

# ANNUAL REPORT 2019



**RSPN**  
RURAL SUPPORT  
PROGRAMMES NETWORK

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

 RSPNPakistan

 RSPNPakistan

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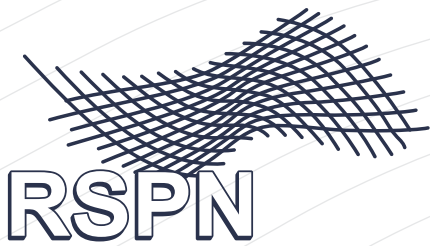
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RURAL SUPPORT PROGRAMMES NETWORK  
PAKISTAN

# ANNUAL REPORT 2019

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## MESSAGE FROM OUR CEO



RSPN continued to provide support to the RSPs during the year 2019.

The Network's role in encouraging learning across the RSP community, harmonising the approach within it and providing them technical backstopping in numerous sectors remains a core part of RSPN's mission.

RSPN's programmes aim to reduce income and social inequalities, through capacitating communities and through their financial inclusion, which ensures that no disadvantaged group, particularly women, is excluded from the development process. The approach works to aid the poorest and most vulnerable individuals until they graduate out of poverty. The strategy

to achieve these impacts is the RSP strategy of 'social mobilisation.' In 2019, the number of households that are members of community organisations increased from 7.5 million to just over 8 million. This represents an outreach to over 53 million poor, rural Pakistanis. Our community driven development approach encourages poor households to organise into multi-tiered community institutions i.e. Community Organisations or COs at the neighbourhood level, federated into Village Organisations or VOs at the village level, which are then federated into Local Support Organisations or LSOs at the union council level. For the poorest CO members, identified through a poverty survey, the RSP programmes include

targeted initiatives such as Income Generating Grants, Community Investment Funds, Micro Health Insurance and Technical and Vocational Skills Training. An important part of our work is to capacitate and link community institutions to public sector delivery departments. In this area, considerable progress has been made in Sindh province where the government has approved a Poverty Reduction Strategy that emphasises the importance of linking public sector delivery departments with community institutions set up under Government of Sindh and European Union supported programmes.

From multi-sector programmes aiming to 'graduate' poor Pakistanis out of poverty, to single-sector initiatives in health, family planning and education, RSPN has assisted the RSPs to implement a range of initiatives in 2019. RSPN partners with donors, as an efficient, one-window operation, to work with multiple RSPs. RSPN sub-contracts RSPs for project implementation. The European Union has been a long-term donor to the RSPs, investing in rural communities in some of the remotest and most difficult parts of Pakistan. An important initiative undertaken by RSPN and the RSPs, with European Union support, is the Programme for Improved Nutrition in Sindh (PINS), a multi-sector, multi-partner programme being implemented in 10 districts by three RSPs (SRSO, TRDP, NRSP), seeking to sustainably improve the nutrition status of children under five as well as pregnant and lactating women. In addition, RSPN has been funded by the European Union to provide technical support to RSPs implementing two other EU funded programmes ie the Sindh Union Council and Community Empowerment Strengthening and Support programme (SUCCESS) and the Balochistan Rural Development and Community Empowerment programme (BRACE). RSPN's support to the RSPs includes the harmonisation of their strategy and approach of social mobilisation, in strengthening of RSP women's

programmes, in providing support to the RSPs in the area of gender issues, in developing synergies between government and community institutions and in the areas of communications and research related to these programmes. Both SUCCESS and BRACE work on a large scale to mobilise rural communities, making their institutions the centrepiece of local development through a community driven development approach. They seek to impact government policy, by linking community institutions to government, and by building a lasting relationship between people and government, in order to create greater accountability of the public sector, to the people.

In the education sector, RSPN has worked closely with the Benazir Income Support Programme (BISP), to address a key MDG target of increasing primary enrolment in Pakistan, under the BISP Waseela e Taleem programme. The programme has, thus far, enrolled 1,057,008 out-of-school children in 18 districts of Khyber-Pakhtunkhwa, Balochistan, Sindh, Punjab and Gilgit-Baltistan. Waseela e Taleem is being implemented through sub-contracts between RSPN and six RSPs ie AKRSP, BRSP, NRSP, SRSO, SRSP and TRDP.

The Network is currently implementing the Delivering Accelerated Family Planning in Pakistan (DAFPAK) programme in partnership with Population Services International (PSI) under which close to 5.7 million rural people have been reached. This project is being implemented by four RSPs ie SRSO, NRSP, TRDP and PRSP. Under DAFPAK, RSPN is also supported by Unilever Pakistan to create a network of women health entrepreneurs who market health and hygiene products in rural areas. Similarly, under the Integrated Health Systems Services - Service Delivery (IHSS-SD) activity RSPN, as sub-partner to John Snow Incorporated, is assisting in consolidating and strengthening the post-devolution health

system at the federal, provincial, district and community levels in 03 districts of Khyber Pakhtunkhwa. IHSS is being implemented by SRSP under sub-contracts with RSPN.

An innovative initiative undertaken by RSPN this year is the creation of a company called Saaf Sehatmand Services Pvt Ltd. whose objective is to create and work with a network of rural, women entrepreneurs, to promote quality health and hygiene products and encourage health conscious practices in villages. DFID's Business Investment Facility (BIF) has financed RSPN's equity in this company, which is owned by RSPN and six corporate entities ie Reckitt Benckiser Pakistan, English Biscuit Manufacturers, Shield Corporation, Shan Foods and Santex. This is an innovative, social enterprise and a unique partnership between for-profit sector entities and RSPN, a non-profit. It is based on the approach of a pilot done by Reckitt-Benckiser ie project HOPE, in the Punjab.

RSPN is grateful to its donors, partners and other well-wishers, for the support they have provided to us in taking our mission forward. RSPN moves into 2020 with a continued commitment to work towards giving our poor people a better life. RSPN will continue to work closely with government in an effort to impact policy to create long-lasting, effective links between community institutions and the public sector. The RSP experience of over three decades has taught the RSP community that a vibrant network of community institutions is the only answer to make public sector delivery more efficient and accountable to the people. Our investment in building strong civil society organisations of women and men, in rural Pakistan, will remain at the centre of our work.

**Shandana Khan**  
Chief Executive Officer



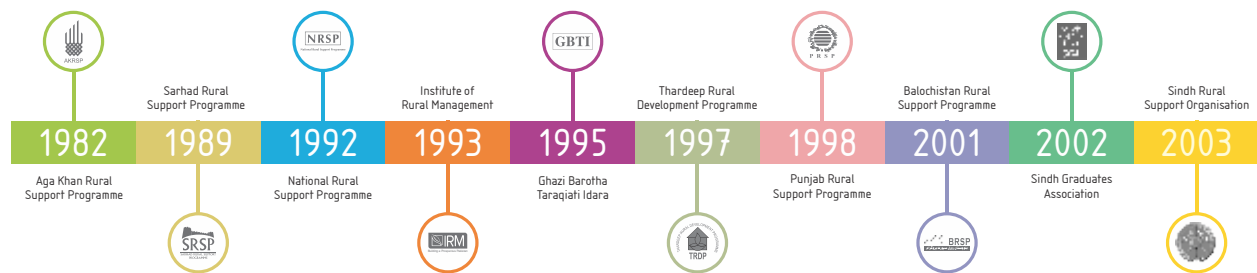
## ABOUT RSPN

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) to work in Gilgit Baltistan and Chitral regions of mountainous northern Pakistan. It was the remarkable approach, work at scale, 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). Mr. Shoaib Sultan Khan is the Chairman of Rural Support Programmes Network (RSPN) since its founding in July 2000.

By the year 2000, seven RSPs were working in various parts of Pakistan. The larger, provincial RSPs were either setup with or received generous support from provincial governments, whereas the federal government, provided funds to setup the coveted National Rural Support Programme (NRSP). These RSPs came together in year 2000 to set up RSPN at Islamabad.

Today, RSPN serves as a strategic, national platform for ten RSPs, including the Institute of Rural Management (IRM), the training and capacity building partner institute, bringing together over 35 years of knowledge of the

### Timeline of RSP Creation in Pakistan





social mobilisation approach to community driven development (CDD). RSPN and its partner RSPs represent the largest CDD development network in the country and is indeed an asset for the country.

**RSPN and the RSPs collectively espouse a common approach to CDD:** social mobilisation.

Social mobilisation centres on the belief that poor households have innate potential to help themselves, that they can better manage their limited resources and to can contribute to improve their own livelihoods and lives. However, the poor households are constrained, they lack agency to harness their own potential. The process of unleashing their potential begins by mobilising and organising the poor households into their own institutions. Once organised, then through the newly formed community institutions, RSPs begin to provide social guidance, technical and financial assistance to the rural poor households. By using the platform of community institutions, RSPs can reach to each and every poor household. RSPs also encourage and support government line departments to extend their outreach to rural communities and households by using the platform of community institutions. This is the hallmark of the RSP approach. RSPN provides capacity building support to RSPs and assists them in policy advocacy and donor linkages.

RSPN works closely with government, donors, media and academia to promote the RSP approach to CDD since it has significant pro-



poor impacts. The RSPs have a long-standing relationship with the Government of Pakistan and the Provincial Governments; this is highlighted by the fact that six of RSPN's partner RSPs have received substantial support and seed grants from the government, however they are all registered as not-for-profit organisations and are independent.

RSPN's edge is its vast outreach to rural communities and households through the RSPs, its strong and influential relationship with government for impacting pro-poor public policy, and its central position that brings together over thirty-five years of knowledge in participatory development work with Pakistan's rural communities. RSPs are local, flexible and responsive organisations, and RSPs find localised community-based solutions to help take Pakistan's development agenda forward.

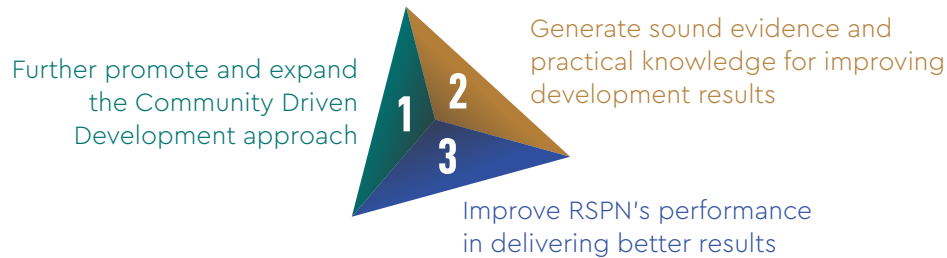


# RSPN'S MISSION

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



## RSPN'S THEMATIC FOCUS

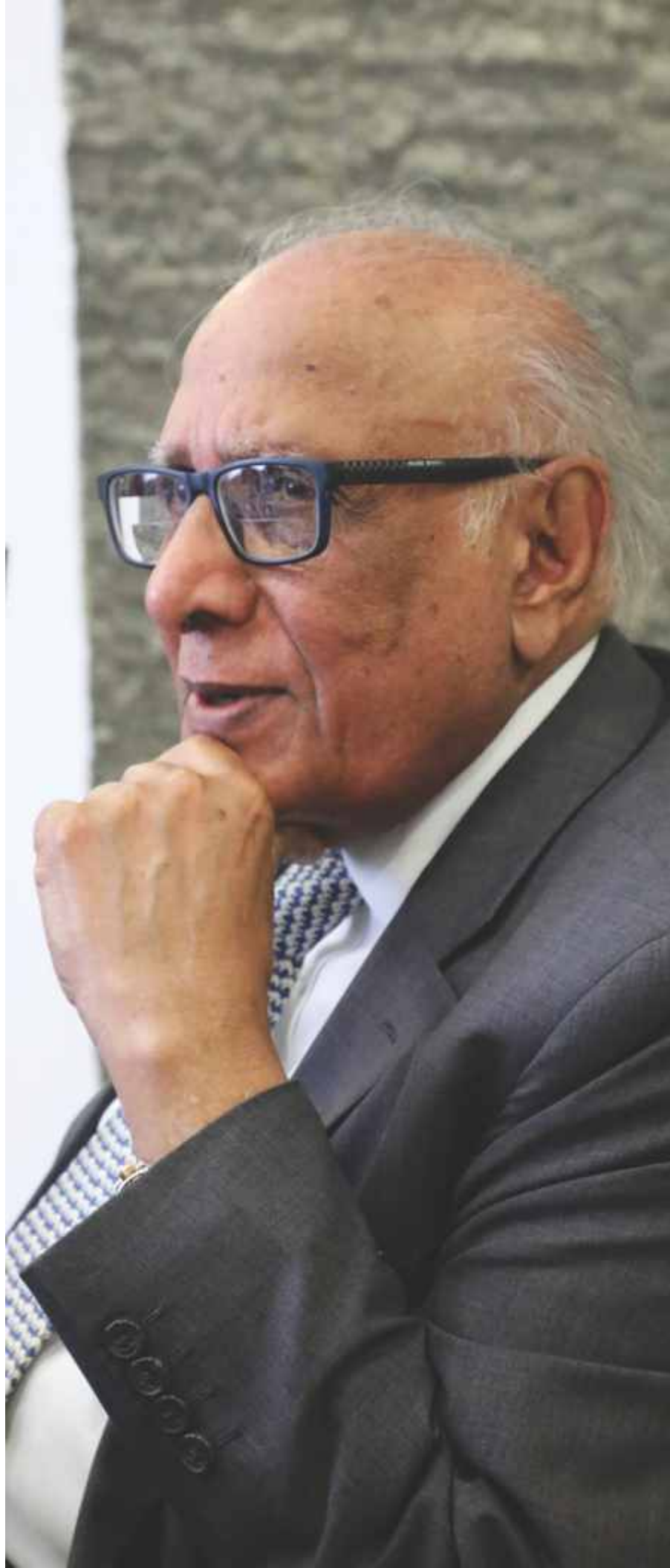


# THE THREE INSTITUTIONAL PILLARS

- Administrative
- Political
- Socio-Economic

*“After reviewing 200 years of global experiences, Dr Akhtar 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, districts and union councils); and iii) the Socio-Economic Pillar (people's own institutions i.e., COs, VOs, and LSOs). Pakistan possess 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



