The structuring of these will inform the design and plan of provincial ADPs and the PFM. The idea is to bridge the gap between the demand and supply side of public service delivery in the province of Balochistan.

The organised communities will be made financially viable, through provision of the Community Investment Fund (CIF), capacity building support and linkages with government departments. Community members, especially women, will be provided technical and vocational training and literacy and numeracy skills to increase economic opportunities and employability. The communities will be facilitated to build and manage community level physical infrastructure schemes and the poorest member households will be provided with Income Generating Grants (IGG). Along with forming community institutions, the RSPs will also train and build the capacity of CO members to effectively manage their own organisations and to engage with local government and public institutions. This will be done to create awareness and to equip the communities with information on how to tackle social development issues. Extensive sessions on cross-cutting social issues including nutrition, health and hygiene, family planning, HIV-AIDS, gender, human (particularly women) rights, WASH, DRR, climate change and environment, and natural resource management will also be delivered to the organised communities by the RSPs.

## RSPN role in BRACE

Given the complex nature of the programme, with multiple stakeholders and implementing partners, the need to create a standardised, uniform approach for programme implementation was evident; particularly to support and enable the government to scale up and sustain the programme in the long run. There is a need to provide technical support to the implementing RSPs for institutionalising programme approaches, monitoring and evaluation systems and implementation of activities. This role is being played by Rural Support Programmes Network (RSPN), which serves as the strategic network of the RSPs and has experience of harmonising strategy and implementation approaches across the RSPs. RSPN provides support to the RSPs, to build their technical and institutional capacities and provide necessary support to the technical assistance component in developing the gender mainstreaming and in its support to the government of Balochistan in Local Development Policy Framework. RSPN does this by providing technical expertise on project implementation, toolkits for social mobilisation, gender sensitisation, inequality and its root causes and through the collective lessons learned during the life of all RSPs thus far. Collecting data, lessons learned, successes and failures is part of RSPN's mandate as it works to constantly evolve and improve through shared experiences.

BRACE Programme uses the following technical tools from RSPN's toolkit for standardised implementation and quality control:

-  Programme Implementation Manual (PIM)
-  Community Awareness Toolkit (CAT)
-  Monitoring and evaluation framework
-  Institutional Maturity Index (IMI)
-  Quality Assurance Control Plan (QACP)
-  Poverty Score Card Census



## BRSP and NRSP role in the Programme

The main function of BRSP and NRSP is to foster a network of institution of the people as mechanism for engaging local communities in their own development process, create forums for accountability of government to the citizen's need and improve the demand side of the development equation to create effective demand and receiving mechanisms for public services. This include implementation

of the programme and on ground achievement of a strengthened community. The idea is to create an inclusive and representative system of community participation in the local development process, aiming at promoting social, economic and environmental outcomes for the communities, particularly women and marginalised groups, through project activities.

## Progress thus far

### Uniform implementation strategies and related guidelines for Programme

RSPN has developed uniform, but contextualised implementation strategies and guidelines for this programme. This includes the Programme Implementation Manual (PIM), common gender sensitive M&E framework and reporting mechanisms on Key Performance Indicators (KPIs), Poverty Scorecard (PSC) survey manual, socioeconomic baseline and

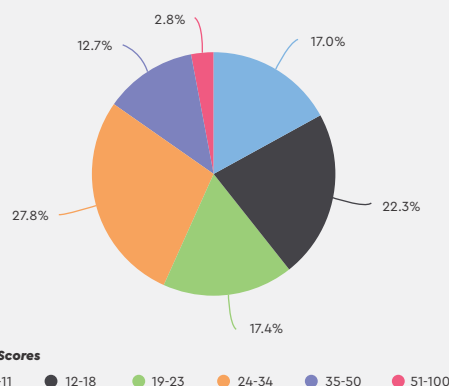
end line survey approach and methodology, Community Awareness Toolkit (CAT), as well as a Communication and Visibility Strategy. Staff from BRSP, NRSP and relevant departments of the GoB, including from Local Government & Rural Development Department, Planning and Development Department, Social Welfare Department and Women Development Department were trained to effectively implement these strategies.



## Poverty Targeting in BRACE

As part of the social mobilisation process, BRSP and NRSP, with the support of RSPN, conducted a door-to-door carpet Poverty Score Card (PSC) census in 249 rural union councils of the nine districts of the BRACE Programme. The aim was to reach every rural household at the beginning of the programme. The PSC is used to identify the poorest households, for purposes of targeting BRACE interventions effectively and to measure movement across poverty bands. Going forward the BRACE household level interventions will target households falling in the lower bands of poverty, which is the PSC score of 0-23. At the programme evaluation stage (Year 2021-22), the partner RSPs will undertake a sample-based PSC census of households targeted by the programme to measure the change in their poverty scores.

After completion of the PSC census, BRSP and NRSP have begun the process of social mobilisation in all target districts. With the three-tiered structure beginning to be put in place, the organised communities have begun efforts to undertake self-help initiatives by using savings for key RSP interventions. These include WASH activities, schemes to improve livelihoods, improvement of education indicators and more – all through structuring robust people's institutions. In terms of human resource development and capacity building, there have been a number of training courses for the RSP implementation teams as well as community training



Poverty Band	Household Poverty Score
Extremely Poor	0-11
Chronically Poor	12-18
Transitory Poor	19-23
Transitory Vulnerable	24-34
Transitory Non-poor	35-50
Non-poor	51-100

courses. In the area of communication and advocacy, a number of media and stakeholder events were organised at national, provincial and local levels, with communities, to showcase the BRACE Programme objectives and the CDD approach to reduce poverty.

These events have garnered sufficient coverage in the media which includes electronic, print and social media. The implementing partners have also supported and produced a number of publications including newsletters, policy articles and blogs of success stories to highlight and promote the BRACE Programme. In order to promote cross-learning and experience sharing, visits have been arranged within Balochistan and other parts of the country for the partner RSPs as well as government officials.

## Launch of the Programme



The Local Government and Rural Development Department (LGRDD) of the Government of Balochistan collaborated with BRSP, NRSP and RSPN to organise the launch ceremony of the Balochistan Rural Development and Community Empowerment (BRACE) Programme on 10-November, 2017 in Quetta.

The Provincial Minister for Planning and Development (P&D) Dr Hamid Khan Achakzai<sup>2</sup> was the Chief Guest at the launch ceremony. Others who addressed the ceremony included Maulana Ameer Zaman (Federal Minister for Postal Service, Dr. Abdul Malik Baloch (Former Chief Minister of Balochistan),. Jean-François Cautain (EU Ambassador His Excellency), Sardar Mustafa Tareen (Minister for LGRDD), Senator

Nawabzada Saifullah Magsi, Mr. Obaidullah Babat (Adviser to Chief Minister on Forests, Wildlife and Livestock), MPA Mir Jan Muhammad Khan Jamali, Senator Mr. Sanaullah Baloch, Ms. Zubaida Jalal (former Federal Minister for Social Welfare, Special Education and Women Development), and Provincial Secretary P&D Mr. Asfandyar.

The speakers shared their views about the programme and commended EU, BRSP, NRSP and RSPN for initiating and supporting a CDD focused programme to reduce poverty in the province. Chairman RSPN Mr. Shoaib Sultan Khan, CEO RSPN Ms. Shandana Khan, CEO BRSP Mr. Nadir Gul Barech and CEO NRSP Dr Rashid Bajwa, spoke on the occasion. The Deputy Team Leader of the BRACE TA Team, Mr. William

<sup>2</sup>All government titles and positions have been added for the period pre General Elections 2018; many officials have since changed

Pitkin, presented the different components of the BRACE Programme. Dr Hamid Achakzai said that the P&D Department worked very closely with the EU and partners during the development of the BRACE Programme's framework and interventions, which would transform the lives of rural communities in the province. "The provincial government is committed to facilitate and support the implementation of all pro-poor programmes," he said. H.E. Mr Jean-François Cautain said that core components of the BRACE Programme included a bottom-up approach complemented by the formulation of a

development policy framework. He added that the ownership of the Programme by the Balochistan government and political leadership of the province was particularly encouraging. Mr. Shoaib Sultan Khan shared with the audience the history of the RSPs and explained how the three-tiered social mobilisation approach to CDD evolved and impacted millions of people in Pakistan and other countries in the region that had replicated the RSP approach. Mr. Khan also appreciated the support of the EU, as a major donor in Pakistan that has faith in involving communities in their own development.

## Glimpses from the event



## Experience Sharing and Learning Visit to Tajikistan



RSPN arranged an international experience sharing and learning visit for the BRACE Programme partners and stakeholders to Tajikistan in October 2017. The purpose of this visit was to expose key stakeholders in the programme to the CDD approach of the Mountain Societies Development Support Programme (MSDP) and the Aga Khan Foundation (AKF). The nineteen member delegation comprised of dignitaries, including Dr. Abdul Malik (former Chief Minister of Balochistan), Dr. Hamid Khan Achakzai (Minister Planning & Development Balochistan), Sardar Ghulam Mustafa Khan Tareen (Minister for Local Government), the Additional Chief Secretary, Secretaries from Finance, P&D and LGRD Departments, other officials from government and representatives from BRSP, NRSP and RSPN.

The delegation went to visit programme areas of the Aga Khan Foundation (AKF) -

Mountain Societies Development Support Programme (MSDSP) in rural Tajikistan. Mr. Yodgor Faizov, Chief Executive Officer AKF Tajikistan, welcomed the Pakistani delegation on their arrival at the AKF office and gave the delegates a detailed presentation on their work in Tajikistan.

His Excellency Mr Tariq Soomro, the Ambassador of Pakistan to Tajikistan, welcomed the delegation at the Embassy of Pakistan. The members of the delegation presented shields and other presents to the Ambassador. The delegation also held meetings with the Governor of Aini district, visited the district office of AKF/MSDSP in Istravshan and met with members of a Village Organisation (VO) in Shonon Village. There they also had a brief discussion with a group of women involved in the dairy business. The delegation also visited a water supply project in VO Shohon, followed by a

joint meeting with the Deputy District Governor, the Jamoat/Union Council Chairman, and a VO President. The Deputy District Governor Ms Zumera gave a presentation on her district and development work being undertaken there. The delegation also met with the Deputy District Governor of district Isfara. In addition to meetings, the delegation also attended the Harvest Festival in Konibodom. At this occasion the local community presented their national songs, poetry, and performed their traditional Tajiki dance to welcome the delegation. The next destination of the delegation was district Faizobod, where they met with the representatives of SUDVO in presence of Deputy Governor of District Faizobod, Ms. Nooria. President of SUDVO (LSO) Mr. Yousuf Faizabad welcomed the delegation and gave a presentation. The delegation also held a meeting with Ms Nooria at her office. On the last day of the visit, a 'Thank You' dinner was hosted by RSPN, NRSP, and BRSP, which was attended by senior officials of AKF/MSDSP Tajikistan, Pakistan's

Ambassador to Tajikistan, non-government organisations and the Head of EU in Tajikistan.

The delegation was most appreciative of the work of the Tajik community institutions, particularly their close relationship with local authorities. VOs had undertaken savings, mobilisation and supported many self-help initiatives, e.g. school construction. Women members were particularly active and vocal. Their confidence came as a result of their empowerment through income generating activities. Seeing the positive impact of the work of community institutions, the delegation members felt confident that similar results could be achieved in Balochistan.

This visit serves an important advocacy purpose for the duration of the programme – influencing the formation and implementation of better policies is a crucial purpose of BRACE. By engaging government officials and team members in collaborative and lesson-learning exercises, the space to do so is created.



## Post-visit remarks by GoB Officials

### Sardar Mustafa Khan Tareen, Minister for Local Government

The visit was very well organised and facilitated by AKF Tajikistan. The social mobilisation undertaken by AKF has begun to yield significant results. Community's awareness level and the participation of women in all development activities were very encouraging. The interaction between the community institutions and the local government was excellent. Both work to complement and supplement each other. In Pakistan, and particularly in Balochistan, we should develop such partnerships. RSPs and community institutions should develop coordination mechanisms with the local government. Only through working with community institutions can the government reach every household. Our MPAs and local elected bodies have funds for development and if we all work together we can improve our areas. Our delegation has Ministers, elected representatives, Secretaries and RSP representatives. We should all work together for the development of Balochistan. Finally, I want to thank EU for supporting this visit.