## OUR SOCIAL MOBILISATION OUTREACH

# 482,398

COMMUNITY ORGANISATIONS (52% WOMEN ONLY COs)

# 8,232,080

ORGANISED HOUSEHOLDS

# 8,437,996

COMMUNITY ORGANISATION MEMBERS (56% WOMEN MEMBERSHIP)

# 149

DISTRICTS INCLUDING ALL NEWLY MERGED DISTRICTS (EX-FATA/FRS) WITH RSP PRESENCE

# 4,322

RURAL UNION COUNCILS WITH RSP PRESENCE

# 26,527

VILLAGE ORGANISATIONS (76% WOMEN ONLY VOs) FEDERATED IN

# 2,088

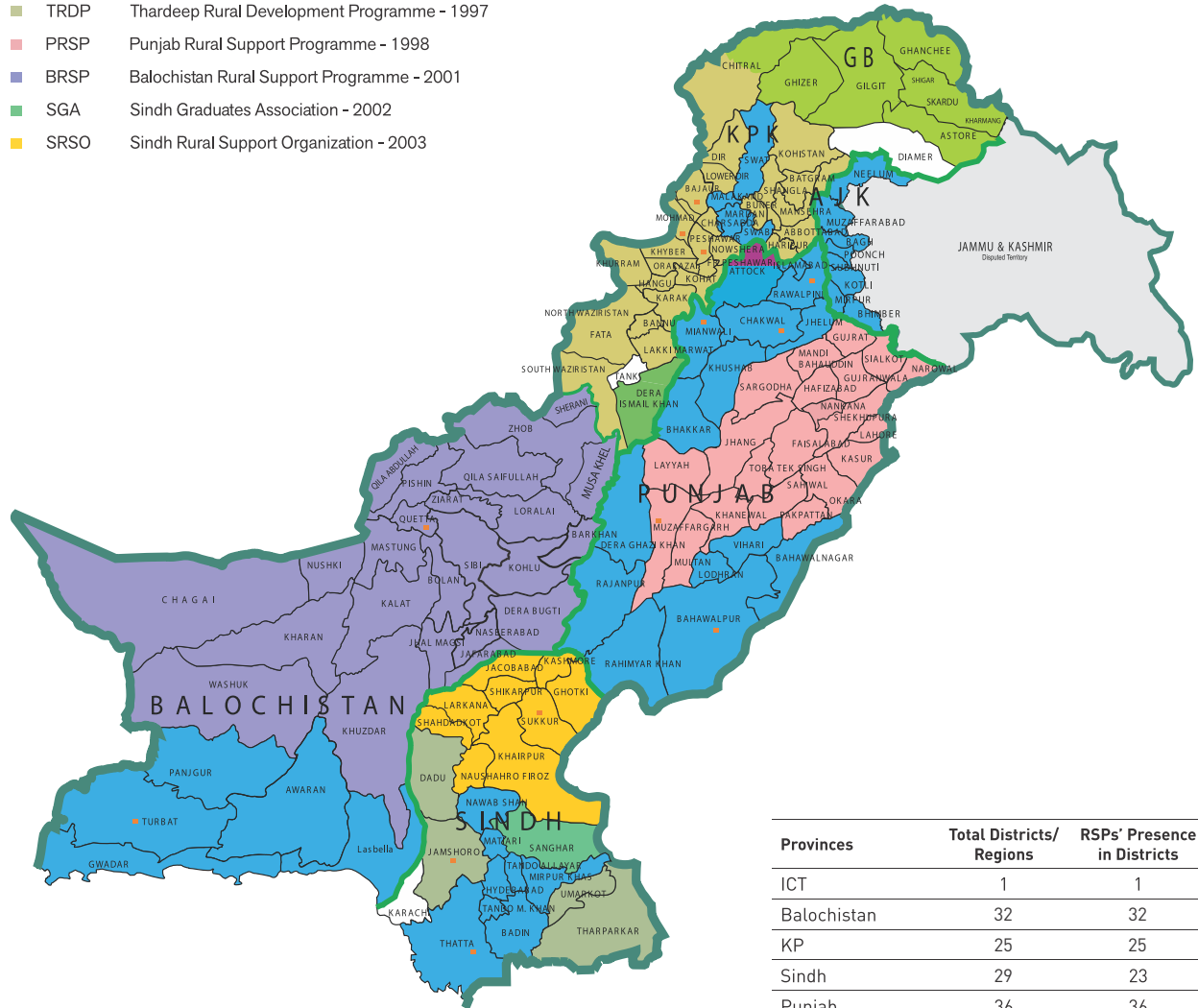
LOCAL SUPPORT ORGANISATIONS (892 WOMEN ONLY LSOs)

### Summary of Local Support Organisations (LSOs) as of 30 June 2019

|   |                                      | Province/Administrative Units |             |           |                      |                       |            | Total        |
|---|--------------------------------------|-------------------------------|-------------|-----------|----------------------|-----------------------|------------|--------------|
|   |                                      | AJ&K                          | Balochistan | GB        | KP<br>incl, FATA/FRs | Punjab<br>(Incl. ICT) | Sindh      |              |
| 1 | Aga Khan RSP                         | -                             | -           | 60        | 19                   | -                     | -          | 79           |
| 2 | Balochistan RSP                      | -                             | 120         | -         | -                    | -                     | -          | 120          |
| 7 | Ghazi Barotha Taraqiati Idara        | -                             | -           | -         | 6                    | 10                    | -          | 16           |
| 3 | National RSP                         | 127                           | 95          | -         | 53                   | 409                   | 170        | 854          |
| 4 | Punjab RSP                           | -                             | -           | -         | -                    | 293                   | -          | 293          |
| 9 | Sindh Graduate Association           | -                             | -           | -         | -                    | -                     | 1          | 1            |
| 8 | Sindh Rural Support Organisation     | -                             | -           | -         | -                    | -                     | 400        | 400          |
| 5 | Sarhad RSP                           | -                             | -           | -         | 184                  | -                     | -          | 184          |
| 6 | Thardeep Rural Development Programme | -                             | -           | -         | -                    | -                     | 141        | 141          |
|   | <b>Total</b>                         | <b>127</b>                    | <b>215</b>  | <b>60</b> | <b>262</b>           | <b>712</b>            | <b>712</b> | <b>2,088</b> |

## The Outreach of the Rural Support Programmes Across Pakistan

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



| Provinces       | Total Districts/Regions | RSPs' Presence in Districts |
|-----------------|-------------------------|-----------------------------|
| ICT             | 1                       | 1                           |
| Balochistan     | 32                      | 32                          |
| KP              | 25                      | 25                          |
| Sindh           | 29                      | 23                          |
| Punjab          | 36                      | 36                          |
| AJK             | 10                      | 10                          |
| GB              | 10                      | 9                           |
| Former FATA/FRs | 13                      | 13                          |
| <b>Total</b>    | <b>156</b>              | <b>149</b>                  |

RSPs are present in 149 districts.



STRATEGIC PARTNERSHIPS WITH  
EUROPEAN UNION FOR PROMOTING  
CDD APPROACHES IN PAKISTAN





## 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

One of RSPN's flagship programmes, the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme, is one of the largest province-wide initiatives to tackle the challenge of poverty and rural development through the agency of women in rural Sindh. Funded by the European Union and supported by the Government of Sindh, the Programme is currently in its fourth year of implementation in eight districts: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. It centres on reducing household poverty through promoting local development and enhancing community engagement via women-led community institutions.

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 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. 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 process of which was led by the SUCCESS Programme's Technical Assistance team led by Ernst & Young (EY).

The PRS illustrates a three-dimensional approach to reduce poverty at both rural and urban levels. The first step is to continue financial support for 'People's Poverty Reduction Programme' and Community Driven Local Development (CDLD) Policy enacted by the government in 2018. The CDLD policy builds on the RSPs' approach of social mobilisation and endorses expansion of the existing UCBPRP/PPRP programme with ten districts to another five rural districts of Sindh. The UCBPRP/PPRP and SUCCESS Programmes are now being implemented in 18 of the 23 districts of rural Sindh province, covering a target population of 11.89 million. GoS has planned to expand PPRP to more districts so that within few years all districts of the province will be covered under CDLD. Recently, GoS announced the expansion of PPRP to Ghotki and Sukkur districts with SRSO as the implementing partner.

The second approach envisages reducing urban poverty by adding urban economic clusters and creating linkages between rural and urban poverty reduction initiatives. The third strategy involves a model of Rural Growth Centres to function as service hubs to provide improved facilities and public services to clusters of



geographically connected and demographically viable villages. Five target districts Thatta, Sujawal, Badin, Tharparkar and Larkana have been selected by GoS for identification and establishment of rural hubs as a potential pilot project with an initial allocation of PKR 500 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 and financial support. The critical role of RSPs is to build this three-tiered Social Pillar and to instil self-help, self-management and saving within communities. An essential element of doing so includes technical assistance, grants and carefully structured schemes to improve livelihoods and community infrastructure. This comprehensive social mobilisation process ensures the linking up of rural communities with the government administrative and political pillars to access services and supplies.





# WHAT WE DO

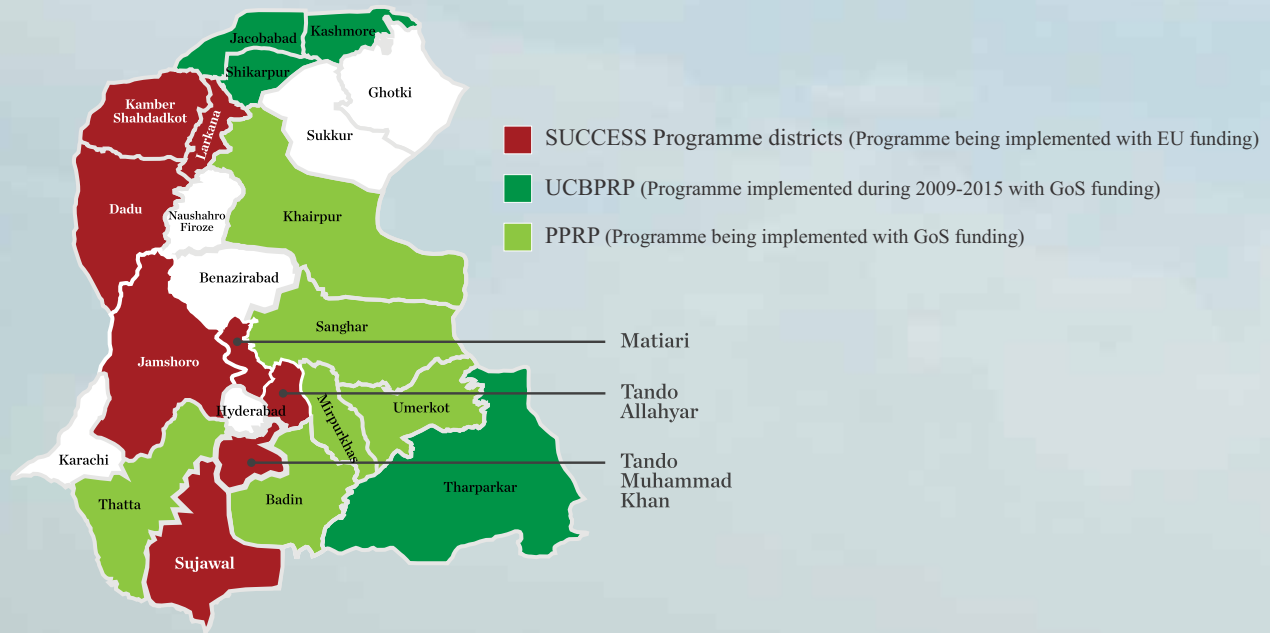
RSPN is responsible to provide tools for standardised implementation, quality control, research, knowledge management, communication and advocacy support to the SUCCESS Programme, by extending support to the implementing RSPs and the SUCCESS Technical Assistance team. This technical role not only benefits the RSPs implementing the SUCCESS Programme, 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 RSPs' work. Thus, measuring Programme impact, doing action research, and the development of knowledge products and advocacy with various stakeholders is a critical part of RSPN's input, in order to scale up the CDD approach in Sindh.

To develop these Programme tools, RSPN engaged the RSPs in developing manuals, toolkits, and frameworks. Relevant staff of the 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.

-  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



# WHERE WE WORK



| SUCCESS and UCBPRP Programme Coverage Area |           |           |           |            |
|--|-----------|-----------|-----------|------------|
|  | SUCCESS   | UCBPRP    | PPRP      | Total      |
| Number of Districts                        | 8         | 4         | 6         | 18         |
| Number of Tehsils/Talukas                  | 33        | 16        | 29        | 78         |
| Number of Union Councils                   | 316       | 157       | 321       | 794        |
| Number of Revenue Villages/Deh             | 1,545     | 755       | 1,743     | 4,043      |
| Number of Settlements/Goth                 | 14,708    | 9,672     | 16,922    | 41,302     |
| Number of Households                       | 849,781   | 513,873   | 950,130   | 2,313,784  |
| Total Population                           | 5,691,953 | 3,024,072 | 5,225,715 | 13,941,740 |

# ACTIVITIES

- The National Convention of LSOs is organised by RSPN and RSPs every year to promote the substantial contributions made by the LSOs in inspiring social mobilisation approach to CDD. The convention aims to provide a platform to communities to share their experiences, knowledge, and best practices at the national-level platform which is attended by a wide spectrum of stakeholders from across the government and development sector. In 2018-19, RSPN had a unique opportunity to hold two conventions – one in September 2018 and another one in June 2019. In 2018, Mr. Ishrat Hussain, Advisor to the Prime Minister on Institutional Reforms and Austerity, was the Chief Guest at the Convention. He requested RSPN to focus more on the newly merged districts of Khyber Pakhtunkhwa province since these are undergoing major transitions and require support of all major organisations, especially the ones working at grassroots. In 2019, the convention focused upon two prime achievements of the LSOs: their role in graduating people out of chronic poverty, and in improving access to public sector services by establishing synergies and accountability mechanisms with local governments. Both of these are central to RSPN's strategy to reduce poverty. Former Finance Minister Mr. Sartaj Aziz advised LSOs to incorporate tech-based solutions in their work to benefit from the IT movement in Pakistan, while Ambassador of the European Union to Pakistan His Excellency Jean-François Cautain urged government officials to institutionalise inclusion of local communities and women (50% of Pakistan's population) to reduce poverty in rural areas. Speakers agreed that several challenges persist with regards to sustainability in local governance mechanisms that affect Pakistan's progress on Sustainable



Development Goals (SDGs). However, success stories emerging from the ground-up is a call for all governments to make even greater efforts to sustain the progress made so far.

- RSPN hosted a three-day RSPs' Annual Strategy Retreat 2018 on July 3 – 5, 2018, at Bhurban, Murree. Minister for Human Rights, Kashmir Affairs, Gilgit Baltistan, and States and Frontier Regions, Ms. Roshan Khursheed Bharucha was the Chief Guest at the event. The Ambassador of the European Union to Pakistan His Excellency Mr Jean-François Cautain, Ambassador of Afghanistan to Pakistan His Excellency Omar Zakhilwal, representatives from the government, donors, corporate sector, academia, media and members of LSOs attended the event. The two-day event is a forum for strategic coordination, experience sharing, networking, and showcasing of new initiatives by RSPs. Day 01 focused on discussing RSPs' initiatives related to entrepreneurship and youth engagement which included the NRSP Microfinance Bank and Agriculture Processing Company, SRSO's Sartyoon Sang Crafts Enterprise, and AKRSP's Satpara Development Project. The theme for Day 02 was "Women Empowerment and Gender Equality" – the objective here was to showcase projects geared towards women empowerment, especially the European



Union supported SUCCESS Programme, UNICEF funded Improving Adolescents Lives in Pakistan, European Union funded Programme for Economic Advancement and Community Empowerment (PEACE) Programme and Sarhad Rural Support Programme's (SRSP) work with the KP Commission on the Status of Women on preventing sexual violence. On Day 03, sessions were held on the way forward as the strategy retreat was winding down.

- Under the European Union supported SUCCESS Programme, RSPN partnered with Potohar Organisation for Development Advocacy (PODA) for the 11th Annual Conference on International Day of Rural Women 2018 by sponsoring two policy dialogues on climate change and economic empowerment. This annual event is the largest networking opportunity for rural women of Pakistan to interact with policymakers, donors, stakeholders from government, businesses, civil society, media and academia to discuss women's economic, social and civil rights. For 2018, the conference was based on the theme of 'Making Democracy Real for Rural Women and Girls' and aimed towards shedding light on Pakistan's progress and commitment on SDG 5 for Gender Equality, and 'Planet 50:50 by 2030 - Step It Up for Gender Equality', a UN initiative that asks governments to make national commitments to address the challenges that are holding women and girls back from reaching their full potential. At one

of the sessions on political empowerment of rural women, LSO leader Ms. Farhana Shaikh from the SUCCESS Programme based in Kambar Shahdadkot shared her experience on the community's effort in bringing rural women to the forefront of political participation in rural areas. She also expressed her commitment to increase female voter participation in future elections.

- The SUCCESS Programme collaborated with the Lahooti Melo 2019, which took place on the 9th and 10th of February, 2019, at Sindh University, Jamshoro. The main theme this year was 'an ode to a liberated woman', which follows the momentum gained by the #MeToo movement, aimed against sexual harassment and violence against women. As a women's empowerment programme, the SUCCESS Programme partnered with Lahooti Melo to create synergies on related goals. The objective was to create awareness about the lives of rural women in Sindh for stakeholders in government, academia and civil society. The SUCCESS Programme also held a power talk entitled "Empowering Rural Women across Sindh" that was given by one of the Programme's beneficiary, Mr. Irum Wahid, who is the president of an LSO in Union Council Chuhar Jamali, District Sujawal. She shared her story about fighting the stigma around the role of women in a community to fearlessly demanding development initiatives from government representatives to inspire the youth in the audience.



# RESEARCH

In order to understand the status of access to inpatient Micro Health Insurance (MHI) offered as part of the SUCCESS Programme, a study was conducted by the research team titled “Availability does not Mean Utilisation: Challenges and Enablers to the Utilisation of Micro-Health Insurance in the SUCCESS Programme”. The study showed that the MHI card has been used more than 60 per cent in the cases related to gynaecology like delivery cases and more than 30 per cent in the cases of serious viral infections like Diarrhoea in children. Among challenges to MHI utilisation, place-based disparities like health and road infrastructure, seasonal migration and unavailability of CNICs remain at play with Matiari continuing to be the lowest utilisation place for MHI and Jamshoro displaying the highest instance of the MHI utilisation.

This study shows that the enrolment of the poor into an MHI programme would not automatically lead to insurance utilisation. The due utilisation of a MHI scheme would require concerted endeavours of the concerned stakeholders with full understanding and commitment to the goal of Universal Health Converge.

The SUCCESS research team along with Dr Abid Mehmood (Cardiff University), carried out a study on the Joint Development Committees (JDCs) titled “Challenges to Citizen-Driven Local Governance: Lessons from Pakistan”, that considered the 41 JDCs formed at the taluka and district levels under the SUCCESS Programme. The research indicated that JDCs are yet in its initial stage and there is a long way to make them effective in the objective “to advocate for access to essential public services and for planning, implementation and monitoring of local development plans”. The study recommended amendments in the Rules of Business and/or departmental policies and

procedures to provide supplies and services of line departments through community institutions, and in the district budget making rules and process to include needs identified by community institutions through Village Development Plans (VDPs), and Union Council Development Plans (UCDPs). The SUCCESS Technical Assistance team, led by EY, working on the PRS and CDLD road map for implementation may also consider the recommendations.

The research team actively endeavoured to share its research and evidence-based policy work with the national and international audience and hence responded to the various calls for research papers. In total this reporting period, the team was able to present research findings in four conferences.

The Research Team Lead along with Dr Abid Mehmood delivered a talk on JDCs in the SUCCESS Programme on 2nd November 2018 at the PLACE Research Seminar Series titled “Bottom-link governance for sustainable development: Insights from a large-scale poverty reduction programme in Pakistan” at Cardiff University. The talk was followed by a brief question-answer session, where most of the questions largely referred to clarifications about the aims and objectives of the SUCCESS Programme, role of JDCs, women's participation and effectiveness of Institutional Maturity Index (IMI). The Research Team Lead also co-authored a paper with Dr Abid Mehmood of Cardiff University 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 paper titled “Reproductive health services: “Business-in-a-Box” as a model social innovation” was published in a prestigious international journal, namely Development in Practice.

Another study titled “Drivers of Empowerment for Rural Women: Insights from Rural Support Programmes in Sindh” was selected to be presented at the Lahore University of Management Sciences (LUMS), 2nd International Interdisciplinary Conference on “Gender, Work and Society: Bringing Together Feminist and Postcolonial Insights”. The study was presented by the SUCCESS Programme research team on 27 April, 2019 in a session headed by the Chairperson of Punjab Commission on Status of Women. The study demonstrated the drivers, process and pathways to women empowerment in a rural context. It was shown as an example to design similar interventions elsewhere to build inclusive societies.

Along with research papers, the research team lead also participated and gave talks on various topics related to rural development. This allowed for greater coverage in the public discourse beyond academia.

The SUCCESS Research Team Lead delivered a talk on “Between Drought and Floods: The role of Rural Support Programmes Network in Pakistan in addressing the water issue” at the Centre for Water Research, College of Engineering, Mathematics and Physical Sciences, University of Exeter on January 24, 2019. He highlighted the role of social mobilisation strategy of the RSPs aimed at improving the quality of life of the rural poor.

The SUCCESS Research Team Lead presented his views and gave a talk at the “Rural Development and Industrialisation in Pakistan” organised by the Rural Development Foundation. He linked a popular topic such as the China-Pakistan Economic Corridor (CPEC) to rural development, bringing rural employment into the mainstream public discourse.

The SUCCESS Programme also conducted a thematic study in the year 2018-19 on “Study on Pathways to Social and Economic Empowerment

of Rural Women through the SUCCESS Programme”. The research component has been awarded to Enclude (consulting firm) through a competitive bidding process. This study will be in two rounds: first round started in 2018 and second round will take place in beginning of 2021. The first round of the study was completed in 2018. This study used a qualitative research approach, relying on 18 Focus Group Discussions, 30 in-depth interviews, 24 key informant interviews and one ethnographic study to collect data from 6 of the 8 SUCCESS districts. The study assessed social, economic and politico-legal aspects of women empowerment by examining several indicators qualitatively at three levels – household (personal), relational (community) and societal (broader) across all the community institutions fostered under the SUCCESS Programme. The findings of the study show that the social mobilisation approach of the RSPs has shown evidence of improved power relations, women's mobility and reduced restrictions on girls' education in Sindh. These woman-led institutions have been developed through a bottom-up approach, i.e. from individual, to household, to community and overall society level which insures inclusion. Community governance tiers under the SUCCESS Programme, all owned and managed by women, are serving as a bridge between grassroots communities and line departments responsible for effective public service delivery. A number of line departments are already routing their services through these well-structured community institutions, e.g. CNIC registration, polio vaccination, livestock immunisation, tree plantation and reopening of schools and health centres.

# 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 Daily Times. The themes of the articles ranged from girls' education, women empowerment and entrepreneurship to political identity and success stories covering sustainability efforts of beneficiaries.

In order to increase the SUCCESS Programme'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 15 human-interest stories on their social media pages (Facebook, Instagram and Twitter) that led to greater engagement on SUCCESS's own digital channels. The most engaging post by HoP had an average 63,553 people reached per post with the highest post reaching out to 147,002 people and getting 13,329 reactions, comments, and shares.

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 developed short video human diaries on individual beneficiaries that highlighted the change that the SUCCESS Programme has brought to the lives of the people. Two of these diaries were aired on eight

local Sindhi cable networks in December 2018 to January 2019. Along with this, the music video of SUCCESS Sindhi jingle was also aired for a spread over 15 days in December 2018 and January 2019. The music video is now available on SUCCESS YouTube and Facebook pages.

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 AKRSP's programme in Skardu and Gilgit was arranged in April 2019, while another visit to the Aga Khan Foundation's Mountain Societies Development Support Programme (AKF/MSDSP), Tajikistan, took place in October 2018. The latter visit was to demonstrate how community institutions are linked into local government systems formally, for improved service delivery and access to government services.

# CASE STUDIES

## 1. Community Investment Fund

Nawab from Peer Jo Goth, district Larkana, bought a calf for PKR 30,000 about two years ago. To make the purchase, she utilised all her savings and took a loan of PKR 15,000 from the Community Investment Fund. Now, Nawab has been selling four kilograms of buffalo milk every day earning around PKR 240 each day in addition to providing her four children fresh milk every morning. With all the monetary profits, just within a year, Nawab was able to return the loan in only two instalments.



## 2. Technical and Vocational Skills Training

Ruqqaiya's mother, who is a member of a Community Organisation in village Pyaro Magsi, District Larkana, enrolled her 18-year old daughter for Technical and Vocational Skills Training on embroidery so that she may learn to make dress clothes and earn an income. Ruqqaiya took the training despite facing criticism from her brothers and fellow villagers upon leaving the house to attend trainings. Today, her monthly income stands at PKR 5,000-6,000, and has become an inspiration for girls in her village to learn skills and putting them to use for personal and household's economic growth.



## 3. Micro Health Insurance

Through the Micro Health Insurance scheme, Bibul from Village Sahib Khan Tunio, District Kambar Shahdadkot, was able to give birth via C-section to a healthy baby boy, after having three children with mental and physical disabilities because of facing complications during labour, and 11 miscarriages. The MHI scheme helped her pay off the costs of the surgery, and later undergo hysterectomy to limit their family size and to provide for their family of seven.