### Mr. Akbar Hussain Durrani, Secretary Finance

I am very thankful to you all and especially to EU and RSPs for organising this visit and giving me an opportunity to visit Tajikistan. My take from this visit to Tajikistan: a) social mobilisation and community institutions are important for development; 2) strong ownership of community institutions by the community members as well as local authorities contribute to citizens' engagement with the state; c) capacity building and awareness raising allow people to focus on their potentials rather than problems; d) Governments should keep budget lines for partnership with RSPs for supporting social mobilisation; and e) we need to encourage and support women to play a more active role in development as we saw in Tajikistan.



# BRACE IN 2017-18



**312,476**

Households Covered by  
Poverty Scorecard Survey



**16,391**

Organised Households  
(NRSP+BRSP)



**53**

Members trained in orientation  
training workshops



**140**

Members trained in orientation  
training workshops



**977**

Community Organisations  
(COs) Formed



**213**

Women only Community  
Organisations formed



**121**

Village Organisations  
(VOs) Formed

## Stories of Strength

Change does not happen overnight – previous projects over years of hard work and social mobilisation interventions by BRSP and NRSP in Balochistan paved the way for the BRACE Programme in its current form. In District Kech, for example, local women participating in community and village organisation meetings alongside men was definitely not the norm. However, by the time the inception phase of the BRACE Programme was set in motion, a decade of targeted interventions and door-to-door campaigning had resulted in community sessions with full participation from men and women. Decision-making at all levels has been limited to men – women have been kept from their human rights as well as their Constitutional rights. However, participation in people's institutions at the local level is a step in the right direction.

Balochistan is perceived to be 'behind' other provinces in all aspects of socioeconomic development including women's rights. Equality and social justice are a faraway dream for many in Pakistan, but for the population of Balochistan the situation is even worse. With extremism and instability, the space for women and all vulnerable groups is reduced even further. However, controlled and careful interventions by NRSP and BRSP have worked to gain some of this space back. Find out more about the brave women who pushed boundaries and still work to make a difference in their communities:

### Amul Sakim, Member Community Organisation

"Nine years ago, my life felt meaningless. Sitting in the courtyard of our mud house was my daily routine – it was all we had ever done or seen women do in our lives. Then, one day in 2007, a social mobilisation team from NRSP visited our village. When I requested my father to let me attend the meeting of the village women, my father took a deep pause, after which he asked me, "What would the people of the village think about us if I allowed you to go?" However, I was persistent and after a long time, he gave me permission to go, and from there on my life took on a whole new direction. Today, after taking four months of English language classes from a community organisation in a nearby village, I now run my own language centre in my village. Sometimes, I think women can do everything better if we are provided the opportunity and space to do so. Just sitting at home cannot bear any fruit for our society, so it is imperative for both men and women to understand the importance of women's participation in the development of society. I owe my success to the social mobilisation team of NRSP, and our men, who understood the significance of women's participation in the process of our own development."





## Noor Jahan, Manager LSO Tumshan-Ginna

"Ten years ago, our traditions and customs were so rigid, I could not dare step out of my home. Women were expected to keep their activities confined to the four walls of their homes. Stepping out of this space was forbidden. In 2007, NRSP helped us to form a Community Organisation in my neighbourhood. They were very strict about including women as well as men. In the beginning, I, like all other women of the village, was hesitant to sit with the men of our village, because we had never done that before. Gradually, I found myself more comfortable and confident in these meetings, and started speaking out about our problems. I also found a huge change in the mind set of our men, who were at first reluctant about our participation in these community organisations, particularly sitting with other men. But now it is very normal to sit with them, discuss the problems of our village and try to find solutions. I even got a flood protection wall built in our village under my supervision with the support of the NRSP, and I feel very proud of what I have achieved and will continue to do for my community."



\*Women represented in these pictures are not the ones featured in the narrative stories for reasons of privacy.

Women's participation at the community level in district Kech is encouraging, to say the least. It is evidence that the RSP social mobilisation approach is working. However, with reference to the Sustainable Development Goals (SDGs), the development of women in rural Balochistan is still far behind, compared to most parts of other provinces. Currently, Balochistan is the worst-off province in terms of women's education, health and political participation.

Nevertheless, the RSPs are striving to work with people to improve their condition, one household, one neighbourhood and one village at a time. The BRACE Programme has completed its inception phase and will now be working with women who will be mobilised into their own Community Organisations. Through capacity building exercises they will manage their own organisations, participate in programme activities and engage with the state. There are hundreds and thousands of women like Noor and Amul waiting for an opportunity to show us what they're capable of – the BRACE Programme will provide them the opportunities to shine.



# PROGRAMME FOR IMPROVED NUTRITION IN SINDH (PINS)

## Donor:



EUROPEAN UNION

## Implementing Partners:



## Technical Partner:



## Start Date:

15 February, 2018

## End Date:

14 July, 2021

The Programme for Improved Nutrition in Sindh (PINS) is a three and a half-year project designed to improve the nutritional status of pregnant and lactating women as well as children under five years in the province. The project works through RSPN and RSPs social mobilisation model to access the rural poor, and instil better health and nutrition habits for the long run as well as provide remedial support. This intervention is an important contributor to Sustainable Development Goal 2 that states:

“End hunger, achieve food security and improved nutrition and promote sustainable agriculture”



**10**

Districts



**194**

Union Councils



**391,232**

Households



**19,443**

Community Organisations (COs)



**1,938**

Village Organisations (VOs)



**194**

Local Support Organisations (LSOs)

PINS is funded by the European Union and it is being implemented by Conseil Sante, Action Against Hunger, and the Rural Support Programmes Network across 194 union councils in ten districts of Sindh: Shikarpur, Thatta, Kambar Shahdadt, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan.

PINS consists of three components. The Technical Assistance (ER-1) and Nutrition-Specific (ER-2) components are being led by Conseil Sante (in partnership with SOFRECO and Prime Foundation) and Action Against Hunger (ACF) respectively. Technical Assistance is focusing on building capacity

of the Government of Sindh and other stakeholders regarding nutrition-related policy and strategy development, coordination, implementation, adaptive research, data collection/analysis and communication. It will also address cross-cutting issues like gender, migration, rights based approaches, the environment and disaster risk reduction. ACF will focus on nutrition-specific interventions addressing the treatment of malnutrition from identification, outpatient therapeutic programme care to nutrition stabilisation centres according to protocols in health facilities supported by an outreach programme to screen vulnerable children and women.

RSPN is leading the Nutrition-Sensitive Component (ER-3) with four partners: Action Against Hunger (ACF), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). This component focuses on nutrition-sensitive interventions create improved community-level climate-resilient WASH infrastructures, inculcate positive behaviour change and sustain open defecation free status as well as improved community-level nutrition-sensitive food production systems adapted to climate change in rural areas of Sindh with active participation of communities organised under the SUCCESS and UCBPRP/PPRP Programmes.

## Launch of the Programme



The European Union Delegation to Pakistan, the Government of Sindh and RSPN launched the Programme for Improved Nutrition for Sindh on 30-January, 2018 in Karachi.

The ceremony was attended by His Excellency the Ambassador of the EU to Pakistan, Jean-François Cautain, Mr. Muhammed Waseem, Chairman of the Sindh Planning and Development Board, Mir Husain Ali, Coordinator to the Chief Minister,

Mir Hazar Khan Bajarani (late), the Provincial Minister for Planning & Development and other Sindh Government and EU officials. Mr. Shoaib Sultan Khan, Chairman RSPN along with Ms. Shandana Khan, CEO RSPN and Mr. Khaleel Ahmed Tetlay, COO RSPN also attended the launch ceremony with representatives of RSPs and civil society organisations.

Following the opening remarks by Mir Husain Ali in which he gave an overview of

the Accelerated Action Plan for the Reduction of Stunting and Malnutrition in Sindh (AAP), Mr. Muhammed Waseem thanked the EU for extending their support in combatting malnutrition in Sindh.

The Ambassador in his statement stressed on the critical need to address malnutrition, not just to alleviate the suffering but also to reduce its negative impact on Sindh's growth. "Support to improve nutrition status in Sindh is part of EU's global commitment to reduce stunting at the global level," he said. "Our objective is to reduce stunting at least by 7 million children around the world by 2025." He mentioned other EU Programmes running concurrently for poverty reduction and nutrition and called for increased coordination with the Government of Sindh for the best possible outcome for the people of Sindh.

The Chief Minister of Sindh, Syed Murad Ali Shah reiterated the Government's commitment to reducing stunting from 48% to 30% by 2021 and appreciated the support of the EU and the organisations working on PINS for their support in bringing them closer to the expected results.

Before signing the contract, Mr. Shoaib Sultan Khan extended his gratitude to both the EU and GoS. He also stressed that for any intervention to have a long-lasting impact, organised communities must be engaged, as they are the crucial drivers of change and can provide the best chance of achieving the expected results.

## 7th Annual South Asian Conference on Sanitation (SACOSAN)

PINS actively participated at the 7th Annual South Asian Conference on Sanitation (SACOSAN) in Islamabad from 10th to 14th April, 2018. SACOSAN is a Government of Pakistan-led initiative that aims to improve sanitation, health and hygiene practices all the way down to the grassroots level; it provides an opportunity for relevant policymakers, government representatives, practitioners and donors to come together and strategise for the future. The European Union and RSPN funded thematic sessions in the conference and enabled technical sessions given by practitioners and the Ministry of Climate Change.

During the event, Mr. Ramzan Awan (Secretary Local Governance, Sindh) stressed the importance of creating accountability mechanisms that work in the 21st century; the challenge was that roles and processes were becoming more complex and accountability is more crucial than ever. Improvements to the planning, monitoring and evaluation strategies

were identified in particular. He also hoped to see civil society and non-profits like RSPN work in conjunction with state institutions to improve health, hygiene and nutrition.

At the event, Mr. Robert Bain, a statistics and monitoring specialist, also spoke about how many developing countries have severe data gaps with regards to waste management, hygiene and sanitation and that in order to improve matters, data gaps must be redressed. Furthermore, regulatory frameworks free of corruption would also have to be established.

Mr. Bashir Anjum from RSPN conducted a session where he introduced the Programme for Improved Nutrition in Sindh, as well as lessons learned through research in the inception phase. He placed accountability and practical measures in the context of WASH trainings and described the significant disparities in access to sanitation and awareness about nutrition across income groups.

## Inception Phase

The PINS ER-3 inception phase started on 15th Feb 2018 and lasted till 15th May 2018 during which the programme focused on developing a uniform understanding of the partners for standardized implementation

After the launch ceremony, completion of the staff recruitment and orientation process, a series of coordination and consultative meetings were held with key stakeholders, including implementing programme partners ACF, NRSP, TRDP and SRSO and government officials to develop a common understanding on the programmes' results and to clarify and coordinate roles and responsibilities.

The project team in Karachi worked tirelessly to develop the Programme

Implementation Manual as well as a monitoring and evaluation framework for the nutrition-sensitive component; food system mapping in target areas was planned to be carried out during July and August and a behaviour change communication toolkit was developed in consultation with UNICEF, FAO, NARC, ACF, AAP departments and RSPs. Consultation meetings for the development of SBCC toolkit were held in Islamabad on April 30, 2018 and June 12, 2018 and the first draft review meeting was held in Karachi on July 9, 2018.

During this phase, RSPN also signed sub-agreements with co-applicants (RSPs) and technical partner ACF.

## Team Building

In order to implement PINS ER3 efficiently, a Programme Management Unit (PMU) was set up in Karachi. This would place staff close to intervention areas to allow better control as well as more effective monitoring and evaluation. Project staff were recruited and an orientation workshop was conducted with the new team. The workshop was spread over two full days – it was designed to orient team members with PINS, RSPN and other implementing partners, key performance indicators, and overall quantitative and qualitative targets. Additionally, members from the PINS ER3 team were been invited to the RSPN head office in Islamabad and are part of initiatives to improve motivation and skills of employees.

In addition to this, RSPN organized a series of two-day orientation workshops for PINS staff of the implementing RSPs - National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and

Thardeep Rural Development Programme (TRDP).

The first orientation was held in Karachi on the 23rd and 24th of April to familiarize participants with PINS' scope of work, key interventions, expected results and targets along with M&E and Communication and Visibility activities. Participants were also oriented on the conceptual framework of Agriculture and WASH and its impact on nutrition.