#### 4. Community Physical Infrastructure schemes

In Village Goth Thebba, Kambar Shahdadkot, women can now dedicate their precious time to more meaningful work and families after having access to safe drinking water, as a result of Kulsoom's efforts to get six hand pumps installed in her neighbourhood as a part of their Village Development Plan. The women no longer have to face verbal abuse and inappropriate behaviour from village men during their commute to collect water from far-off villages.



#### 5. Joint Development Committees

Noor Jehan from Union Council Channa in district Jamshoro was a stay-at-home mother before she joined a Local Support Organisation (LSO) in 2016. Now as a part of the Joint Development Committee, she meets with the members from the local government and line departments at least twice a year and raises issues related to infrastructure, citizen rights and public health from her village. Once very shy and nervous, Noor does not fear attending these high-stake meetings anymore. She is, in fact, planning on joining politics in the future for ensuring greater impact.



#### 6. Access to Legal Rights

The trainings and awareness sessions conducted under the SUCCESS Programme has prepared women to safeguard their rights. Megha from Village Machee, District Tando Muhammad Khan, in her community actively advocates the importance of having computerised national identity cards (CNIC) to help them in the hour of need. She preaches that having a CNIC is particularly important for any legal proceedings including the matters of marriage, divorce and childcare so that the rights of the women (or their children) are not usurped that easily.



# BALUCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT (BRACE) PROGRAMME

Donor:



EUROPEAN UNION

Implementing Partners:



Technical Partner:



Start Date:  
30 June, 2017

End Date:  
29 June, 2022

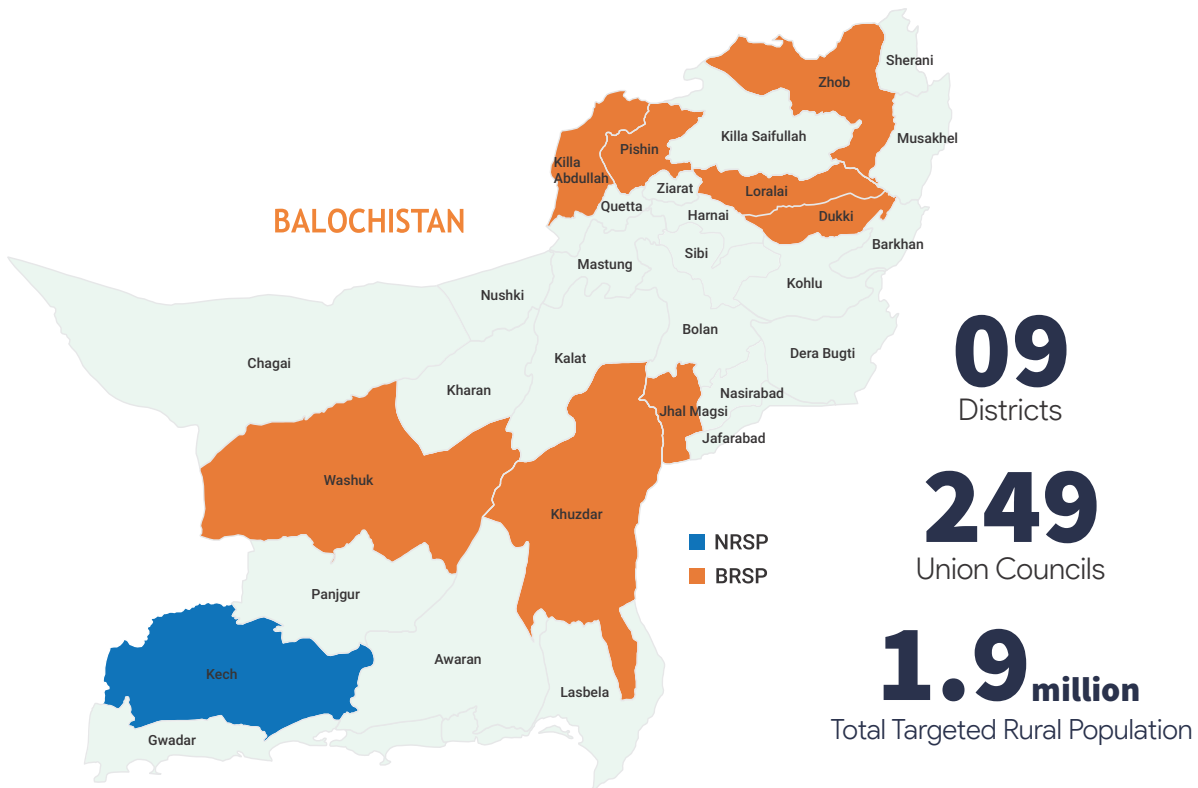
The European Union (EU) supported BRACE Programme is being implemented in close collaboration with the Local Government and Rural Development (LGRD) Department of the Government of Balochistan (GoB). The Grant component of this five-year (2017-2022) Programme is implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP) and Balochistan Rural Support Programme (BRSP). Human Dynamics (HD), an Austrian company, will technically support the Programme through supporting Government of Balochistan in fostering an enabling environment for strengthening the capacities of local authorities

to manage and involve communities in the statutory local public sector planning, financing and implementation processes.

The overall objective of BRACE Programme is to support the Government of Balochistan in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and

empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities. Once formed, the communities will have a greater access to local authorities and line departments as a collective unit, yielding them a stronger voice, to have their needs heard and addressed.

## WHERE WE ARE



**300,000**  
Households are being Organised



**3,103** vo<sub>s</sub>



**19,129** co<sub>s</sub>



**249** LSO<sub>s</sub>

# WHAT WE DO

## The Specific Objectives of the Programme are;

- 1) 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 and;
- 2) 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 process.

BRSP and NRSP are implementing Programme activities that contribute in attaining Specific Objective 1 of the Programme and are responsible for the implementation of the key component one, i.e. community empowerment through social mobilisation, social and productive assets creation and social infrastructure in 09 districts of Balochistan.

Given the multi-faceted nature of the Programme with a multitude of stakeholders and implementing partners, the need to create a standardised, uniform approach for Programme implementation is vital; particularly to support and enable the government to scale up the Programme moving forward. There is a need to provide technical support to the implementing RSPs and TA for institutionalising Programme approaches, monitoring & evaluation systems and build capacities, while ensuring quality implementation of the Programme activities. This role is being played by RSPN, which serves as the strategic network of the RSPs and has experience of harmonising

strategy and implementation approaches across the RSPs. RSPN component will contribute to both of the specific objectives of the Programme by providing support to the BRSP and NRSP, to build their technical and institutional capacities and provide necessary support to the TA component in developing the gender mainstreaming and in its support to the government of Balochistan in Local Development Policy Framework.

## The Overall Impact of the BRACE Programme:

Under BRACE Programme, 1.9 million Pakistani citizens of 300,000 poor rural households in 249 union councils will be mobilised and organised into a network of people's own institutions: 19,129 Community Organisations (COs); 3,103 Village Organisations (VOs); 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level and eight at district level. RSPs then will provide support to improve the lives and livelihoods of the organised households, as well as to foster linkages between the community institutions and local government to improve local basic service delivery. The agreement between the EU and RSPN is from June 30, 2017 to June 29, 2022. RSPN's role involves facilitating implementation of the Programme through partner RSPs by ensuring quality control, standardization of procedures, developing a common M&E framework, baseline approaches, documentation, responding appropriately to lessons learnt and providing value-added strategic backing where required. RSPN will also aim at wider dissemination of the lessons learnt through evidence-based advocacy with stakeholders and the media to scale up successful development approaches.

## EXPECTED IMPACT



25%

of the targeted poor households see an improvement in their incomes



40%

of the households graduate from the lowest (0-11 score) to upper poverty scorecard band levels

## EXPECTED OUTCOMES



50%

of the households of the targeted areas report improved access to basic social services



POLICY  
FRAME  
WORK

for Community-led Development adapted by the GoB, and operationalised through PFM reform process and community- local authorities interaction



50%

improvement in the citizens' perception of their involvement in local governance processes



50%

of members of CIs and beneficiaries of socio-economic interventions are women

## EXPECTED RESULTS



300,000

approx. rural households in eight districts mobilised and capacitated through peoples own institutions (COs/VOs/ LSOs) of which atleast

70% of Community Institutions

meet the minimum acceptable thresholds on the Institutional Maturity Index (IMI)

**BALUCHISTAN RURAL DEVELOPMENT ACADEMY**

is capable of imparting comprehensive training on community-led development and local governance



50%

women beneficiaries reporting improved life skills, economic empowerment, enhanced mobility, and leadership/ management skills



90%

of the climate resilient community infrastructure projects are functional and maintained by the community institutions jointly with local authorities



10%

of the development plans resources mobilised from sources other than the government investments



100%

community institutions (VOs and LSOs) have developed VDPs and UCDPs in partnership with local authorities

## 1. First Community Dialogue of Shoaib Sultan Khan under BRACE Programme

BRACE Programme believes in the importance of dialogue with communities and makes it part of the Programme by engaging communities on different platforms. For this purpose, a community dialogue, led by RSPN was held with the BRACE communities in district Pishin. Chairman RSPN, Mr. Shoaib Sultan Khan was the main speaker at the dialogue, who interacted with communities and orientated them on the social mobilisation approach to community driven development. This dialogue was part of the BRACE Annual Lesson Learning and Experience Sharing Visit and Workshop in districts Pishin and Quetta held on February 07-08, 2019. The main objective of this Learning Visit and Experience Sharing Workshop was to promote cross-learning and experience sharing regarding RSPs' niche of promoting and implementing the social mobilisation approach to CDD in different parts of Balochistan. At this occasion, speaking to a large number of communities at village Yousuf Kuch of UC Rood Mulazai, Mr. Shoaib Sultan Khan shared the history of the RSPs, their objectives, approach, methodology and the tremendous impact of the CDD approach on the lives of rural poor all across Pakistan. The central part of his discussion remained on inspiring communities as how could they get benefited from the BRACE Programme by harnessing their innate potential and getting organised into community institutions such as COs, VOs and LSOs, to better their lives by graduating out of poverty. At



this occasion, the community members also discussed and highlighted their day to day challenges that generally pertained to livelihood, infrastructure, education, health and employment. Participants of the dialogue also included Dr. Rashid Bajwa, CEO NRSP, Mr. Nadir Gul Barech, CEO BRSP, Ms. Shahidah Jaffrey, Board Member BRSP, Mr. Khaleel Ahmed Tetlay, Chief Operating Officer RSPN, BRACE Programme team members from RSPN, BRSP and NRSP and the representatives of national and local media from Pishin and Quetta. After the dialogue, the delegation held a meeting with the key stakeholders of district Pishin including Member of National Assembly of Pakistan (MNA), Members of Provincial Assembly of Balochistan (MPA), representatives of political parties, and officials of district administration including Deputy Commissioner and Additional Deputy Commissioner (Revenue). The field visit was followed by an experience sharing and learning workshop held at BRSP's office in Quetta.



## 2. Youth Engagement Through Sports Activities

Sports is a very effective tool to promote peace and development among youth and society. The inclusion of youth in sports is vital to promote positivity and foster their mental and physical health. With this aim, the BRACE Programme has engaged the local youth in various sports galas. During January to June 2019, BRACE Programme has conducted sports galas in Jhal Magsi, Khuzdar and Washuk districts. The activity offered the local youth a platform to demonstrate their mental and physical skills through different sports in front of their parents, teachers, communities and the district administrations. Sports played in the two-week



long sports galas included cricket, football, kabaddi and taekwondo. The sports galas held in three districts received full support and cooperation from the district and local administration.

## 3. Inclusive Approach Towards Persons with Special Needs

Balochistan is the most underdeveloped province of the country, with majority of the rural households suffering from poverty. The pain of poverty is more severely felt by the marginalised population including women, children, elderly and persons with special needs. Especially the Persons with Disabilities (PWDs) are the most neglected subgroup in the community. According to Poverty Scorecard Census Survey (PSC) report, 44,885 persons with disabilities were identified in the 9 BRACE focused districts of Balochistan. Under the BRACE Programme, BRSP has begun to support PWDs directly, as well as by forming alliances with other



organisations. All major stakeholders, including the provincial government, district authorities, civil society organisations and community institutions applaud this initiative.

## 4. Technical and Vocational Education for Local Youth

BRSP under BRACE Programme will equip 2,110 women and youth with Technical and Vocational Education and Training (TVET) over the course of five years. These TVET skills are meant to provide both youth and the women an opportunity to gain skills and knowledge for income generation and economic empowerment. The first batch of 300 youth from 8 target districts have been attending a three-month long training on 22 technical trades including auto mechanic, auto electrician, general electrician, mobile phone repair, motorcycle repair, plumbing, refrigeration,



and solar system installation at technical training institutes in Rawalpindi and Karachi.

## 5. Adult Literacy and Numeracy Skills (ALNS)

The initiative of establishing Adult Literacy and Numeracy Skills (ALNS) centres under the BRACE Programme provides a platform of basic literacy and numeracy skill to women community members to engage them in systematic and sustained self-educating activities in order to gain new forms of knowledge, skills, attitudes, or values. Both BRSP and NRSP have prioritised this intervention for women, anticipating that economic empowerment elements through CIs coupled with a strong literacy and numeracy skill component will help them influence gender roles positively and facilitate them in mainstreaming their role for social and economic empowerment.



BRSP has enrolled 1,090 women (198%), against the target of 550 for year one and two, in ALNS centres. NRSP has identified 960 participants for ALNS and an agreement has been signed with the Social Welfare Department of GoB to start the training in the year three of the BRACE Programme.

## 6. Participatory Action Research on “Dynamics of Household Poverty and Inclusive Development in Balochistan with Focus on Women Empowerment and Gender Issues.”

This year, BRACE has initiated its Participatory Action Research on “Dynamics of Household Poverty and Inclusive Development in Balochistan with Focus on Women Empowerment and Gender Issues”. This three-wave longitudinal study is meant to investigate household poverty dynamics and the impact of CDD. The evidence generated from this research will contribute to the policy recommendations which can be used to design poverty reduction strategies.

## 7. Training of Master Trainers on Community Awareness Toolkit

RSPN, BRSP and NRSP have worked together to develop the Community Awareness Toolkit (CAT) to raise awareness among communities on various cross-cutting thematic areas including Nutrition, Health, Family Planning, HIV-AIDS, Gender, Civic (particularly Women's) Rights, Water, Sanitation and Hygiene (WASH), Disaster Risk Reduction (DRR), Climate Change & Environment and Natural Resource Management. During the year 2019, 28 Master Trainers (39% women) were trained on CAT who rolled out the training to district and field staff. These Master Trainers from BRSP and NRSP trained 78 (27% women) Social Organisers and Capacity Building Officers on CAT against the target of 97 which is 80% achievements against the target for year one and two. The Social Organisers and Capacity Building Officers from BRSP and NRSP, in turn, trained CRPs on CAT in their respective districts who are conducting CAT sessions in monthly meetings of COs. CRPs have conducted 692 CAT sessions in which 8,954 (54% women) community members participated.



## 8. Ensuring Gender Sensitisation and Mainstreaming under the BRACE Programme

RSPN organised a four-day Training of Trainers on Gender Sensitisation in Quetta. The training was aimed at sensitising Master Trainers from BRSP, NRSP and relevant GoB staff from Social Welfare Department (SWD), Women Development Department (WDD), and Local Government and Rural Development Department (LGRDD) on the importance of gender sensitive implementation of the Programme in attaining its objectives and capacitating the staff so that they are able to mainstream gender in all aspects of the Programme. These master trainers will roll out the training to other Programme implementation staff from BRSP and NRSP as well as sensitise the leaders of Community Organisations (COs), Village Organisations (VOs) and Local Support Organisation (LSOs).



Secretary Women Development Department (WDD), Ms. Saira Atta and CEO BRSP Mr. Nadir Gul Barech attended the closing ceremony. Secretary WDD appreciated the efforts of RSPs in Balochistan. She also distributed certificates among the master trainers.

# BRACE Programme Creating Steady Revenue Streams for Rural Women

## 9. Income Generating Grants (IGGs):

Income Generation Grants (IGG) initiated by the BRACE Programme have been a very important means of empowering rural women at the household level. Small grants of PKR 30,000 to PKR 50,000 are provided to the poorest households to kick start their income generating activities. A total of PKR 61 million (58% against the target for year one and two), have been sub-granted to VOs and LSOs. Both RSPs have picked up the momentum and continuously been in communication with the Social Welfare Department of GoB for the resolving the issue of registration during year two. The community institutions are able to disburse IGGs among 1,288 (55% against the target for year one and two) poorest households based on the households' Micro Investment Plans (MIPs).

## 10. Community Investment Fund:

In BRACE, the CIF is targeted at the women from poor and poorest households and is used by the community institutions as a revolving fund to benefit maximum number of the poor households. Poverty Scorecard (PSC) is used to identify the eligible households to ensure that only poor and poorest household access the fund. Further, the money can only be used for income generating activities and must be returned back to the CIs so that the fund revolves and benefit maximum number of poor households. PKR 68.4 million (69%), against a target of PKR 99.8 million for year one and two, CIF sub-grants have been transferred to 35 CIs. A total of 137 households (3% against a target for year one and two) have taken CIF loans. In the coming months, the pace of CIF disbursement is expected to pick up.

## 11. Community Physical Infrastructure Schemes:

CPIs are a BRACE intervention aimed at improving the community infrastructure so the beneficiaries can have better access to public services. Community institution members come together to identify community needs. They then participate in the implementation and monitoring of the community infrastructure scheme and are also ensure its maintenance post-completion. So far 555 CPIs (229%), against the target of 242 for year one and two, Community Physical Infrastructure (CPIs) have been identified by CIs and RSPs. The technical, financial and environmental feasibilities of 110 infrastructure schemes, (67%) against the target of 165 for year one and two, developed, and 102 of the feasible schemes, 82% against the target 125, approved by Joint District Development Committees and 70 (56%) CPI against the target of 125 have been initiated and one CPI has been completed. After completion of these schemes, a total 34,903 poor (16,953 women and 17,950 men) will be benefitting from the initiated CPIs against the over target of 25,500 beneficiaries.

## 12. Community Physical Infrastructure Schemes:

To highlight the BRACE Programme activities, RSPN arranges workshops, learning visits, produces publications and documentaries and also engages local and national media for coverage. In the reporting period, three BRACE newsletters were published to highlight the Programme's key achievements. Programme events including workshops and annual lesson learning visit were covered by both print and electronic media. Events were covered by 20 newspapers and four national and regional TV channels, including, Samma, Dawn, Dunya, Khyber and WUSH News. Besides that, RSPN also capacitated BRSP local team in developing the press releases and guided them on how to coordinate with media. This action helped in dissemination of press releases in 85 newspapers during the reporting period. Moreover, a number of article have been published in Daily Express Tribune and opinion pieces on the websites, including website of London School of Economics and Political Science South Asia Centre.

In order to increase BRACE Programme's reach to wider digital media audience, RSPN developed an introductory documentary for the BRACE Programme which provides a holistic view of the Programme to the target audience and communicates intervention logic and objectives of the Programme for Balochistan. Also, to share and highlight stories of BRACE beneficiaries, RSPN BRACE Communication team visited four Programme districts (Loralai, Zhob, Khuzdar and Jhal Magsi) and collected 16 videos of the identified beneficiaries for the case studies around the themes of social mobilisation, livelihood, community physical infrastructures and women community institutions.

BRACE social media page (a Facebook page highlighting daily Programme activities) witnessed a tremendous increase of 46% in its organic likes during reporting period. The average reach of BRACE Programme's Facebook posts has been 1146 and the average engagement rate for the Facebook posts has been 13% which is considered excellent according to Facebook analytics.

# CASE STUDIES

## Educating Women Through Adult Literacy and Numeracy Skills

It is essential for a country to have a minimum of 70% literacy rate for a sustainable growth and socioeconomic development. However, these numbers in Pakistan, especially in Balochistan, are grim. Provincial adult literacy rate is only 27% with a huge gender disparity. Only 13% of adult women are literate where the respective figure for men is 38%. In order to increase the literacy rate among the rural women at the household level, BRSP under the EU funded BRACE Programme has established 55 Adult Literacy and Numeracy Skills (ALNS) centres. At these centres, the Community Resource Persons (CRPs) are coaching local women on basic reading, writing and counting skills. A total of 1340 learners have so far been enrolled in the districts of Pishin, Loralai, Khuzdar, Zhob, Washuk, Jhal Magsi and Killa Abdullah. After

attending this 6-month course, these women learners will have the literacy and numeracy level of a third grader. The learners have been selected based on their poverty score card rating and their willingness to acquire basic level literacy and numeracy skills. Sharing her experience at one of the ALNS centres in Zhob, Ms. Jamal Bibi, 35 and a mother of 3 children says; "I am ecstatic to get enrolled at the ALNS centre. I am learning so many new things here! The most amazing thing which I have learnt so far is to write my own name in Urdu. I hope that after completing the 6-month course, I will be able to read and write better and will not be dependent on others. This will help us understand the use of medicines and to maintain the record of daily household expenditures."

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## BRACE Communities Start Reaping Benefits

Kech district is one of the BRACE Programme districts, where NRSP is implementing organisation. With the support from European Union, the BRACE Programme is empowering communities by not only fostering community institutions, but also improving people's access to the basic life services. Access to drinking water is one of those grave challenges that majority of the rural communities have been struggling in Balochistan. The people of village Kunchitit of Tehsil Dasht in district Kech have also been facing this problem of water scarcity in their area. The village is based on two large settlements comprising a total of 362 households with a population of 2,172. Both settlements (Mashriqi and Maghribi) had no access to water due to which women of the two villages had to travel more than 10 kilometres to fetch water for household use. That was a very

painful journey on daily basis for the women. In 2018, under the BRACE Programme these 362 households organised into their own led Community Organisations and then formed a Village Organisation (VO). In the Village Development Plan (VDP), the need for a water supply scheme was given top priority. A unanimous resolution was submitted to the Local Support Organisation (LSO). Accepting the VO demand, LSO Dasht approved a solarized water supply scheme for these two settlements. CPI was completed with total cost of 1,595,000 PKR including 1,563,000 BRACE Programme contribution, and 32,000 VO contribution. It was inaugurated by the Kech district Deputy Commissioner in January 2019. This scheme is providing water to two villages and 362 households are benefiting from it.



## PROGRAMME FOR IMPROVED NUTRITION IN SINDH (ER3)

Donor:



EUROPEAN UNION

Implementing Partners:



Technical Partner:



Start Date:  
15 February, 2018

End Date:  
14 July, 2021

The European Union supported Programme for Improved Nutrition in Sindh (PINS) strives to complement and supplement the Government of Sindh's multi-sectoral Accelerated Action Plan for the Reduction of Stunting and Malnutrition (AAP). AAP/PINS aims to significantly contribute to SGD 2 states: "End hunger, achieve food security and improved nutrition and promote sustainable agriculture". PINS' particular focus is on improving the nutritional status of children under five (U5) and pregnant and lactating women (PLW). PINS is being implemented in half of the Talukas of 10 districts of Sindh, namely Shikarpur, Thatta, Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sajawal, Tando Allahyar and Tando Muhammad Khan. At the community level, PINS is working with the community institutions fostered under the European Union supported SUCCESS Programme and the Government of Sindh supported UCBPRP/PPRP Programmes.

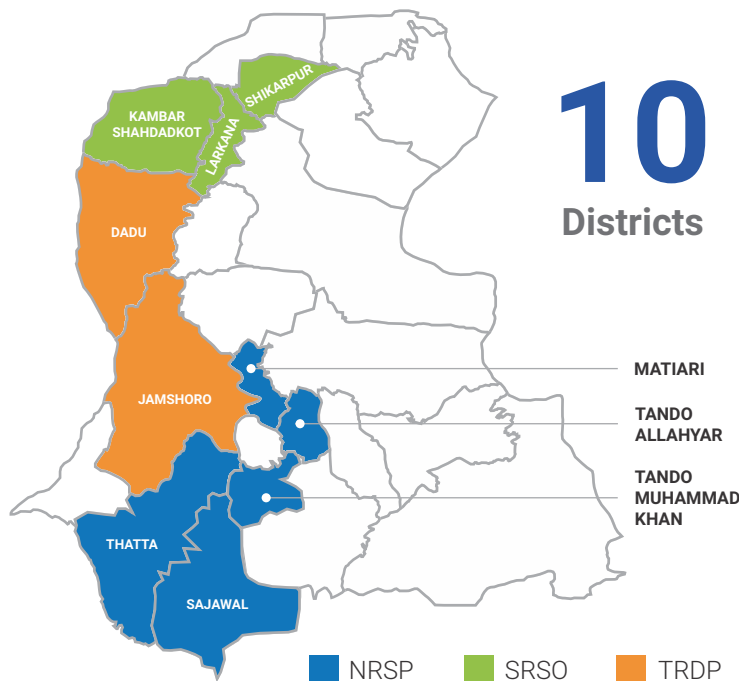
# WHAT WE DO

PINS programme consists of three components: The Technical Assistance component (PINS ER1) and Nutrition-Specific (PINS ER2) 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 crosscutting 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 (PINS ER3) 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 that will help create improved WASH infrastructures, implement climate-smart agriculture and strengthen food security in rural Sindh with active participation of communities organised under the SUCCESS and UCBPRP/PPRP Programmes.

# WHERE WE ARE



**194**  
Union Councils



**391,232**  
Household Covered



**19,443**  
Community Organisations



**1,938**  
Village Organisations



**194**  
Local Support Organisations

# ACTIVITIES (July 2018 to June 2019)

July 2018 and April 2019:

## Water Quality Testing

Under the PINS ER3 Programme, RSPN is working closely with Public Health Engineering Department (PHED), Government of Sindh, and LSOs on water testing and water quality monitoring. In order to build the capacity of staff and PHED officials, RSPN organised a Training of Trainers (ToT) on water quality testing and water quality monitoring in partnership with UNICEF and Pakistan Council for Research in Water Resources (PCRWR) from July 22-23, 2018, in which 10 WASH officers, four field engineers from RSPs and three PHED staff participated and were trained as Master Trainers. This training improved the technical knowledge of participants about the physical, chemical and microbiological contamination, sources of contamination and how to work with communities in addressing the issue of contamination. Through this training, they learned how to conduct water testing and to monitor water quality. They also learned how to conduct the trickle-down training of LSO representatives on water testing.