Later on, in May, members of the PINS PMU conducted similar orientation sessions at each of the implementing partners' Programme Implementation Units (PIUs) in Hyderabad (NRSP), Sukkur (SRSO) and Jamshoro (TRDP) for key field staff from all ten districts under the programme including Project Managers, District Project Officers, Agriculture Officers, WASH Officers and Community Nutrition Officers.

## Activities

- A four-day workshop was organised between 29th May to June 1st, 2018 titled **'Maximising the Nutritional Impact of Food Security and Livelihoods Intervention and Climate Resilient Agriculture'**. The workshop was led by Mr. Kiaya Mukumu Victor, Food Security and Livelihood Advisor, Action Against Hunger, France who focused on developing the participants' understanding on how food security and livelihoods (FSL) interventions have major role in combating undernutrition. PINS staff from RSPN, NRSP, TRDP and SRSO as well as representatives from the Government of Sindh focal to the programme attended the workshop.



- **Introductory dialogue sessions** were conducted with Local Support Organisations (LSO) in the field by District Project Officers (DPOs) across the ten target districts. These sessions aim to help participants understand what malnutrition is and what all it entails and how PINS intends to address it. At the end of each session, attendees took a pledge to working together to embody the change they wish to see. As of June 2018, members of 1,283 Village Organisations have attended LSO Dialogues.



- Programme affiliates including Community Resource Persons (CRPs), Agriculture Entrepreneurs and WASH Entrepreneurs were also identified at the VO-level with final selections carried out at the LSO level.



## Communication

To ensure that PINS is being promoted effectively in the national discourse, a communications strategy, encompassing the main objectives, guidelines and activities is currently under development.

An online presence for PINS is also ensured through a dedicated page on the RSPN website where regular updates in the form of photographs, programme reports and media coverage are posted. Similarly, social media has also been tapped into with a dedicated Facebook page highlighting ongoing activities, which is expected to expand to other platforms.

Programme updates can also be found in RSPN's quarterly OUTREACH newsletter while a dedicated monthly newsletter for PINS is planned.

There are orientations in the pipeline designed to interact with journalists including those from target districts who can report in the vernacular of the communities that PINS is working with in order to create awareness. Features written are also expected to be also used as tools for advocacy. In a similar vein, as programme implementation gains momentum, success stories and case studies are also planned to capture the impact of PINS.

## Looking Ahead

This is one of RSPN's flagships projects and its work has only just begun. Going forward, PINS will work to achieve the following:

- Improved access to safe drinking water, and climate resilient water and sanitation structures built to achieve and sustain hygienic practices, including riddance of open defecation status; Activities have been proposed that will be implemented in close coordination with World Bank-supported Saf Suthro Sindh under Government of Sindh's Accelerated Action Plan and include measures to address contamination in water sources and provision of safe drinking water through the construction/installation and rehabilitation of water supply schemes and developing alternate water sources
- Positive practices related to hygiene, especially washing hands with soap
- will be promoted to reduce incidence of water borne and easily transferrable diseases including diarrhoea, cholera and influenza
- Village Organisations will facilitate the establishment of Village Action Plans specifically to end open defecation and provide access to safe drinking water in their target areas
- Establish Farmer Field Schools to promote kitchen gardening, introduction of bio-fortified seeds, sustainable agricultural practices and improve food diversification through community-led entrepreneurship
- VO-level disaster risk reduction plans will be developed along with preventative measures including horticulture management to plant trees and crops that reduce incidence and impact of floods and droughts

## Expected impact for the Programme for Improved Nutrition in Sindh



Reduce prevalence of **stunting in children** under five years from **50%** to **45%**



Reduce prevalence of **wasting in children** under five years from **18%** to **13%**



Reduce prevalence of **anaemia in pregnant women** from **60%** to **50%**

## Expected outcomes for Water and Sanitation for Health (WASH), part of the nutrition-sensitive component of PINS, led by RSPN



Decrease in prevalence of **diarrhoea in children** under five years from **28%** to **18%**



Increase in target population using safely managed **drinking water sources** by **50%**



Increase in target population using an appropriate **water treatment method** from **13%** to **30%**



Increase in target population using an **improved sanitation facility** from **38%** to **60%**



Increase in target population using a specific place for **hand washing with water and soap** from **41%** to **60%**



Increase in mothers/ care-givers who practice **hand-washing before feeding children** by **50%\***

## Expected outcomes for Agriculture And Food Security, part of the nutrition-sensitive component of PINS, led by RSPN



Increase in expenditure on a **minimum of four food groups** (other than staples) by target households by **20%\***



Increase in consumption of **five plus (out of 10) food groups** by women between **15-49** years from **27%** to **40%**



Increase in consumption of minimum **acceptable diet by children under two** from **13%** to **30%**

\*over baseline





# ACCESS TO QUALITY EDUCATION

Donor:



Implementing Partners:



**Start Date:** 1 June, 2017    **End Date:** 30 June, 2018    **Extended to:** 30 June, 2019

**'Demanding Access to Quality Education'** (previously known as "Community Activism for Improved Access to Quality Education and Local Accountability – Article 25-A) was a yearlong campaign funded by Foundation Open Society Institute – Pakistan (FOSIP). The campaign aimed to empower rural communities to raise their voices collectively for quality education provided by the government, reduce the number of children out of schools in their communities and establish community-based mechanisms to hold schools to account. The objective here was to empower rural communities to demand social accountability of public representatives and education departments for improved school

conditions and enrolment of out of school children. The project was implemented by RSPN in partnership with NRSP, SRSP, and SRSO across 48 union councils in six districts, including Bahawalpur and Rajanpur in Punjab, Jacobabad and Kashmore in Sindh, and Kohistan and Battagram in Khyber Pakhtunkhwa. These districts were chosen on the basis of their education indicators as well as their vulnerability in terms of access.

The campaign conducted awareness sessions on Article 25-A of the Constitution of Pakistan.

**Right to education.** The State shall provide free and compulsory education to all children of the age of five to sixteen years in such manner as may be determined by law.<sup>3</sup>

These campaigns were framed in local contexts and the education condition of each district. Sessions were designed to motivate parents to demonstrate demand for quality education from the state through lobbying with local politicians and the district education departments. Parents were encouraged to engage a number of stakeholders to do so – this included journalists, local influencers and religious

<sup>3</sup>Article 25-A of the Constitution of Pakistan.

## ACCESS TO QUALITY EDUCATION

leaders. The project works through District Parent Ittehad – these are groups of people belonging to diverse backgrounds coming together to implement project activities, formulate charters of local issues and demands to be presented to relevant education department officials, politicians and bureaucrats.

This ultimately played a key role in improving the school conditions and increasing enrolment. The campaign made considerable impact in its target areas. It

managed to enrol 33,436 children who were previously out of school, along with improving 446 school facilities worth Rs.100 million. After its success in the past year, the campaign is now being supported by FOSI-Pakistan to be implemented for another year starting from July 2018, in four districts; Dera Ghazi Khan and Rajanpur in Punjab and Jamshoro and Tando Muhammad Khan in Sindh, with the partnership of NRSP and TRDP.



**33,436**  
Children Enrolled in School



**446**  
Improving School Facilities



**100** million  
worth





# STRENGTHENING LEGAL EMPOWERMENT IN RURAL COMMUNITIES THROUGH COMMUNITY-BASED PARALEGALS

## Donor:



**OPEN SOCIETY  
FOUNDATIONS**

## Implementing Partners:



	<b>Start Date:</b>	<b>End Date:</b>
<b>Sindh:</b>	1 January, 2018	31 December, 2018
<b>Punjab:</b>	1 May, 2017	31 May, 2019

This project aims to strengthen legal empowerment in rural communities through the use of community-based paralegals. Legal empowerment happens when people are able to use state laws and its functions to find solutions to their social/legal problems and to hold authorities as well as other citizens to account. RSPN's legal empowerment project is designed to confront inequalities, elevate people's voice and provide concrete avenues to poor, marginalised people to access legal services, the state and its functionaries. Although originally limited to Bahawalpur and Ranjanpur districts of Punjab, this project was soon expanded to Tando

Allahyar and Tando Muhammad Khan districts of Sindh as well.

The use of community based paralegals is one approach towards legal empowerment, particularly for rural Pakistan. The community based paralegals use different tools which include mediation, legal awareness sessions, community mobilisation and advocacy with government departments to resolve individual and community problems. This improves access to legal services and state services for marginalised rural communities. Paralegals also work with community members to file for their basic civic documents – the obtaining of these documents is a foundational step to accessing laws and state services and a practice that will now be carried forward to the next generation, sustaining well past the life of this project. This project began in two districts of the Punjab but was later expanded to two districts of Sindh as well. LSOs from the target areas are essential in the delivery of this project – they enable paralegals to meet regularly and share experiences, conduct awareness sessions with community members, identify families who need their services and come up with grounds for mediation.

## Activities and achievements

- **100 paralegals (58 women and 42 men)** trained on legal matters, counselling, building cases, referrals, mediation, civil documentation, local authorities, conflict resolution, and ethics
- **2,608 awareness sessions** conducted on laws protecting minorities, women, children, families, consumers, labour, property and how to benefit from the implementation of these laws conducted in communities by trained paralegals; 41,382 men and women have been sensitised using these in Punjab
- **Women equipped with the knowledge and mechanisms** to hold government departments accountable for the provision of legal services; linkages facilitated between government line departments and communities for the resolution of local issues and pursuing of litigation when required
- Community Based Paralegals have organised **314 legal aid clinics** in which **592** of the poorest and most vulnerable individuals received legal advice; **1449 cases** were documented, of with **507** were successfully resolved through mediation, reconciliation, litigation and referrals
- The project collaborated with the **Punjab Commission for the Status of Women (PCSW)**, and delivered a series of capacity building trainings and trained **1,300 Nikkah (marriage) Registrars** on their legal role and responsibilities (**700 Nikah registrars in 69 UCs of Rajanpur and 600 Nikkah Registrars in 24 UCs of Bahawalpur**)
- **District Legal Empowerment Forum (DLEF)** established under the project in all four project districts. This forum has representatives from bar associations, lawyers, Punjab Commission on Status of Women, social welfare department, tehsil ombudsperson, journalists and community leaders. It helps communities immensely to activate District Legal Empowerment Committees (DLECs) formed under the Law and the Justice Commission of Pakistan; through this committee, cases are identified and the poorest community members and even current prisoners receive free legal aid for litigation. Cases of five prisoners have been approved thus far for aid from this committee. It also connects LSOs with different stakeholders for the referral of cases. In Rajanpur, for example, DLEC has been activated and extended free legal aid to five poor families.

This project has a significant element of women empowerment. Cases where our project paralegals facilitate women community members have had to deal agriculture, personal conflicts, civil documentations, family conflicts, disputes between employers and employees, debt, fraud, property, panchayat, consumer rights and even child marriage, watta stata, marital abuse, and even cases of violence. Litigation and criminal cases were referred to relevant practitioners.