September 2018:

## Print Media Campaign

RSPN and implementing RSPs have been active in ensuring that PINS ER3 Programme is covered by the media at the district-level. To ensure constructive reporting, a series of one-day orientations were conducted for local media representatives, led by journalists who have experience of reporting on development initiatives. Over 100 journalists across the 10 districts were shortlisted by the RSPs for training. Capacity-building sessions, Programme activities and beneficiary testimonials have been widely covered by media as a result.

October 2018:

## Celebration of International Days

**Global Handwashing Day:** RSPN participated at a provincial level Global Handwashing Day (GHD) event at Fateh Muhammad Gabol Goth in Karachi. The event was celebrated jointly by Education Department GoS, UNICEF, USAID, WHO, RSPN & HANDS. Some 500 students, teachers, CSO representatives and community members attended the event. Seven district level events were also organised by partner RSPs. In total of 53 Union Councils (UCs) across Larkana, Qambar Shahdadkot, Shikarpur, Dadu and Jamshoro, Thatta and Sujawal GHD events were held and there were 2,312 participants, including representatives from government, and civil society organisations and the community (including women, men, children). The Global Handwashing Partnership recognised and commented on the organised events on the PINS Facebook page.

**World Food Day:** PINS E3 Programme also celebrated World Food Day on 16 October 2018 in district Tando Muhammad Khan in which 8 LSOs and 89 attendees participated. This event was attended by representatives of Government Departments, Stakeholders, Civil Society Organisations and members of COs, VO and LSOs.

**World Toilet Day:** Celebrations to commemorate World Toilet Day (WTD) took place on 19 November 2018 at village Miranpur, District Matiari in which 8 LSOs participated and on 20 November 2018 in Tando Allahyar in which 7 LSOs participated. In both events, 212 people including representatives of Government departments, members of COs, VO, LSOs, media persons, community notables and civil society members participated.

November 2018:

### Roundtable Conference on 'Review of Nutrition Interventions and their Outcomes in Sindh'

PINS ER3 Programme staff participated in the round table conference led by the Provincial Task Force Secretariat for Nutrition, PDD, Government of Sindh on the Review of Nutrition Interventions and their Outcomes in Sindh. This explored the current issue of stunting and its impact in Sindh, including on-going interventions to tackle it. The PINS ER3 team presented the Programme's key features and salient updates. It also participated in the thematic group work to promote inter-sectoral coordination and aspects of intervention implementation. This also served as a great opportunity to explore best practices and the scope for scale-up and sustainability. Government officials, representatives of INGOs, NGOs and researchers participated in the roundtable conference.

December 2018:

### Performance Review and M&E Framework & Impact Evaluation Design Workshop

The PINS ER3 team conducted their quarterly Progress Review Meeting on 7th December 2018 where partner RSPs (National Rural Support Programme, Sindh Rural Support Organisation and Thardeep Rural Development Programme) presented their quarterly performance and resolved any barriers regarding implementation in the last quarter of the first year. A training workshop on the M&E framework and impact evaluation was also held to train participants on the PINS' M&E framework and socio-economic baseline survey approaches and methodologies. More than twenty staff members including the DPOs, M&E assistants, PMs, M&E focal persons from RSPs and M&E staff from RSPN participated in the two-day training workshop. At the end, a meeting was also held to discuss synergies between the EU-funded Sindh Union

Council and Community Economic Strengthening Support (SUCCESS) aiming to improve field level coordination, to enhance the effectiveness of the EU-supported Programmes in Sindh.

January 2019:

### Training of Trainers on Community Fish Farming, Preservation and Market Access

A six-day training of trainers (ToT) event was held at Hyderabad January 24-29, 2019, for Programme staff and government officials from the Fisheries Department. The training had both theoretical and practical sessions focused on developing the participants' knowledge on different breeds of fish, preparation of fishponds, fish seed, feed and management of community fishponds. For the purpose of increasing dietary diversity, they were also trained in fish preservation techniques and linkages with local market for sale of surplus fish.

January 2019:

### Food System Mapping Study Launched

A study on 'Food System Mapping', focusing on three staple crops (wheat, rice and potato) across Programme target areas for the PINS Programme was launched in Karachi on January 30, 2019. The findings and recommendations from this research, led by Saeed Ullah Khan (Glow Consultants) were shared with representatives from the Government of Sindh, Civil Society and Agriculture Sector along with focal staff from the PINS ER3 Programme implementing partners. The study is expected to aid in filling the gaps identified in the supply chain of these crops.

February 2019:

### Five-year MoU signed between NARC and RSPN

A 5-year Memorandum of Understanding (MoU)



was signed between the National Agricultural Research Centre (NARC), Islamabad, and Rural Support Programmes Network (RSPN) on February 4, 2019, in the interest of collaborating through experience-sharing and learning exchange between members and staff of the two organisations to provide support in capacity-building and improving livelihoods of rural communities in Pakistan.

Dr. Yusuf Zafar, T.I., Chairman, PARC, and Ms. Shandana Khan, CEO RSPN were present at the signing ceremony.

NARC will provide technical assistance to RSPN on programmes such as preparation of content/material to be used for dissemination of information among communities through different activities like awareness sessions, training and extension services as well as share best international practices. It will also facilitate RSPN in organising different training sessions and help foster linkages of RSPN with national and international training and research institutions to seek their support for implementation of agriculture related projects/programmes. NARC will also provide technical assistance and inputs about approved varieties of crops and breeds suited for climatic conditions across the intervention areas through consultative meetings on different agriculture proposals and modules.

February 2019:

### Training Workshops on Maximizing the Nutritional Impact of FSL & WASH Interventions

In February 2019, PINS ER3 Programme organised a series of one-day training workshop for key staff members from all implementing partners on Maximising the Nutritional Impact of Food Security and Livelihood (FSL) & WASH Interventions. The training enhanced participants' understanding about how FSL interventions can help combat undernutrition. It also highlighted the short and long-term

nutritional benefits that can be achieved by implementing the right intervention at the right time. Local perspectives on FSL interventions and how they could be applied in Sindh were discussed. Case studies and role-playing were used to discuss FSL intervention and behaviour change strategies.

February 2019:

### PINS 3 participated in coordination meeting for the development of Sanitation and Water for All (SWA)

PINS ER3 Programme staff participated in the Ministry of Climate Change-led coordination meeting for the development of Sanitation and Water for All (SWA) Commitment and Sector Status Report/Country Paper. Other participants included representatives of UNICEF, UNHABITAT, NRSP, NUST, Sunbeams, GiZ, WaterAid, PRC, HANDS, WSSP and RSPN. The report was presented in April 2019 in Costa Rica and included key features of the Clean Green Pakistan Programme, analysis of the UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS) and SDG costing and its latest financial analysis.

February 2019 and April 2019:

### Two Months Training Programme for Community Livestock Extension Workers (CLEWs)

PINS ER3 Programme arranged a training programme for selected Community Livestock Extension Workers (CLEWs), in consultation with the Livestock Department, Government of Sindh and the Research and Training Institute (RTI), Tando Muhammed Khan. The aim of this training was to build up the conceptual understanding and practical skills of CLEWs on livestock management, nutrition and breeding entailing artificial insemination. A total of 191 CLEWs were trained in two batches and were certified by RTI. The Minister for Livestock GoS awarded certificates at the conclusion of the first batch

and encouraged CLEWS to develop linkages with the District Livestock Department and the organised communities to become effective service providers. The participants, on completion of training, were provided with toolkits for carrying out extension services including vaccination, drenching and artificial insemination in their community and disseminate information by conducting fortnightly sessions at Farmer Field Schools set up under the Programme in the 10 target districts.

On completion of the training, the CLEWs returned to their union councils where they conducted meetings with community institutions, undertook regular visits to livestock holding farmers, providing services such as vaccinations and drenching, setting up livestock camps to carry out artificial insemination and liaising with government authorities overseeing livestock. There has been considerable support from the District Livestock Departments that has further encouraged CLEWs to extend their outreach.

March 2019:

### Consultative Meeting on Rice Crop Production Technology

A consultative meeting on rice crop production technology was held at the National Agricultural Research Council on March 11, 2019, bringing together agricultural scientists from NARC and representatives from the Rice Research Institutes, Kala Shah Kaku and Dokri. Through this panel, PINS ER3 Programme developed a manual for farmers on rice crop production for the rice cultivation season to help ensure optimal yields as part of the Programme's objectives to improve food security in target areas.

April 2019:

### Preparation for Community Physical Infrastructures (CPIs)

To help overcome water scarcity, the PINS ER3

Programme trained WASH engineers, WASH officers and DPOs on community physical infrastructures (CPI) including hand pumps and rainwater harvesting on the process as well as documentation pack of these initiatives. The other intervention under CPIs was establishment of Community Fishponds. The WASH officers and CNOs held initial dialogues with LSOs for the implementation of CPI schemes.

June 2019:

### PINS Represented at Women Deliver 2019 Global Conference

PINS ER3 Programme was represented at the Making the Connection: Gender-based Violence in Nutrition Programming panel at the Women Deliver 2019 conference (where?). Mr. Bashir Anjum, Specialist, Social Sector RSPN, spoke about how PINS ER3 interventions have a strong capacity building component, aimed both at male and female members of the target communities to ensure adoption and sustainability of interventions aimed at improving the nutritional status of women and children in Sindh.

There was also a larger conversation with panel members Edna Adan, Former First Lady and Foreign Minister of Somaliland, Khady Tall Fall, President, AFAO (Association des Femmes d'Afrique de l'Ouest), Yvonne Takang, Advocacy Officer, Action Contre la Faim and Danny Glenwright, Executive Director, Action Against Hunger, Canada around how gender based violence (GBV) prevention and mitigation is essential to work in nutrition and health and how men can be engaged in nutrition programmes to make a real difference against GBV.

June 2019:

### Seed Distributed to Households for Kitchen Gardening

The PINS ER3 Programme distributed vegetable seeds to 5,456 households who attended sessions at their designated Farmer Field Schools to establish their household-level

kitchen gardens. The seed pack, that includes 7 type of seeds - Tomato, Chilli, Brinjal, Bitter Gourd, Sponge Gourd, Tinda (Indian Squash) and Cucurbit (cucumber), is aimed at easing access to organically grown vegetables to improve dietary diversity in the target areas.

June 2019:

### Baseline Survey

To measure the impact of the PINS ER3 Programme, a household baseline survey covering about 5,000 households (2,500 from treatment group and 2,500 from control group) was conducted through a third-party consulting firm. RSPN with the technical support of Centre for Evaluation and Development (C4ED), Germany, developed the design of the impact evaluation strategy, design, and sampling strategy. The overall scope of work included development of survey instruments and undertaking the fieldworks including preparation and implementation of the survey, analysis and the final report.

During the reporting period, the consulting firm completed all the initial deliverables of the baseline assignment including the completion of designing the household and village questionnaires, hiring and training of survey teams, development of android application software for survey, pilot testing of survey tools and techniques, and deployment of field survey teams for household and village data collection. With technical support of C4ED, the consulting firm shared the final draft of the baseline in June 2019.

### Community Resource Persons and Agricultural Entrepreneurs Trained

Community Nutrition Officers and WASH Officers have trained 3,561 CRPs since June 2018, orienting them on their responsibilities which include collecting household data and conducting targeted sessions using the Programme's social and behaviour change communication (SBCC) toolkit.

Similarly, Agriculture Officers trained through the National Agriculture Research Council (NARC) are conducting 5-day training sessions on kitchen gardening and poultry and livestock management for a new batch of VO-level Agriculture Entrepreneurs (AEs). AEs are responsible for running Farmer Field Schools where community members will get oriented on different topics such as climate-smart agriculture through sessions and demonstrations. So far, 3,481 AEs have been trained.

### Community Poultry Entrepreneurs Receive Inputs

Community Poultry Entrepreneurs trained under the PINS ER3 Programme received a kit comprising of a fully-grown vaccinated cockerel, necessary utensils (drinkers and feeders) and feed in a bid to support them in their poultry management venture. Entrepreneurs identified as the poorest (based on data from the Poverty Scorecard) were also given support to construct a poultry cage that will serve as a demo cage for other community members. Along with physical inputs, these entrepreneurs will also be provided regular technical support and updates through monthly experience sharing and learning meetings at the Village Organisation-level Farmer Field Schools.

The above activity is aimed at increasing access and subsequently, the intake of protein at household level. By providing inputs and support, effective poultry management and marketing skills are inculcated, and these trained entrepreneurs can market their surplus to fellow community members while investing their profit back to expand their venture.



## A Mother Fights The Odds for a Better Life

As a mother of five children, Ms. Kareema, a resident of VO Rehmatullah, district Dadu, has often struggled with what she would feed her three boys and two girls, the youngest of which is yet to turn one. Her husband spends long hours on the field during the day and Kareema supplements his daily wages by making ropes used in charpoys (traditional beds). “Previously only the ones I breastfed would drink milk. For the others, we just couldn’t afford it and my husband, and I hated not being able to provide milk for all our children,” Kareema said. This was until a few months ago. Kareema received a grant from the PINS ER3 Programme meant for women scoring between 0 – 12 on the Poverty Score Card and currently pregnant or lactating, to buy goats. She bought two goats, of which one has already given birth while the other one is pregnant. “All my children now

drink milk daily, which I am really happy about. I want them to grow healthier, so they do not struggle as I did when I was their age. My husband and I drink milk too but every other day, something I couldn’t imagine before I got my own goats”, Kareema said.

It also helps that Kareema, and not her husband, is the owner of the goats, which makes her feel that she is contributing significantly for her family. “Workers from the PINS Programme come to speak to me on a regular basis, and also to check if the goats are vaccinated. Being a member of the local Community Organisation, now we have a forum where we can discuss our issues and seek collective solutions to them”, concluded Kareema.



## PROGRAMME FOR IMPROVED NUTRITION IN SINDH (ER2)

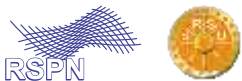
Donor:



Lead:



Implementing Partners:



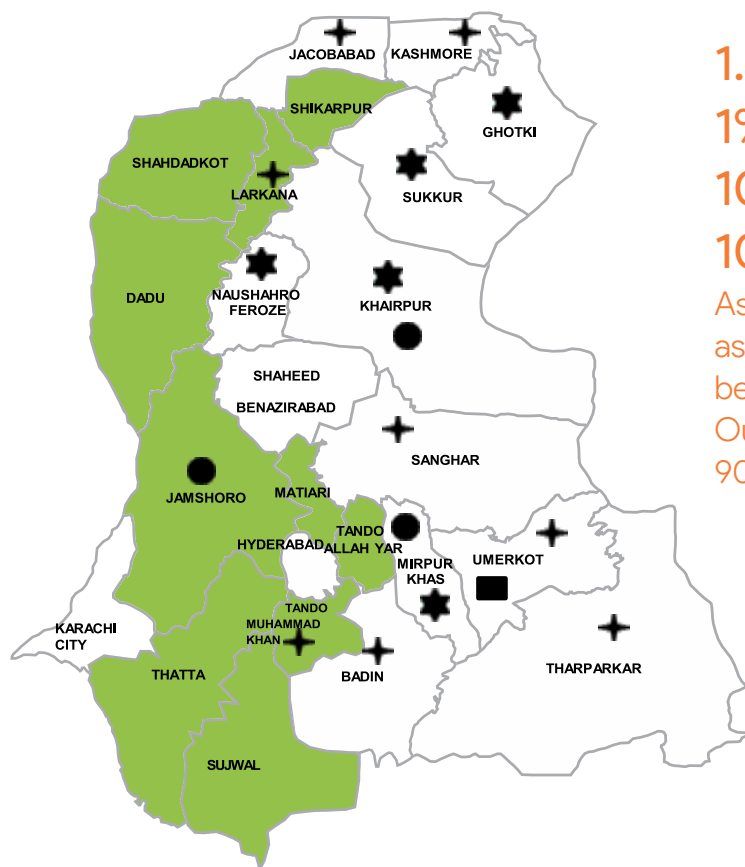
Start Date:  
July 2018

End Date:  
June 2021

RSPN is implementing the Nutrition Specific component of the PINS Programme (PINS ER2) under an agreement with Action Against Hunger (ACF). RSPN is implementing the PINS ER2 Programme in partnership with the Sindh Rural Support Organization (SRSO) in three target districts namely Shikarpur, Larkana and Kambar Shahdadkot.

The duration of the PINS ER2 Programme of ACF/RSPN/SRSO is of 3.2 years (from July 2018 to June 2021). PINS ER2 Programme aims to contribute to ending undernutrition and hunger (SDG 2) by improving the health and nutrition status of children and mothers by rapidly expanding and enhancing coverage of nutrition specific intervention in the targeted districts of Sindh.

# WHERE WE ARE



1.5% reduction in wasting per annum  
 1% reduction in stunting per annum  
 100% of UCs have an active OTP  
 100% of districts have an active SC  
 As per standards, supplies procured assuming 60% coverage of SAM beneficiaries  
 Outreach coverage anticipated to be 90% in uncovered areas

| Programs       | Legends |
|----------------|---------|
| PINS           |         |
| NSP (WB)       |         |
| Nutrition(AAP) |         |
| Right Start    |         |
| CMAM Surge     |         |

| District  | Population | # of NSCs | # of OTPs | # of CHWs |
|-----------|------------|-----------|-----------|-----------|
| Thatta    | 979,783    | 1         | 30        | 390       |
| Sujawal   | 781,947    | 1         | 25        | 440       |
| Matiari   | 769,317    | 1         | 30        | 249       |
| TAY       | 836,858    | 1         | 22        | 239       |
| Shikarpur | 1,231,462  | 1         | 53        | 324       |
| TMK       | 677,212    | 1         | 16        | 117       |
| Larkana   | 1,524,342  | 1         | 47        | 509       |
| Qambar    | 1,341,007  | 1         | 40        | 604       |
| Dadu      | 1,550,242  | 1         | 66        | 396       |
| Jamshoro  | 993,098    | 1         | 30        | 395       |
| Total     | 10,685,268 | 1         | 359       | 3663      |

## WHAT WE DO

The specific objective of the Action is to capacitate the GoS so that it may efficiently implement its nutrition multi-sectoral policy while providing direct assistance to significantly and rapidly reduce malnutrition in rural Sindh, and to strengthen local / government department capacities through nutrition specific interventions integrated with primary health care at community/health facility level. Similarly, support will be provided to existing GoS interventions such as the AAP (Accelerated Action Plan) reduction of stunting through creating synergies with the government plans and actions. PINS ER2 is focusing on the 1000 days' window of opportunity to effectively prevent stunting. The aim of the PINS ER2 is to improve the nutritional status of under five children (U5) and of Pregnant and Lactating Women (PLW) by addressing malnutrition through provision of effective nutritional services at the community and facility level that meet nationally and internationally recommended minimum standards of care for the population. The intervention has both treatment and preventive interventions planned in order to enable implementing partners to achieve both short and long-term objectives.

The Programme also aims to enhance the capacities of GoS to effectively implement the multi-sectoral strategies and contribute in sustainable reduction of the burden of undernutrition in the province. Specific objectives include provision of nutrition care and treatment for children with severe acute malnutrition (SAM), prevention of undernutrition in early childhood through promotion of appropriate infant and young child feeding (IYCF) practices, prevention of micronutrient deficiencies in women and children through provision of multiple micronutrient supplementation (MMS), and strengthening local capacity to integrate community based

management of acute malnutrition (CMAM) into primary healthcare systems. In addition to SDG2, the proposed action is directly contributing to meet SDGs that are directly related to nutrition- (1-6, 8, and 15-17) and indirectly to all SDGs, as well as to Pillar IV of Pakistan's Vision 2025.

RSPN is responsible for the oversight of outreach activities in the Lady Health Worker (LHW) uncovered areas of three districts by recruiting and training Community Health Workers (CHWs). RSPN is providing technical backstopping, roll out of technical trainings, financial and compliance backstopping to it implementing partner SRSO. Besides these, RSPN/SRSO will be responsible to identify and train 1,437 CHWs to carry out, outreach activities including screening of 6-59 months children and pregnant and lactating women, ensuring monthly meetings of mother to mother and father to father support groups with the support of implementing partners.

## By the end of project:

**19,845**

Father to Father Support Group-FTFSG Sessions will be conducted

**79,380**

Mother to Mother Support Group-MTMSG Sessions will be conducted

**459,246**

children 6-59 months of age will be screened (12.1% of total population)

**153,542**

children 6-23 months without SAM will receive MNP

**67,105**

children 6-59 months of age (SAM children) will be referred to OTP from communities

**296**

cooking demonstration Sessions will be conducted to show quick and easy to make healthy recipes in a safe and hygienic manner to the participants to orient the communities on importance of food diversity and balanced diet.

**282,380**

pregnant and lactating women (PLW) will be screened and receive IFA tablets





# ACTIVITIES

## Cooking Demonstration Sessions

A key activity of PINS ER2 component is to stimulate Social Behaviour Change Communication (SBCC) among different communities of Sindh to address the nutrition specific causes of malnutrition. One of the key components of the SBCC, cooking demonstration sessions, were organised to facilitate the prevention of malnutrition in the targeted districts namely Shikarpur, Kambar Shahdadkot and Larkana of Sindh province.

These interactive cooking demonstration sessions were intended to help increase understanding of the participants regarding appropriate feeding for children under 5 years of age to enhance their feeding care practices and food diversity to prevent malnutrition. The sessions were also intended to increase the knowledge of participants on choosing and preparing a healthy diet for their families and understanding the increased nutritional requirement of pregnant and lactating women (PLW).

With the support of CHWs, each Community Health Supervisor (CHS) organised 8-9 cooking demonstration sessions at community level in their respective districts. For each session, CHS selected 4-6 CHWs from nearby villages to conduct the sessions. Each CHW was responsible for bringing 2-3 active community mothers (from the Mother to Mother Support Groups-MTMSG) from their villages.

Three easy to make balanced and nutritious diet recipes were demonstrated, one for age group 6-12 months, one for >12 months' children and one for adults, emphasising on PLW. Furthermore, during the course of cooking demonstrations, participants were not only



provided with the instructions for recipe preparation, but MTMSG members were also oriented on importance of food diversity and eating a balanced diet every day with proper hygiene/sanitation.

A total of 80 cooking demonstration sessions were conducted during reporting period. These 80 cooking demonstration sessions were attended by 1,600 rural women participants, including 253 pregnant and 491 lactating women.





PARTNERSHIPS WITH  
THE GOVERNMENT OF PAKISTAN'S  
SOCIAL SAFETY-NET PROGRAMME



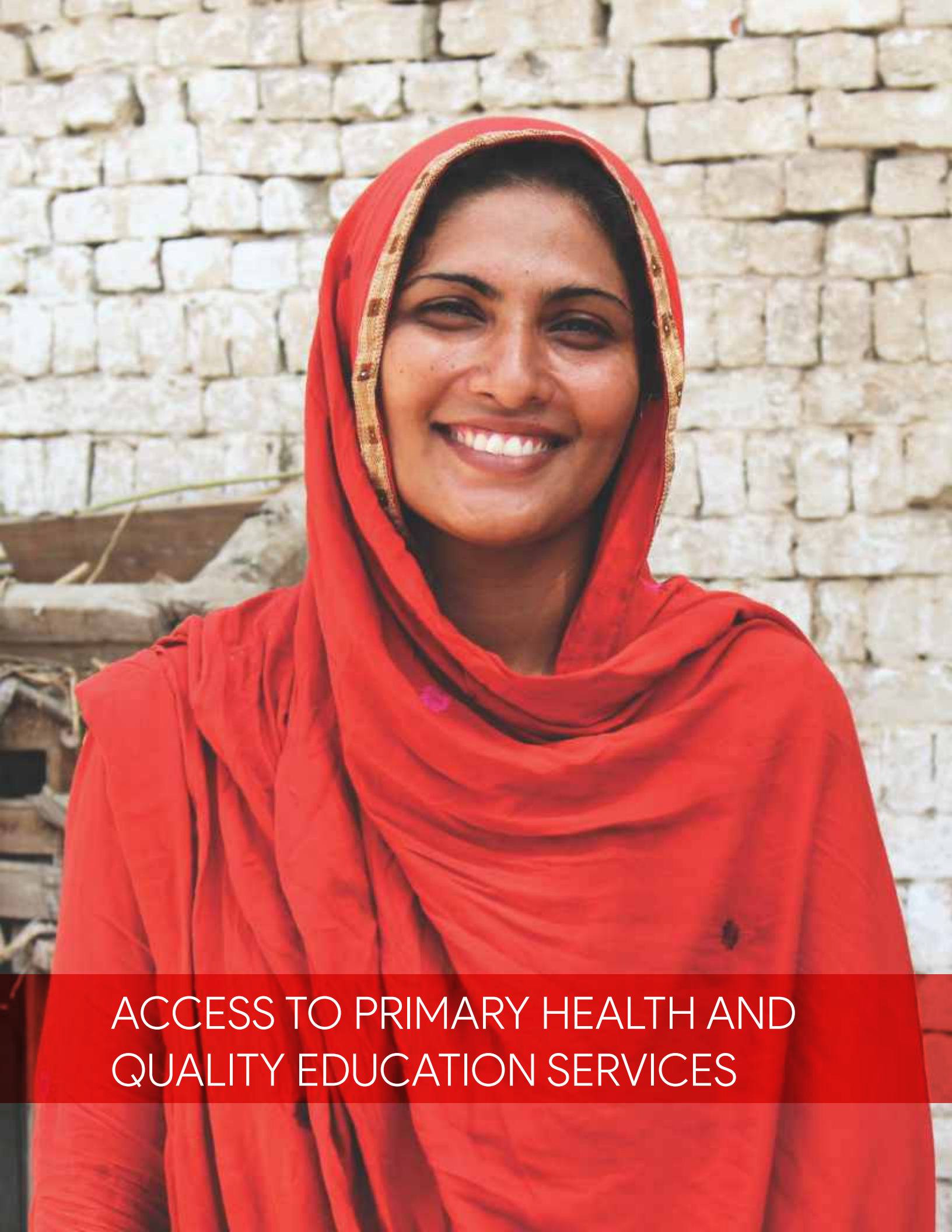


## WASEELA-E-TALEEM

For the Benazir Income Support Programme's (BISP)s Waseela e Taleem Programme (WeT), RSPN is implementing the project in two Clusters, in 18 districts. In Cluster 1 (Punjab, Khyber Pakhtunkha, Gilgit Baltistan and Azad Kashmir), WeT Programme is being implemented in partnership with NRSP, SRSP, and AKRSP in 10 districts. In Cluster 2 (Sindh and Balochistan), WeT Programme is being implemented with SRSO, TRDP and BRSP in eight districts. Primary school age children of BISP beneficiaries are enrolled with WeT Programme and upon 70% attendance at school their mothers receive Rs. 750 per quarter per child. Out of school children are also enrolled in schools and with WeT Programme. 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 with WET Programme.