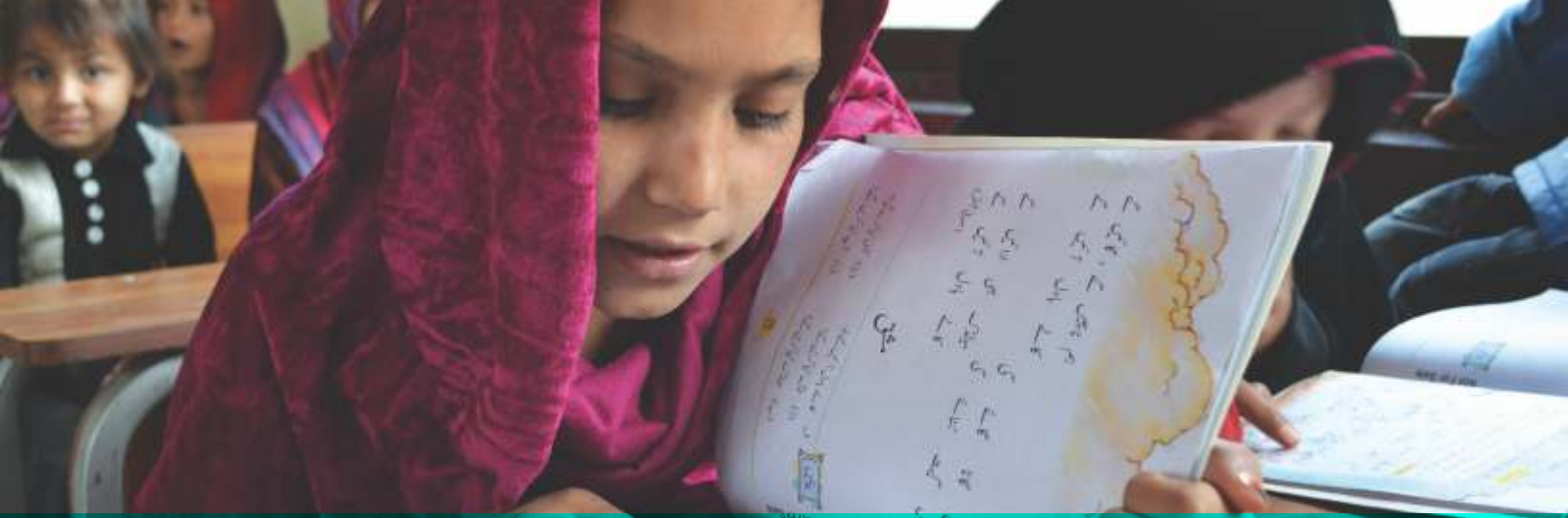
## Case Study: Resolving a property scam for Fazila Bibi

Fazila Bibi is a resident of District Rajanpur. Her husband, Shahid Hussain, is a milk seller and the family's sole breadwinner. The couple does not own agricultural land or have any alternative source of income. Both husband and wife patiently saved money over years and eventually bought a piece of commercial land. After some time, the couple discovered that a part of the land they had recently bought covered the road and was excluded from their ownership. This upset them because they had paid for the entire plot. Fazila and Shahid tried to reason with the selling party but to no avail. The couple was extremely stressed and upset because of this. They had paid for the land with their incredibly hard-earned life-long savings. Fazila's cousin, Ruqiya, worked as a paralegal with the legal empowerment project. Fazila knew about the paralegals' scope of work and the services rendered by them. She decided to discuss the property matter with Ruqiya. After listening to the problem, Ruqiya reassured Fazila that the couple had legal right to the entire piece of land. The paralegal shared two possible ways to solve the matter: one was through

the court to legally acquire possession of the land, while the other was to resolve the matter informally through the involvement of community leaders. Fazila opted for the latter. Paralegal Ruqiya further involved the Union Councillor as a neutral authority figure. At the paralegal's request, the Councillor met with the defending party. He summoned both parties to a meeting to discuss the issue. As a result of the discussion mediated by the paralegal, the defendants paid Shahid five lac rupees as compensation for the part of land that could not be occupied due to the road. Fazila and Shahid, have now built a shop on the plot that they rented out. This rental allows them to live in relative prosperity.

"We thought we had lost our hard-earned money as well as a part of the land we were told we would own. We felt hopeless. But now, we are content with the resolution and have realized that one can get his or her right if he or she has someone for guidance. We had [Paralegal] Ruqiya and the [Union] Councillor who supported us throughout the process."





# ADVANCING GIRLS' EDUCATION AND SKILLS

## Donor:



## Implementing Partners:



## Start Date:

7 December, 2017

## End Date:

30 June, 2021

In December 2017, RSPN partnered with World Learning Inc. for a USAID funded project titled 'Advancing Girls Education and Skills' (AGES). The AGES consortium is led by World Learning with RSPN as the partner for the implementation of community level activities under four components of project. Its implementation spans eight districts, including Peshawar, Buner and Swat in Khyber Pakhtunkhwa, Karachi, Jacobabad and Ghotki in Sindh, Lasbela in Balochistan and Muzaffargarh in Punjab) in Pakistan.

The Advancing Girls Education and Skills (AGES) project is designed to improve the arrangement of support systems for

adolescent girls so that they can thrive at home, in school, and at work. To this end, RSPN works with communities, families, governments, employers, and young women themselves from across Pakistan to advance interventions that improve young women's participation in education, economic empowerment, and social mobilisation.

- i) **Educational Access:** Increasing access and retention in formal and non-formal educational opportunities for adolescent girls
- ii) **Economic Empowerment:** Developing Workforce Readiness, Life Skills, Vocational Skills, Networks and Linkages to help young women obtain and retain jobs or self-employment
- iii) **Advocacy, Outreach, Awareness and Engagement:** Promoting Young Women's Social Awareness, alongside Community and Family Engagement
- iv) **Policy and Scale:** Coordination, research, dissemination and exchange by AGES to promote gender equity and support policy makers in gender responsive planning, budgeting and implementation

Under this project, RSPN with its partner RSPs implement community mobilisation activities for improving opportunities of

girls, address cultural barriers for girl education and to run enrolment campaigns. RSPN and its community institutions will identify and register out of school girls between the ages of 10-18 years and enrol

them in government schools. RSPN aims to ensure that more girls successfully transition from primary to secondary school and from secondary school into higher education and/or technical education programmes.

## Project Activities

- A comprehensive desk review of all available resources in a Labour Market Assessment has been completed. The primary objective of this desk review is to ensure that all training provided to the target youth is demand-based, so that project beneficiaries gain a tangible outcome from their training
- Enrolment campaign strategy paper developed to serve as guidance for field teams on the process and mechanism to conduct bi-annual enrolment campaigns
- RSPN AGES team participated in a two-day workshop on 'Soft Skills'; following this activity, they finalised and developed the 'Soft Skills' set for component three of the AGES project in consultation with consortium partners, in order to train 900 adolescents girls and disseminate positive messages with their respective communities
- A selection criterion was developed to identify and train Adolescents Education Champions; Key Community Influencers to engage men in behaviour-change discourse to shift their perception on women participating in the labour market
- ToRs were finalised for Karachi-based Training Institutes to train young women and adolescents on identified trades/skills during the first year
- In order to collect secondary data on the schools in the target districts, the RSPN team in collaboration with its partner RSPs conducted coordination meetings with District Education Department of Sindh and Khyber Pakhtunkhwa. As a result of these meetings, the data of schools in Sindh Districts was collected and shared with all partners
- RSPN developed the concept note on "Mobilising Adolescents through UC level dialogues". This document will serve as a guideline to project staff on how to organise and facilitate UC level dialogues of adolescent girls with parents/communities and other stakeholders in targeted districts. The milieu of this activity is fully grounded in the life-skills training to be provided to adolescents in order to strengthen their (1) Psychosocial and Intra-Personal Skills; (2) Interpersonal and Communication Skills; (3) Cognitive and Livelihood Skills
- A guideline was developed to establish a Complaint Response Mechanism-CRM to provide guidance to RSPN Project staff, employers and training institutes on how to set up a simple, safe and accessible CRM for the AGES project in targeted districts.



# WASEELA-E-TALEEM PROGRAMME

## Donor:



## Implementing Partners:



## Start Date:

1 February, 2018

## End Date:

14 January, 2020

RSPN partnered up with the Benazir Income Support Programme (BISP) to implement the Waseela-e-Taleem (WeT) Programme through two clusters in eighteen districts. WeT is a Conditional Cash Transfer (CCT) project wherein the BISP beneficiary mothers will be given stipends to register and enrol their children in school. This is a two-year project that began in February 2018 and is expected to register and enrol 1.6 million children between four and twelve years of age in government schools. The project targets the most vulnerable districts from Gilgit-Baltistan, Azad Jammu and Kashmir, Punjab, Khyber Pakhtunkhwa, Sindh and Balochistan.

Children already enrolled in the schools will be registered with the programme and those who are out of school will be enrolled at local schools and then will be taken on board for the benefits provided under WeT. Micro Supply Capacity Assessment (MSCA) of over 20,000 schools on the BISP Android application is to be conducted to identify and map the schools. As long as the children from BISP beneficiary families retain at least 70% attendance in the classroom, the BISP beneficiary families will receive cash assistance of PKR 750 per quarter per child. The payments will be made after quarterly verification (through compliance monitoring of each child's minimum attendance). This conditional cash transfer will continue until the child completes his/her primary education.

This project also intends to mobilise 742,174 BISP beneficiary women to form BISP Beneficiaries' Committees (BBCs). The objective here is to mainstream deprived and vulnerable women into collectives for social awareness campaigns and regular meetings. The aim is to form 37,000 BBCs and 2,400 Clusters of Women Leaders. By 30-June 2018, this project has conducted assessments of over 18,000 schools and enrolled 160,000 out of school children. 166,410 women have been trained and organised to form 9,245 BISP Beneficiaries Committees across the targeted districts.





# DELIVERING ACCELERATED FAMILY PLANNING IN PAKISTAN (DAFPAK)

## Donor:



## Implementing Partners:



## Start Date:

1 December, 2017

## End Date:

31 December, 2021

Delivering Accelerated Family Planning in Pakistan (DAFPAK) is a 49-month project that aims to create an enabling environment for women, girls and men to access healthy reproductive choices, increase the availability of family planning services and products in uncovered<sup>4</sup> rural areas, and strengthen accountability through increased transparency and stringent monitoring. Uncovered rural areas are ones where Lady Health Workers (LHW) have no presence. The programme encourages women to ensure a minimum of three years of birth spacing between children.

RSPN has collaborated with the National Rural Support Programme (NRSP), Punjab

Rural Support Programme (PRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP) to implement this project in districts of Jhang, Toba Tek Singh, Rahim Yar Khan, Bahawalpur, Mardan, Swabi, Shikarpur, Jacobabad, Qambar Shahdadkot and Jamshoro. DAFPAK will target a total of 5.7 million uncovered population to create 433,541 new users of family planning services during the project life.

Activities conducted under this project include the following:

- Community mobilisation through the formation, training and regular meetings of Village Health Committees (VHCs)
- Selection and training of Community Resource Persons (CRPs)
- Door to door visits by CRPs for the provision of family planning messaging and services; this increases outreach significantly because families can be convinced and women can be provided with contraceptives in the privacy of their own homes

<sup>4</sup>Uncovered rural areas are ones where Lady Health Workers (LHW) have no presence.

## DELIVERING ACCELERATED FAMILY PLANNING IN PAKISTAN (DAFPAK)

- Mobile health camps by project Lady Health Visitors (LHV) for the provision of family planning counseling and services
- Group monthly meetings and awareness sessions by CRPs and social organisers are organised to improve outreach and identify additional beneficiaries
- Selected CRPs have been equipped with Business in a Box (BiB) toolkits; these toolkits empower rural women by giving them a starter kit to start and grow businesses within their communities; these contain high-demand everyday goods which can be sold door-to-door for a profit.



# DAFPAK IN 2017-18



**1,680**  
CRPs trained



**4,714**  
Village Health Committee (VHC)  
Meetings conducted



**73**  
Union Council Health Committee  
(UHC) Meetings conducted



**3**  
District Health Network (DHN)  
Meetings conducted



**313,053**  
Married Women of Reproductive  
Age (MWRAs) registered



**77,731**  
referrals generated by CRPs



**63,295**  
New users

## Case Study

"I recall not being welcome in this household a few months ago. Now, I'm a regular guest," said Asma Tayyaba (CRP), beaming as she sat perched next to a young woman and her mother-in-law.

Asma is a Community Resource Person (CRP) working in the cluster Akri Wala, within the district of Jhang. She joined the Delivering Accelerated Family Planning (DAFPAK) project in the beginning of January 2018 - an occasion she describes as a life-changing experience.

"My husband works at a dispenser outside the village. He worked as a CRP for a previous project in our district, and was already familiar with the benefits of undertaking community work with the Punjab Rural Support Programme (PRSP). The local Village Health Committee (VHC) informed him of a recruitment drive for female CRPs for a new birth spacing project in January, and asked if his wife would be interested in community work. My husband sat down with me later that night and promised me he would fully support whatever decision I make about this opportunity. I'm glad I agreed, as now I not only earn an income for myself but spend my day doing gratifying work."

However, as Asma sombrely noted, many village members showed hesitance in accepting her message on using modern contraception for planned conceiving with two years of birth spacing between children. "I faced many challenges in the beginning," she recalled. "In a lot of the households I visited, my message was contested hotly with a declaration that using contraception is un-Islamic. Getting pregnant has been considered the natural will of God, with any interference in this process deemed sinful."

Yet, Asma is optimistic about the difference she is making in her community due to her work. "Thankfully, I can contact the VHC whenever I run into any complications while working. Sajida (the young woman sitting next to her) here had gotten married at the age of 18 and had borne a



daughter by 19. Her husband wanted to try for a son immediately after, with her mother-in-law's approval, however Sajida's health was rapidly deteriorating. She had become gaunt and weak, and was struggling to look after her newborn. I was shunned by her husband whenever I visited, which was upsetting as I had her best interests at heart. I confided in the VHC, and its members reassured me and assigned a male and female member to accompany me to her house. They helped me reason with the hesitant husband and mother-in-law duo, and we swayed them to finally see the merit in all the evidence supporting birth spacing. They found it difficult to explain away the decline in Sajida's health, and understood that a pregnancy at this sensitive stage would put her at further risk of becoming anaemic. Therefore, at the next programme camp, with their approval Sajida opted for condoms, and a month later switched to the Depo injection for three months of hassle-free protection. She is now a close friend as well.

Currently, 1,680 community leaders just like Asma are actively working with their local Village Health Committees (VHCs) to provide family planning services in their localities. Over time, within the communities, the benefits of birth spacing are becoming more widely recognised and dialogue on the use of contraceptives within couples is becoming more socially acceptable.



# IMPROVING ADOLESCENT LIVES IN PAKISTAN

## Donor:



**IKEA FOUNDATION**

## Implementing Partners:



## Start Date:

1 November, 2016

## End Date:

31 December, 2019

Improving Adolescents' Lives in Pakistan (IALP) is a project designed to promote adolescent wellbeing. It is funded by the IKEA Foundation and UNICEF. The project is being implemented by Rural Support Programmes Network (RSPN) and its member RSP Sind Rural Support Organisation (SRSO). The geographical area of the project includes districts Ghotki and Khairpur of Sindh, and within both districts it covers 44 union councils (seventeen in Ghotki and 27 in Khairpur) as well as 191 revenue villages (84 in Ghotki and 107 in Khairpur).

Project partners have worked hard to ensure the participation of at least 11% of the population of both districts. The range of

activities are designed to enable adolescents to have increased access to information, enhanced confidence and avenues to form and express their opinions. The idea is to give adolescents increased access and abilities. Parents and communities under this project will also be engaged to understand adolescents' rights, support their mental wellbeing and access community-based structures that strengthen the environment around them. The intent here is to reduce adolescents' vulnerability and susceptibility to violence, crime and extremism.

## Our Objectives

- Adolescents being able to connect with each other and decision-makers through the implementation of participatory communication platforms which give them the opportunity to be agents of positive change in their communities
- Community members, families and influencers mobilised to protect adolescent girls and boys from abuse, exploitation and other violations of their basic rights

## Project Activities

- Established **270** adolescents' groups (male: 131; female: 139) with **5,439** members as of 30-June, 2017
- 921** new Key Community Influencers identified and mobilised to promote adolescent rights at their communities; 211 of them have been trained on the official toolkit and project priorities
- 1,321** married adolescents (14-21 years of age) were registered for the Reproductive Health Awareness Sessions
- 1,548** out of school adolescents were registered and **46** adolescents have been enrolled in accelerated learning centres
- 154** action plans were implemented and **25,837** individuals participated
- One** inter-generational dialogues was organised at union council level and **911** individuals including adolescents and adults participated



- 50** street theatres were organised on the theme of girls education and elimination of early child marriages
- Two photography workshops beneficiaries on the theme of photography were organised; these had a total of **127** participants
- 40** trained Key Community Influencers conducted mobilisation meetings with communities to discuss girls' education and elimination of early child marriage; these had **1,561** participants
- 13,284** text messages regarding International days and street theatres related to project activities have been disseminated by adolescents/KCIs and members of VOs/LSOs



## Samreen, Group Champion Village Ramija in district Khairpur, Sindh

**"Sometimes I felt that my dream for higher education would never come true because of my poor family background and local resistance to girls' education in our village. However, I fought for my right and through continuous hard work, I successfully broke through the social resistance for girl's education thanks to this project." Samreen**

Samreen is a young woman from the village of Ramija in Sindh. Her village is fifteen kilometres away from the district headquarters; 252 diverse households make up their neighbourhood. There is a primary school for boys in the area, but none for girls and no higher education opportunities for boys or girls. Samreen's father is a daily-wage earner and has eight family members to support. Like many other families in this village, they are extremely poor.

RSPN and SRSO teams conducted meetings in the village and described how they wanted to implement this project for the improvement of adolescent lives. They identified youth members from the community, and Samreen was selected as one of the leaders. She underwent rigorous training on ways in which she could improve her own life and the lives of others around her. She now works at a private school and with her earning, pays for her sister's education. However, getting to this point was a struggle and continuing to work remains a struggle.

**"I am very thankful to the RSPN and SRSO teams to work on adolescents' empowerment, my dream is to reach top level policy makers of the Sindh Assembly to change existing taboos and prove 'Girls can do everything'".**



She is subject to harsh comments from the community that believes she should not leave her house to work – sometimes her family is part of the backlash. However, Samreen is not only determined to continue working but also to improve her relationship with community members and save-up enough money to pursue higher studies.





# RETURNEE REINTEGRATION PROGRAM

## Donor:



## Implementing Partners:



## Start Date:

4 August, 2017

## End Date:

31 December, 2018

This project aims to implement a comprehensive return and reintegration programme for Pakistanis returning from European countries after seeking asylum there. The provision of reintegration programmes is essential to ensure individuals and families are able to become part of their societies at home once more with their safety, livelihoods and social concerns addressed.

## Our Objectives

**Pre-departure Contact:** We establish pre-departure contact with Returnee and seek to establish a trust relationship, sharing relevant logistical information.

**Meet and Greet:** This service facilitates the Returnees' immediate orientation on arrival to their home country and is available to individuals and families.

**Medical Referral:** Medical consultation and treatment can be provided at IRARA's designated facilities. Other additional support needs can also be provided e.g. wheelchairs or mobility aids.

**Transport:** Onward transportation for in-country destinations including inquiries about travel routes, assistance with purchasing tickets, price negotiation and payment for onward travel.

**Accommodation:** Upon Returnees' arrival, if required, IRARA can arrange for temporary accommodation before returnees travel to final destination.

## RETURNEE REINTEGRATION PROGRAM



### Number of Returnees

France	<b>500</b>
Austria	<b>37</b>
Denmark	<b>1</b>
Germany	<b>137</b>
Swedean	<b>9</b>
UK	<b>94</b>
Belgium	<b>1</b>
<b>Total</b>	<b>779</b>



### Project Progress June 30, 2018

First Meeting with Returnees	<b>662</b>
Second Meeting with Returnees	<b>180</b>
Third Meeting with Returnees	<b>180</b>
Fourth Meeting with Returnees	<b>109</b>
Design and Developed Reintegration Plans for returnees	<b>490</b>
Approval of Reintegration Plans from IRARA	<b>275</b>
Implementation of Reintegration Plans	<b>109</b>





## Case Study: A Fresh Start Back Home

Faizan Abbas was only 20 years old when he was lured by a human trafficker into chasing his dream to settle abroad in France. He was asked to arrange PKR 490,000 (a little over € 3000) for a guaranteed "entry" to France. Hailing from a poor small farmer family of a remote village of Pakistan's border district Sialkot, Faizan, successfully persuaded his father to loan him the money. Knowing his son is an eighth grade dropout, his father happily agreed to arrange money. He did not realise that this would be illegal and endanger Faizan's life.

Faizan was asked to pay PKR 200,000 in advance and the rest after reaching France. With high hopes and dreams of a prosperous future, he set off his journey from Sialkot to Quetta via train in the mid-June 2015. Along with him were around ten other young boys, from a similar socioeconomic background who also had paid huge sums to travel to Europe illegally. From Quetta they crossed the Iranian border in trucks and reached Tehran. The journey continued in containers, boats and sometimes walking on hilly and rugged terrains. Faizan eventually entered France after thirty days of nerve-wrecking and life threatening travel.

"Traveling in the boat from Turkey to Greece, I saw dead bodies floating in the ocean. I witnessed worn-out and distressed people of almost all parts of underdeveloped world struggling to get into Europe," narrates Faizan. He became a beneficiary of the the Returnee Reintegration Programme of the European Reintegration Network (ERIN) that the Rural Support Programmes Network (RSPN) is implementing in Pakistan with the support from International Returns and Reintegration Assistance (IRARA).

Faizan spent nearly two years of hardship and extreme agony in Béziers, a town of Southern France, where his maternal cousin was already living with his family. Faizan was also supported by his cousin to seek asylum. He would do odd jobs and manage to make € 35 to 40 a day. Since Faizan was living with his cousin, his situation was somehow better than other illegal immigrants in France. "I spent two months in Paris on my own and these were the very tough days for me," he shares his experience. Faizan also became ill with a hernia and underwent a surgery in Béziers. He could not work for months. "I was disillusioned and desperately wanted to go back and join my family.



Faizan, in the centre, receives cheque from RSPN official

But I was afraid of my father's anger for wasting his hard earned money. I found out about the returnee reintegration support from a fellow villager who had received assistance and was now running his business in Pakistan. This seemed an opportunity to compensate for the losses I suffered during my illegal pursuit. I did not want to extend asylum. So I approached the relevant office and told them that I wanted to go back voluntarily. I also requested them for assistance so I could restart my life back in Pakistan."

The authorities respected Faizan's decision. He was provided with all the information and contact details of RSPN in Pakistan. He was also given a free ticket from France and finally came back. In Pakistan, Faizan contacted RSPN and followed the process set for the reintegration of returnees under ERIN/IRARA assistance programme. "In my investment plan, I told them that I will raise livestock to make living. I have purchased three milk producing buffaloes from my fellow villager Shafqat," Faizan told us while pointing out to a young man sitting next to him who had come with him to receive cheque from RSPN.

After a long taxing episode of struggle to settle in Europe illegally, Faizan now looks forward to running a milk shop in his village. "I so want to tell all young men out there who think it's quite easy to go and live in Europe without legal permission, please DO NOT trust these human traffickers and risk your lives. They simply don't care if someone makes it to Europe or dies on the way, they just want to earn more money. They keep spreading fascinating stories of Europe, but trust me you cannot enjoy Europe's life without having a valid legal status there."



## REGIONAL COOPERATION

The RSP approach to Community Driven Development has been replicated in the South and Central Asia regions, since the early 1990s. In South Asia, this followed the recommendations of SAARC's Independent South Asian Commission on Poverty Alleviation (ISACPA), which recommended the approach as the centre-piece of poverty reduction strategies and recommended the 'establishment of independent, non-governmental and national level support mechanisms to catalyse formation of (people's) organisations.' This recommendation was adopted at the Seventh SAARC Summit, in Dhaka, 1993. Following this, the UNDP financed pilot projects in six SAARC member countries, through the South Asia Poverty Alleviation Programme (SAPAP). Mr Shoib Sultan Khan,

Chairman RSP Network, was appointed Senior Advisor, Rural Development, to SAPAP, working closely with the governments of these countries, to set up pilots to replicate the RSPs. In Tajikistan, the lessons of AKRSP were adapted by the Aga Khan Foundation (AKF), through its Mountain Societies Development Support Programme (MSDSP). RSPN continues to have links with these programmes in neighbouring and other countries. An annual visit of government officials, political representatives, RSPN and RSP staff was conducted to AKF/MSDSP in Tajikistan. In the year under review a seven member delegation from Afghanistan's Ministry Rural Rehabilitation and Development also visited RSPN in August, 2017. The delegation visited RSP programmes in Swat and Rawalpindi. A

delegation from AKF Afghanistan also visited RSPN for a presentation on our work. The lessons from these exchanges centre on the mobilisation strategy of the RSPs and the importance of building and capacitating people's organisations, to localise development, to include the poorest in the development process and to link people's organisations to government and other stakeholders, for improved service delivery and accountability to the people.

During the year, RSPN was represented at a Round Table discussion on 'Peace, Security, and Protection of Human Rights at Borders in South Asia.' This was arranged by South Asians for Human Rights (SAHR). RSPN presented the work of three RSPs (SRSP, AKRSP, and BRSP) that are supported by the PATRIP Foundation in their work in border areas. This work consists of support to government infrastructure. The Round Table was also participated in by Afghanistan, Bangladesh, India, the Maldives, Nepal and Sri Lanka. It was held in Kathmandu, in July 2017. A visit was also made to the Nepal Poverty Alleviation Fund (NPAF) and communities it worked with. The strategy of NPAF has also built on key elements of the RSP programme, as has the Pakistan Poverty Alleviation Fund.

In December 2017, UNICEF sponsored a regional workshop at Colombo, Sri Lanka, on 'The Power of Sports to Shape the Future of Adolescents'. The Project Manager for the RSPN-led component of the UNICEF/Ikea-funded Improving participated in this workshop, along with two adolescents. Other participants in the workshop came from India, Afghanistan, Bangladesh and Sri Lanka. Meeting with leading sportsmen from Sri Lanka and India was the highlight of the workshop.





## RSPN'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS IN PAKISTAN

RSPN and its member RSPs are some of Pakistan's largest contributors towards the Sustainable Development Goals (SDGs) set by the global development community vis-à-vis the United Nations. They are possibly the only large-scale organisations directly working on almost all of the SDGs. As a network of eleven RSPs, RSPN can reach almost every single district of Pakistan, and access rural households across the country. RSPN and RSPs have the most experience of social mobilisation and organic community driven development. They have a stellar record working with the international donor community as well as the federal and provincial governments of Pakistan. Highlights of our work in the context of the SDGs are described below: All of RSPN's work including large-scale projects have been designed for participatory poverty reduction; baseline data is collected through poverty scorecard surveys and this evidence informs project implementation; people's institutions are established and the

community is mobilised to contribute first hand to their development projects; technical and financial assistance is given and schemes to improve livelihoods are implemented all the way down to the household level **#SDG1, #SDG9, #SDG 10, #SDG11, #SDG16, #SDG17**





RSPN has historically worked to strengthen livelihoods of rural populations; nutrition has been a major area of work – currently RSPN is implementing the EU supported Programme for Improved Nutrition in Sindh (PINS ER3) **#SDG2, #SDG3, #SDG6, #SDG10**



Health and wellbeing for humans are multi-dimensional; unique projects related to these currently being implemented by RSPN and its partners include tree plantation drives, women-centred SUCCESS Programme, planning of a project to empower people who have experienced sexual violence, legal empowerment of rural communities in Sindh and South Punjab and an initiative specifically designed to promote adolescent wellbeing **#SDG3, #SDG5, #SDG10, #SDG12**

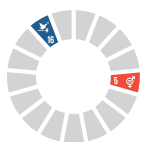
Education is the foremost crisis to solve in order for Pakistan to progress; RSPN recognises this and is currently working on three major education projects:

Demanding access to quality education works on campaigning for improved quality education and implementation of Article 25-A of the Constitution

Accelerating girls education and skills development is being implemented in conjunction with World Learning – this project works with young girls and adolescent women



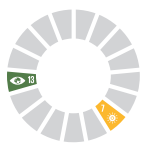
Additional initiatives on education include Waseela-e-Taleem and enrolment of out of school children is part and parcel of RSPN work at the village levels **#SDG4, #SDG5, #SDG10**



Increasingly, RSPN and its partners have been working primarily through women at the village level; currently, the SUCCESS project is being implemented in eight districts of Sindh and is implemented only through women; the legal empowerment project in Sindh and Punjab is successfully empowering women to fight for their rights and defend themselves against land grabs and violence **#SDG5, #SDG16**



Provision of clean drinking water is part and parcel of most RSPN work on the ground; currently a project for protected water collection sources is being designed particularly for Balochistan; Water Immunisation Sanitation and Education (WISE) is the landmark programme on clean water and sanitation provision being implemented by NRSP – the success of this programme has led to significant interest and intent to expand reach **#SDG4, #SDG6**



Provision of solar panels and mirco-hydels to meet energy needs **#SDG7, #SDG13**

## RSPN'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS IN PAKISTAN



Labour and consumer rights are an important part of the legal empowerment project – brick kiln workers and farmers are the worst-off groups in Pakistan; livelihoods development through the decades has undoubtedly led to economic development for the rural poor in Pakistan; vocational training, improved access to markets through the provision of small infrastructure, small business loans and product development especially through handicrafts have all been major contributors to economic progress **#SDG8, #SDG9, #SDG10**



All major projects implemented through RSPN and its member organisations have achieved reduced inequalities for the long term; 64% of Pakistanis live in rural areas, yet the rural poor have been unable to access major resources even those provided by the government – RSPN and its members exclusively work with the rural poor **#SDG10**



Tree plantation drives implemented through communities have resulted in the successful planting of 74,859,578 saplings; 10,245 tree nurseries have been established to keep up the supply of healthy saplings **#SDG7, #SDG15**



People's Institutions are an essential pillar of society along with the government and administration/bureaucracy; RSPN and its partners have been working to establish people's institutions since 1982 in order to ensure human development and promote peace initiatives (govt/accountability/strengthen the people pillar) **#SDG8, #SDG10, #SDG16**



RSPN works purely through partnerships with the development space, donor community and the Pakistani government **#SDG17**





## RESEARCH AND KNOWLEDGE MANAGEMENT/ MONITORING AND EVALUATION

RSPN's Research and Knowledge Management (RKM) and Monitoring and Evaluation (M&E) section works closely with the RSPs for the purpose of promoting evidence-based learning. This is critical for programme improvements over time and serves as an important input into policies that impact the poor in the long run. This section's work includes technical and institutional support to RSP M&E sections, M&E systems improvement, putting in place project monitoring and MIS systems for projects managed by RSPN and executed by the RSPs, and working with RSPs to develop tools to assess long term impact (e.g. impact assessments, evaluations, participatory action research, case studies, and institutional maturity indices).

The RSPN coordinated a Monitoring & Evaluation Resource Group (M&ERG) consisting of technical experts on research and M&E from all RSPs. The main aim of this ongoing strategic platform is to review

RSPs' monitoring, evaluation and research related initiatives and sharing learning and experiences along-with new skills and knowledge of improved systems are continuously imparted to the RSPs. Two meetings were held in the reporting period where lessons from evaluations that feed into programming are also shared, for replication within the RSP community. During the reporting period, RSPN's M&E section continued to facilitate and provide technical assistance to RSPs in strengthening their M&E systems. Technical frameworks and toolkits were developed for all major projects and initiatives during the year. Additional assistance was provided for conducting baseline surveys, tracking KPIs and reporting mechanisms through Management Information Systems.

RSPN has engaged the Centre for Evaluation and Development (C4ED) in Germany for their technical assistance in development and implementation of M&E framework and an impact evaluation design for the

European Union funded implementation of nutrition sensitive Component of the Programme for Improved Nutrition in Sindh (PINS). In the next financial year and remaining programme timeline, the C4ED will assist RSPN in undertaking third-party baseline, midterm and end line impact evaluation surveys and provide technical support to services-provider to be engaged for undertaking impact evaluation surveys. They will also provide technical support to RSPN in undertaking assessment of outcomes from them and ensure their support in training of RSPN and RSP M&E staff in monitoring of programme activities.

The team has also developed Institutional Maturity Index (IMI) tools and guidelines for assessing the maturity of randomly selected representative community institutions (COs/VOs/LSOs) that were formed for over first two years of SUCCESS Programme. The IMI exercise was launched in December, 2017 and a draft report was finalised during the reporting period and shared with the programme partners for their feedback. RSPN will provide similar technical support to the BRACE Programme's implementing partners – BRSP and NRSP, in Balochistan in going forward.

RSPN continues to provide technical assistance to AKRSP on adopting improved poverty targeting mechanisms in their ongoing Gilgit-Baltistan-Chitral (GBC) Strategy Programme which is being implemented in seven target areas. Furthermore, RSPN also assisted NRSP and the University of Mannheim, Germany, in designing the 'International Training on Impact Evaluation Design'. This international training course on impact evaluation was successfully implemented in autumn of 2017 where selected M&E team members from NRSP participated. To continue our strategic partnership with the University of Mannheim, Germany in research and capacity development, RSPN with support

of NRSP will encourage RSPs to nominate senior colleagues working in M&E sections of all RSPs to attend the second round of training, scheduled to be held in November, 2018.

### **IMPACTS AND EVALUATIONS (INTERNAL AND THIRD PARTY)**

RSPN has completed baseline surveys for the subsequent round of the UNICEF and IKEA Foundation funded project on Promoting Child Rights in Cotton Farming Areas (CRFA) of Sindh. These were part of an internal impact assessment of the poverty impact of Income Generating Grants (IGGs) on poor households. Later, end-line surveys were undertaken at the project's evaluation phase in 2017-18 to measure the impact and determine the change in the poverty scores of the IGG beneficiary households in Khairpur and Ghotki districts. The results of both samples (treatment and control groups) were analysed on different tabulation forms including demographic information, education, facilities owned by households, as well as assets and income of household members. For working status, 50 percent of children (10-18-year age group) those were involved in off-farm skilled and unskilled labour reduced to 1.06 percent from 8.69 percent over the baseline. Consequently, twelve percent of children who were engaged in labour are now enrolled in schools. As a result of project interventions, the proportion of out of school children has significantly decreased in the end-line survey to 51 percent and an increase in proportion of children going to school has dramatically increased from 37.15 percent (in the baseline) to 48.32 percent (in the end-line) in treatment group where as in the control group this increase was from 43.83 percent to 48.8 percent. This can be attributed to the project as sending out of school children to school was one of the conditions attached to the provision of IGGs.



## RESEARCH AND DOCUMENTATION

RSPN also partnered with the University of Mannheim in Germany to conduct follow-up surveys for KfW (German Development Bank) in eight districts of Khyber Pakhtunkhwa and two districts of Gilgit-Baltistan. These surveys were conducted for the Health Protection Programme of the Governments of Khyber-Pakhtunkhwa and Gilgit-Baltistan.

During this period, RSPN has also developed a framework for participatory action research under the EU-funded BRACE programme with an aim to generate and disseminate the qualitative and quantitative research-based recommendations and suggestions for programme improvement. Additionally, the idea is to support the Government of Balochistan and other stakeholders for longer term poverty reduction and development. In this regard, technical assistance was provided to overall design of the participatory action research study "Poverty Dynamics in Balochistan and the Dynamics of Inclusive Development Focussing on Women's Empowerment". RSPN will commission this critical research study to a third-party consultant firm during the next year for establishing the baseline marks and further follow-up surveys shall be undertaken during the life of the programme.

RSPN produced two sets of "The Road to Success" household case studies of women's empowerment in Shikarpur and Jacobabad districts, under the Government of Sindh's Union Council Based Poverty Reduction Programme in year 2016-17 and on similar lines more case studies from Kashmore-Kandhkot and Tharparkar were also concluded in the year 2017-18. These case studies include a sample of fifteen organised community members from each district who benefited from the UCBPRP.



These case studies are circulated widely in print and electronically to a wide range of stakeholders with the assistance of RSPN's Communications section.

Case studies from all four UCBPRP/PPRP districts demonstrated that rural women are breaking the cycle of poverty and providing tangible benefits to their families, especially to their children. There is greater recognition that poor rural women can significantly contribute towards their families' improved standards of living and move them to the virtuous spiral of sustainable livelihood development. All retrospective narratives reported that the poor households were now satisfied with access to better food, easy access to finance through Community Investment Funds (CIF), have better community infrastructure and greater awareness about issues around health, hygiene and education. Indeed, the symbiotic relation of social mobilisation complemented with the intensive package of key interventions and the support organisations (Government of Sindh and SRSO) have shown a successful impact on social and economic conditions of the households.

In order to gauge the impact of UCBPRP programme interventions on the households' poverty levels in the target districts, a comparative analysis of Poverty Scorecard (PSC) of 2009-10 and 2017 was

conducted and the following are the major key results:

- 1- In 2009-10, the average PSC score of these households was 11.33 in these districts with a range of 8.87 (Tharparkar) to 14.93 (Shikarpur). In 2017, the average PSC of these households became 27.92 in these districts with a range of 22.87 (Tharparkar) to 33.40 (Jacobabad). This shows that the average PSC scores increased from 11.33 to 27.97.
- 2- Out of the 60 households surveyed, 35 were in the lowest band of PSC i.e. PSC band 0-11 in 2009-10. This number decreased to only 6 households in 2017 showing a decrease from 58 percent to 10 percent. Also, 23 households were in PSC band 12-18 in 2009-10; however, in 2017, this number decreased to 11 households showing a 52% households moving up to the higher PSC bands.
- 3- In 2017, 38 households (63%) moved up to three higher bands considered as non-poor categories (PSC-band 24-34, 35-50, and 51-100) of from the two lowest bands.
- 4- All the initiatives under UCBPRP were instrumental in altering the poverty situation but the provision of CIF along with provision of CIF and housing grant played a great role in bringing up 34 HHs.

The research team at RSPN continues to collect, document, analyse, publish and disseminate insights about poverty dynamics. A quasi-experimental design of randomised control trial has been set up in two union councils of Tando Allahyar district and after the first annual socio-economic baseline survey (2016), the second survey was launched in April 2018. As part of the research design, this survey is repeated with the randomly selected 2,300 households

every year, to track changes in the socio-economic indicators of the households and overall household poverty dynamics. For this round of data, the research tools were reviewed and revised in collaboration with Dr Andreas Landmann, Technical Advisor for the research from University of Mannheim, Germany and Dr Waqar Wadho (Lahore School of Economics). In view of the 2018 general elections, a section on political participation was added to know more about the factors which influence voting choices of the people. The newly built collaboration with the Lahore School of Economics was formalised with the signing of a Memorandum of Understanding in February 2018.

Since its inception in 2017, the research and knowledge management component of the EU-funded BRACE Programme has been instrumental in monitoring, evaluation and assessment of poverty-related indicators in rural Balochistan. These indicators include agricultural landholdings, drought and climate changes, means of livelihood, social mobilisation, civic engagement and public participation in decision making process, women empowerment, youth and Technical Vocational and Education Training (TVET), community driven development and local governance system in Balochistan province. From field observations and assessment of the aforementioned themes, knowledge products in the form of articles and blogs (published in LSE South Asia Centre and national daily newspapers) have served as robust policy recommendations for the government of Balochistan and other stakeholders to prioritise community driven initiatives in the province. Drawing on policy recommendations in knowledge products, the provincial government is now well placed to develop a comprehensive provincial local development policy and further implement ongoing community

driven programmes, with the potential to extend this kind of intervention to all districts.

Beyond Germany, internationally, RSPN collaborated and worked with the staff from Sustainable Places Research Institute, Cardiff University, UK on issues of poverty reduction, local governance, and public policy reforms. This was made possible by the active collaborative spirit at the RSPN that resulted in knowledge exchange and working relationship with the Institute of Sustainable Places at the Cardiff University, United Kingdom. This Institute at the Cardiff University has expertise in rural development and RSPN is actively engaged with the institute to take this working relationship to a regular coproduction of knowledge on areas of mutual interest. The Team Leader Research, RSPN visited Cardiff University on a fellowship and co-authored two papers; one on the need for public policy reforms in (reproductive) health sector to address issues of access in remote and rural areas of the country, the other on "Challenges of research in rural poverty: lessons from large field surveys". Both papers were submitted to internationally reputed journals. The later paper was published was accepted and now stand published into a peer reviewed journal namely "Development in Practice". In order to make the paper accessible to everyone, RSPN paid its open access charge. After publication of the paper titled "Challenges of research in rural poverty: lessons from large field surveys", the research team widely shared it across RSPs and with other professional networks.

Building further on the research collaboration, the Research team submitted a joint research grant titled "Measuring the Role of Rural Community Institutions in Local Governance Using Institutional Maturity

Index" in response to Global Call for Research Funds, UK in collaboration with the University of Cardiff for GBP 20,531.

While in the UK, the Team Leader Research leveraged his presence to promote the RSPN and RSPs to the international development sector academic audience. The team leader research delivered talk on "Breaking nexus among landlessness, poverty and lack of quality education in rural Pakistan: The "SUCCESS" approach" at the Centre for International Education, University of Sussex, on 26-October, 2017. Another talk was delivered by the Team Leader on "Poverty reduction in South Asia: Challenges and opportunities drawing on Pakistan's experience" at the Sustainable Places Research Institute, Cardiff University, on 13-October, 2017.

Reflecting on the living styles and choices of the research site in Tando Allahyar, the research team published an article titled "Development: the Beggars of Tando Allahyar" in the leading English daily DAWN News on 3-June, 2013 (<https://www.dawn.com/news/1411724/development-the-beggars-of-tando-allah-yar>).

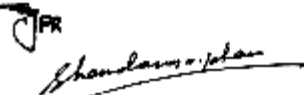
Continuing with the ongoing research study about household poverty dynamics in the SUCCESS Programme, the research team conducted fieldwork to collect the second follow up of the 20 longitudinal household qualitative studies. The report is under review and will be published soon. After the first follow up, the study has been published on the SUCCESS website - <https://success.org.pk/wp-content/uploads/2018/05/First-Follow-up-of-the-20-Households-through-a-Qualitative-Longitudinal-Study-2.pdf>.

# FINANCIALS

**RURAL SUPPORT PROGRAMMES NETWORK**  
**(A Company licensed under Section 42 of the Companies Act, 2017)**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE, 2018**

	Note	2018 -----Rupees-----	2017
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	6	45,980,897	14,333,275
Long-term deposits and prepayments	7	5,180,933	3,482,327
		51,161,830	18,115,602
<b>CURRENT ASSETS</b>			
Project receivables	8	44,541,642	42,959,826
Advances, prepayments and other receivables	9	369,655,071	25,692,763
Accrued mark-up		11,621,234	12,844,520
Short-term investments	10	475,000,000	475,000,000
Income tax refundable	11	121,310,008	121,081,662
Cash and bank balances	12	476,092,378	202,305,787
		1,498,220,333	879,904,558
<b>TOTAL ASSETS</b>		<b>1,549,382,163</b>	<b>898,020,160</b>
<b>FUNDS AND LIABILITIES</b>			
<b>FUNDS</b>			
Reserve fund	13	97,500,000	97,500,000
Accumulated surplus		623,364,791	616,653,371
		720,864,791	714,153,371
<b>NON-CURRENT LIABILITIES</b>			
Deferred capital grants	14	28,405,599	7,138,280
Restricted grants	15	728,319,304	128,002,836
Security deposit	16	180,000	180,000
Long-term liability	17	-	1,694,000
		756,904,903	135,015,116
<b>CURRENT LIABILITIES</b>			
Payable to related parties - unsecured	18	10,983,702	24,227,286
Project and other payables	19	60,628,767	24,624,387
		71,612,469	48,851,673
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>1,549,382,163</b>	<b>898,020,160</b>
<b>CONTINGENCIES AND COMMITMENTS</b>			
	20		

The annexed notes, from 1 to 33, form an integral part of these financial statements.

  
 CHIEF EXECUTIVE OFFICER

  
 DIRECTOR

**RURAL SUPPORT PROGRAMMES NETWORK**  
**(A Company licensed under Section 42 of the Companies Act, 2017)**  
**INCOME AND EXPENDITURE STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE, 2018**

	Note	2018 -----Rupees-----	2017
<b>INCOME</b>			
Grant income	21	686,734,860	783,619,246
Consultancy and management fees	22	60,562,874	71,231,215
Exchange gain		1,119,846	25,115
Other operating income	23	55,363,696	68,209,119
		<b>803,781,276</b>	<b>933,084,695</b>
<b>EXPENDITURE</b>			
Programme costs	24	688,299,171	797,412,484
Operating costs	25	106,168,508	97,556,052
		<b>794,467,679</b>	<b>896,068,536</b>
<b>SURPLUS FOR THE YEAR</b>		<b>9,313,597</b>	<b>38,016,159</b>

The annexed notes from 1 to 33, form an integral part of these financial statements.



  
 CHIEF EXECUTIVE OFFICER

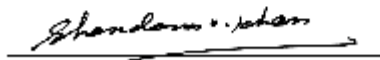
  
 DIRECTOR

**RURAL SUPPORT PROGRAMMES NETWORK**  
**(A Company licensed under Section 42 of the Companies Act, 2017)**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE, 2018**

	Note	2018	2017
		-----Rupees-----	
<b>SURPLUS FOR THE YEAR</b>		9,313,597	38,016,159
<b>OTHER COMPREHENSIVE LOSS FOR THE YEAR</b>			
Other comprehensive loss not to be reclassified to Income and Expenditure Statement in subsequent periods:			
Re-measurement loss on employees' defined benefit plan	9.4.4	(2,602,177)	(1,898,272)
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>6,711,420</b>	<b>36,117,887</b>

The annexed notes, from 1 to 33, form an integral part of these financial statements.



  
 \_\_\_\_\_  
 CHIEF EXECUTIVE OFFICER

  
 \_\_\_\_\_  
 DIRECTOR

**RURAL SUPPORT PROGRAMMES NETWORK**  
**(A Company licensed under Section 42 of the Companies Act, 2017)**  
**STATEMENT OF CHANGES IN FUNDS**  
**FOR THE YEAR ENDED 30 JUNE, 2018**

	UNRESTRICTED FUNDS		
	Reserve fund	Accumulated surplus	TOTAL
	-----Rupees -----		
<b>Balance as at 01 July, 2016</b>	94,500,000	590,535,484	675,035,484
Surplus for the year:	-	38,016,159	38,016,159
Re-measurement loss on employees' defined benefit plan	-	(1,898,272)	(1,898,272)
	-	36,117,887	36,117,887
<b>Balance as at 30 June, 2017</b>	97,500,000	616,653,371	714,153,371
Contributions by Rural Support Programmes made during the year:	3,000,000	-	3,000,000
Funds received during the year ended 30 June, 2017	-	-	-
<b>Balance as at 30 June, 2018</b>	97,500,000	623,364,791	720,864,791
Surplus for the year	-	9,313,597	9,313,597
Re-measurement loss on employees' defined benefit plan	-	(2,602,177)	(2,602,177)
	-	6,711,420	6,711,420

Note

13

The annexed notes, from 1 to 33, form an integral part of these financial statements.

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CHIEF EXECUTIVE OFFICER

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DIRECTOR

**RURAL SUPPORT PROGRAMMES NETWORK**  
**(A Company licensed under Section 42 of the Companies Act, 2017)**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE, 2018**

	Note	2018 ------(Rupees)-----	2017
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating deficit before working capital changes	25	(704,931,901)	(780,156,848)
<b>Working capital changes:</b>			
<b>(Increase) / decrease in current assets</b>			
Advances, prepayments and other receivables		(338,020,070)	10,563,123
<b>(Decrease) / increase in current liabilities</b>			
Payable to related parties - unsecured		(13,243,584)	15,085,657
Project and other payables		<u>36,004,380</u>	<u>(14,737,785)</u>
		(315,259,274)	10,911,015
(Increase) / decrease in long-term deposits		(1,698,606)	759,054
(Increase) / decrease in long-term liability		(1,694,000)	(926,900)
Grants received during the year (including interest income and foreign exchange gain)		<b>1,307,586,972</b>	799,799,371
Income tax paid during the year		(218,346)	(363,371)
Payments made to Employee's Provident Fund		(7,497,395)	(8,620,666)
Staff retirement benefits paid - gratuity		<u>(16,307,242)</u>	<u>(61,603,231)</u>
<b>Net cash generated / (used in) from operating activities</b>		<b>259,980,208</b>	<b>(40,261,776)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure		<b>(41,110,807)</b>	(4,031,160)
Proceeds from sale of fixed assets		486,755	4,419,173
Short term investments matured during the year		475,000,000	440,000,000
Short-term investments made during the year		(475,000,000)	(475,000,000)
Profit on short-term investments and bank deposits		<u>55,242,079</u>	<u>55,032,245</u>
<b>Net cash generated from investing activities</b>		<b>14,618,027</b>	<b>20,419,258</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Amounts received in respect of reserve fund	13	-	3,000,000
<b>Net cash generated from financing activities</b>		-	3,000,000
Net increase / (decrease) in cash and cash equivalents		<u>274,598,235</u>	<u>(16,842,520)</u>
Cash and cash equivalents at beginning of the year		202,305,787	219,159,652
Effect of changes in exchange rate		<b>(811,644)</b>	(11,345)
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	12	<u><b>476,092,378</b></u>	<u><b>202,305,787</b></u>

The annexed notes, from 1 to 33, form an integral part of these financial statements.



  
 CHIEF EXECUTIVE OFFICER

  
 DIRECTOR



# OUR TEAM

BOARD MEMBERS	
Mr. Shoaib Sultan Khan	Chairman, Rural Support Programmes Network (RSPN)
Mr. Allah Rakha Asi	CEO, Punjab Rural Support Programme (PRSP)
Mr. Muhammad Azam Khan	Ex - Chief Secretary, Government of Khyber Pakhtunkhwa
Mr. Agha Ali Javad	General Manager, National Rural Support Programme (NRSP)
Dr. Shahida Jaffery	Ex - Vice Chancellor Sardar Bahadur Khan (SBK) Women's University, Quetta
Mr. Masood ul Mulk	CEO, Sarhad Rural Support Programme (SRSP)
Mr. Fazalullah Qureshi	Ex - Federal Secretary Planning, Government of Pakistan
Mr. Nadir Gul Barech	CEO, Balochistan Rural Support Programme (BRSP)
Mr. Nazar Memon	Ex - UNICEF Programme Coordinator
Mr. Khalid Mohtadullah	Senior Advisor Global Water Partnership
Mr. Faiyaz Ali Khan	CEO, Foundation for Integrated Development Action (FIDA)
Mr. Malik Fateh Khan	CEO, Ghazi Barotha Taraqiati Idara (GBTI)
Mr. Muzaffar ud Din	General Manager, Aga Khan Rural Support Programme (AKRSP)
Mr. Roomi Saeed Hayat	CEO, Institute of Rural Management (IRM)
Dr. Allah Nawaz Samoo	CEO, Thardeep Rural Development Programme (TRDP)
Mr. Rafique Ahmed Jaffri	Chairman, Sindh Graduates Association (SGA)
Ambassador Amir Usman	Chairman, Ghazi Barotha Taraqiati Idara (GBTI)
Mr. Naseer M. Nizamani	Chairman, Thardeep Rural Development Programme (TRDP)
Mr. Muhammad Dittal Kalhoro	CEO, Sindh Rural Support Organisation (SRSO)
Mr. Javed Iqbal	Ex - Chief Secretary, Government of Punjab / Government of Khyber Pakhtunkhwa
Mr. Aziz Boolani	Chairman, Aga Khan Rural Support Programme (AKRSP)
Mr. Sohail Khoja	Ex - Vice Chairman, Aga Khan Foundation (AKF) Pakistan / CEO, Spatial Concepts
Ms. Khawar Mumtaz	Ex - Chairperson National Commission on the Status of Women (NCSW)
<b>Advisors to the Board of Directors</b>	
Dr. Rashid Bajwa	Mrs. Munawar Humayun Khan
Mr. Ejaz Rahim	Mr. Ali Noor Muhammad Rattansey
<b>Company Secretary</b>	
Mr. Assad Ali Hashmi	

## OUR TEAM

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

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

Fazal Ali Saadi	Programme Manager
Ghulam Sarwar Khero	Programme Coordinator
Dr. Abdur Rehman Cheema	Team Leader Research
Maheen Shakeel	Monitoring & Evaluation Officer
Momina Khawar	Communications Officer
Ghamae Jamal	Knowledge Management Officer
Asad Ejaz Umer	Administration & Procurement Officer
Muhammad Abdullah Bin Javaid	MIS Officer
Nadir Ali Shah	Field Researcher
Sultana Kori	Field Researcher

**European Union: Balochistan Rural Development and Community Empowerment (BRACE) Programme**

Ahmed Ullah	Programme Manager
Rahim Baksh	Research Coordinator
Ghulam Farid Khan	Finance Manager
Asmat Kakar	Monitoring & Evaluation Officer
Sadia Rashid	MIS Officer
Assad Abbas Malik	Communications Officer
Savaila	Documentation & Reporting Officer

**European Union: Implementation of the ER3 Component (Nutrition Sensitive Component) of the Programme for Improved Nutrition in Sindh (PINS)**

Muhammad Akbar Raza	Programme Director
Musaddiq Rashid Kayani	WASH Specialist
Munawar Alee Kapri	Monitoring & Evaluation Coordinator
Dr. Abdul Khaliq	Government Technical Liaison Officer
Safina Abbas	Knowledge Management & Reporting Officer
Syeda Rabab Jaffar	Communications Officer
Zaheer Ahmed	Capacity Building Officer
Mohan Thakur	WASH Engineer
Imtiaz Ali	Monitoring & Evaluation Officer
Shahana Ali	Monitoring & Evaluation Officer
Aaliya	Monitoring & Evaluation Officer
Muhammad Naeem Khan	MIS Officer
Abdul Ghani	Finance Officer
Affan Muhammad Baig	Procurement Officer
Ghulam Sarwar Memon	Admin & Logistics Officer

<b>European Union: Implementation of the ER-2 Component (Nutrition Specific Interventions) of the Programme for Improved Nutrition in Sindh (PINS)</b>	
Dileep Kumar	Project Manager
Dr. Nabila Khan	Training Officer
Shayaah Raza	Finance Officer
Adil Shahzad	Admin & Logistics Assistant
<b>Population Services International: Delivering Accelerated Family Planning in Pakistan (DAFPAK) Project</b>	
Manzoor Hussain	Project Manager
Dr. Razia Sadaf	Quality Assurance Officer
Usman Asif	MIS Officer
Zeehasham Jalal Malik	Communications Officer
Sana Azmat Rana	Monitoring & Evaluation Officer
Mahreen Liaqat	Training Officer
Qudratullah Khan Lodhi	Government Liaison Assistant
Nasir Abbas	Admin Officer
<b>Unicef: Improving Adolescents Lives in Pakistan (IALP-II) Project</b>	
Nadir Ali Khoso	Project Manager
Fareeda Gul Hassan	Training Officer
Mohammad Osama	Finance Officer
<b>USAID/JSI: Integrated Health Systems Strengthening &amp; Service Delivery (IHSS-SD) Project</b>	
Enayat ur Rehman	Project Manager
Waqas Munir	Finance Manager
Atta ur Rehman	Training Officer
Imran Masih	Monitoring & Evaluation Officer
Shafia Mirza	Documentation & Communication Officer
Zia ul Qamar	Admin Assistant
<b>USAID/World Learning: Advancing Girls Education and Skills (AGES) Project</b>	
Nasreen Shaikh	Project Manager
Muhammad Khalil Baig	Finance & Admin Coordinator
Syed Saleem Ali Shah	Monitoring & Evaluation Officer
Abida Umar	Training Officer
<b>BISP: Waseela-e-Taleem Programme</b>	
Fahad Ullah Khan	Finance Officer
Osama Tariq	Admin Officer
<b>Cluster-I (Punjab, KP, AJK &amp; GB)</b>	
Humera Hussain	Team Leader
Asma Ejaz	Communication and Social Mobilisation Expert
Khalid Saeed	Capacity Building Expert
Ejaz Ali	Compliance, Monitoring and Evaluation Expert
Muhammad Haroon	MIS Expert

<b>Cluster-II (Sindh &amp; Balochistan)</b>	
Ashfaqe Ahmed Burdi	Team Leader
Khalid Ishaque	Communication and Social Mobilisation Expert
Ambreen Chandio	Capacity Building Expert
Rajesh Kumar	Compliance, Monitoring and Evaluation Expert
Zafar Ali Soomro	MIS Expert
<b>BISP: National Socio-Economic Registry (NSER) Project</b>	
Kashir Ali Chaudhary	Finance & Logistics Coordinator
<b>Cluster-6 (Lower Sindh &amp; Lower Balochistan)</b>	
Col. (R) Sabir Hussain Usmani	Team Leader
Rukia Fatima	Operations Expert
Sona Khan	Enumeration Expert
Muhammad Omer Farooq Ramay	Communication and Social Mobilisation Expert
Zeeshan Ali Memon	Monitoring & Evaluation Expert
Saeed Ahmed Abro	IT Expert
<b>Cluster-7 (Upper Balochistan)</b>	
Amir Hussain Nihal	Team Leader
Muhammad Dawood Khan	Operations Expert
Javed Iqbal	Enumeration Expert
Tahseen Ahmad	Monitoring & Evaluation Expert
Abdul Qadir	IT Expert
<b>Cluster-8 (FATA)</b>	
Asif Jehanzeb Khan	Team Leader
Farman Ullah	Operations Expert
Haseeb Ullah Jan	Enumeration Expert
Aftabuddin Shakir	Monitoring & Evaluation Expert
Syed Muhammad Farooq	IT Expert
<b>FOSI: Demanding Access to Quality Education Project</b>	
Shamila Keyani	Project Manager
Muhammad Imran	Monitoring Officer
Baseerat Sohail	Communications Officer
Yasim Yaqoob	Finance Officer
<b>FOSI: Strengthening legal empowerment in rural communities in Punjab through community based paralegals Project</b>	
Dilawar Khan	Project Manager
Iman Khan	Project Assistant

## OUR TEAM

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### **FOSI: Strengthening legal empowerment in rural communities in Sindh through community based paralegals Project**

Anis Memon	Project Manager
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Imran Ali Qureshi	Monitoring Officer
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### **IRARA: Returnees Reintegration Programme**

Nasir Razzaq	Returnee Reintegration Officer
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Muhammad Kamran	Project Assistant
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Rana Adeel Anjum	Project Assistant
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# ACRONYMS

Aga Khan Rural Support Programme	AKRSP
Alternative Dispute Resolution	ADR
Balochistan Rural Development and Community Empowerment Programme	BRDCEP
Balochistan Rural Support Programme	BRSP
Benazir Income Support Programme	BISP
Business in a Box	BIB
Community Awareness Toolkit	CAT
Community Driven Development	CDD
Community Driven Local Development	CDLD
Community Institutions	CIs
Community Investment Funds	CIF
Community Organisations	COs
Community Physical Infrastructure	CPI
Community Resource Persons	CRPs
Department for International Development	DFID
Disaster Risk Reduction	DRR
District Disaster Management Authority	DDMA
Ernst and Young	EY
European Union	EU
Family Planning, Maternal, Neonatal and Child Health	MNCH/FP
Foundation for Integrated Development Action	FIDA
Ghazi Barotha Tarqiyati Idara	GBTI
Gilgit Baltistan	GB
Government of Balochistan	GoB
Government of Sindh	GoS
Hulla & Human Dynamics	H&H
Income Generating Grants	IGG
Information, Education and Communication	IEC
Institute of Rural Management	IRM
Institutional Maturity Index	IMI
Johns Hopkins Program for International Education in Gynecology and Obstetrics	JHPIEGO
Khyber Pakhtunkhwa	KP

## ACRONYMS

Lady Health Worker	LHW
Local Support Organisation	LSO
Married Women of Reproductive Age	MWRA
Micro Health Insurance	MHI
Monitoring and Evaluation	M&E
National Disaster Management Authority	NDMA
National Rural Livelihoods Mission	NRLM
National Rural Support Programme	NRSP
Office for Foreign Disaster Assistance	OFDA
Poverty Reduction Strategy	PRS
Poverty Score Card	PSC
Programme Implementation Manual	PIM
Provincial Disaster Management Authority	PDMA
Provision of Reproductive Health Services through Social Marketing	PRHSSM
Public Finance Management	PFM
Punjab Rural Support Programme	PRSP
Quality Assurance and Control Plan	QACP
Rural Support Programmes	RSPs
Rural Support Programmes Network	RSPN
Sarhad Rural Support Programme	SRSP
Sindh Graduates Association	SGA
Sindh Rural Support Organisation	SRSO
Sindh Union Council and Community Economic Strengthening Support	SUCCESS
Society for Elimination of Rural Poverty	SERP
South Asia Poverty Alleviation Programme	SAPAP
South Asian Association for Regional Cooperation	SAARC
Strategy Policy and Dialogue Committee	SPDC
Technical and Vocational Skills Training	TVST
Technical Assistance	TA
Terms of Reference	ToRs
Thardeep Rural Development Programme	TRDP
The Aga Khan Foundation	AKF
The Aga Khan Rural Support Programme	AKRSP
Union Council	UC
Union Council Based Poverty Reduction Programme	UCBPRP
Union Disaster Management Committee	UDMC



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United Nations Development Programme	UNDP
United States Agency for International Development	USAID
University of Mannheim	UM
Village Disaster Management Committee	VDMC
Village Organisations	VOs
Violence Against Women	VAW

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# OUR PARTNERS IN DEVELOPMENT



## THE NETWORK OF THE RURAL SUPPORT PROGRAMMES



## RURAL SUPPORT PROGRAMMES NETWORK

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