Under the initiative the children already enrolled in the schools will be registered with the WET 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 was conducted to identify and map the schools.

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 June 30, 2019, this project has enrolled 1,330,826 children with WET Programme, organised 669,762 BISP beneficiary families in accessible, contiguous and homogenous groups to form 37,121 BBCs across the targeted districts.



ACCESS TO PRIMARY HEALTH AND  
QUALITY EDUCATION SERVICES



## THE INTEGRATED HEALTH SYSTEMS STRENGTHENING AND SERVICE DELIVERY (IHSS – SD) ACTIVITY

The Integrated Health Systems Strengthening and Service Delivery (IHSS-SD) Activity is a three-year, USAID-funded initiative to assist Pakistan with further consolidating and strengthening its post-devolution health system at the federal, provincial, district, and community levels. Led by John Snow Incorporated (JSI), the activity is implemented with consortium partners: Contech International, Jhpiego, and RSPN. The IHSS - SD activity's target districts are Charsadda, Mohmand, Lakki Marwat and Swat of Khyber Pakhtunkhwa Province.

RSPN implements the IHSS – SD Activity's community component through its partner the Sarhad Rural Support Programme (SRSP). The community component's interventions aim to improve rural communities' access to basic health services, civic engagement, and government accountability.

The community component constitutes of five key interventions:



**2,240** community resource persons (CRPs<sup>1</sup>) conducting weekly awareness sessions among women in uncovered<sup>2</sup> areas on maternal, neonatal, and child health (MNCH), nutrition, birth spacing, hygiene and infectious diseases,



Awareness sessions on hygiene and handwashing in **605** schools on monthly basis,



Engagement of **240** community notables<sup>3</sup> to seek their support in community-based activities,



Social mobilisation for Mobile Health Service Units to improve uncovered communities' access to basic health services,



Community representatives, one male and one female, to present community health issues in the quarterly District Health Population Management Team (DHPMT).



RSPN Chief Operating Officer speaking during the staff orientation



RSPN staff conducting session on MNCH

<sup>1</sup>CRP, in the IHSS – SD Activity, is a woman who is a resident of the community, oriented on MNCH toolkit, and conducts awareness sessions with women with her assigned 60 households in her community every week on MNCH, hygiene and handwashing, and infectious disease

<sup>2</sup>Uncovered area refers to the area where Lady Health Workers are not available

<sup>3</sup>Community notables are bodies, elected representatives, social workers, or teachers willing to voluntarily participate /support in IHSS-SD activities, and are oriented on the IHSS – SD Activity



## DELIVERING ACCELERATED FAMILY PLANNING IN PAKISTAN (DAFPAK)

DAFPAK is a 49-month project supported by the Department for International Development (DFID) and managed by the Population Services International (PSI). Under the RSPN component of DAFPAK, the project is aspiring to create an enabling environment for women, girls and men in Lady Health Workers (LHWs) uncovered rural areas across 10 Districts in Pakistan to make healthy reproductive choices through access to birth spacing/family planning services and products. Through the use of modern contraceptives, families can ensure a minimum rest interval of three years between the birth of children, which in turn reduces pregnancy-

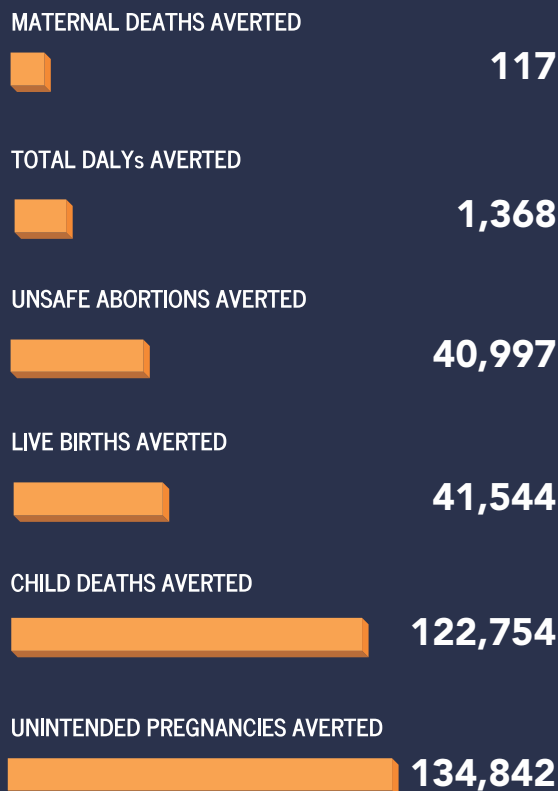
related risks for mothers and their infants.

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 DAFPAK in the Districts of Jhang, Toba Tek Singh, Rahim Yar Khan, Bahawalpur, Mardan, Swabi, Shikarpur, Jacobabad, Kambar Shahdadkot and Jamshoro. DAFPAK will target a total uncovered population of 5.7 million to create 433,541 new users of family planning services during its 49-month life.

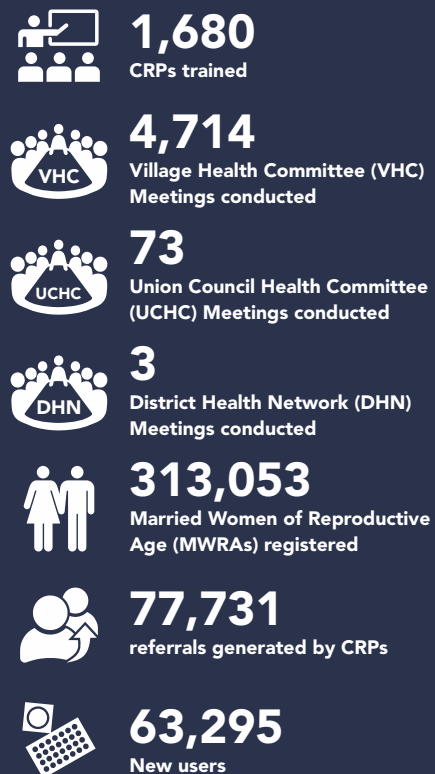
# Key Project Activities

- Community mobilisation through the formation, training and regular meetings of Village Health Committees (VHCs)
- The selection and training of Community Resource Persons (CRPs) who go door-to-door in their communities informing families on practices that minimise pregnancy-related risks
- CRPs refer women to locally-arranged camps which are conducted every month by a Project Lady Health Visitor (LHV), where the women can access family planning counselling and services
- Group monthly meetings and awareness sessions by CRPs and social organisers are organised to improve outreach and identify additional beneficiaries
- Through a partnership with Unilever, CRPs are also working as Guddi Bajis, using supplied business starter kits to grow their respective micro businesses

## Health Impact



## Key Performance Indicators







## DEMANDING ACCESS TO QUALITY EDUCATION (ARTICLE 25-A)

The “Demanding Access to Quality Education- (Article 25-A)” was a year-long campaign which sought to empower communities to ensure the social accountability of politicians and the Department of Education vis-à-vis improvements in school facilities and enrolment of children from poor and marginalised population. The key objectives included: marginalised communities mobilised to demand from politicians and Department of Education access to quality education, mechanism of local accountability to improve school conditions and access to quality education established and increased enrolment of out of school children in the target UCs and their retention in schools ensured. The project was successfully implemented by RSPN in partnership with two Rural Support Programmes including the

National Rural Support Programme (NRSP) and Thardeep Rural Development Programme (TRDP) in 74 Union Councils of 4 districts. The districts included DG Khan, Rajanpur, Tando Muhammad Khan and Jamshoro.

The objectives of the project were achieved through a series of activities which consisted of capacity building of RSP's staff, dialogues with 74 LSOs and training of 148 Master Trainers from these LSOs. These Master Trainers further oriented and trained 1,386 general body members of the LSOs specifically regarding strategies to conduct the campaign. In order to make parents aware of the importance of education, 721 Community Resource Persons (CRPs) were trained on delivering 10,212 awareness-raising sessions to the communities.

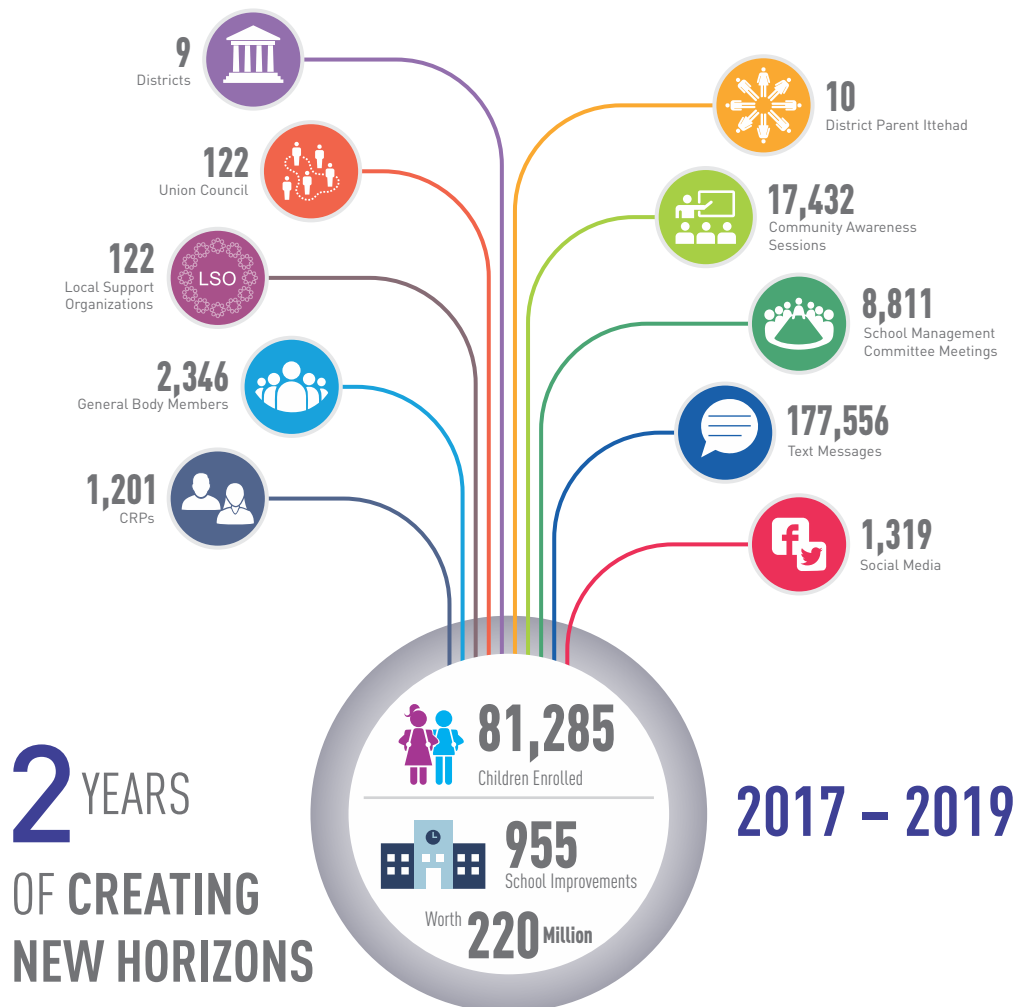
In order to assess the on-ground education realities, 232,140 Households and 1,904 Schools level surveys were conducted in all 74 UCs. Both played a key role in gauging the enrolment status and school facilities in UCs respectively. Based on the data analysis, a Charter of Demand (CoD) was developed for District Parent Itteahads (DPIs) and meetings with relevant stakeholders were held to raise demands surfaced through the data.

Furthermore, enrolment walks at UCs and District level (74 and 6 respectively) were also held in order to boost the enrolment in schools. Moreover, 2,241 meetings were held with School Management Committees (SMCs). Media was

actively engaged in the campaign and local education issues were highlighted over 300 times by the national and local newspapers and channels. As a result of campaign, 47,849 out-of-school children were enrolled into schools and have been improvements in basic facilities in 509 schools worth 120 million Pak Rupees.

In addition to this, other advocacy activity consisted of sending over 152,237 text messages to local stakeholders and community members in which specific issues or missing facilities in schools were highlighted as well as enrolment of out of school children was requested.

## CAMPAIGN CANVAS





## ADVANCING GIRLS EDUCATIONS AND SKILLS (AGES)

In December 2017, RSPN partnered with World Learning Inc. for a USAID funded project titled 'Advancing Girls Education and Skills' (AGES). The AGES consortium was led by World Learning with RSPN as the partner for the implementation of community level activities under four components of project. Its implementation was planned to span over 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 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 planned to work 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.

## Our Objectives:

- 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 had planned to 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 had aimed to identify and register out-of-school girls between the ages of 10-18 years and enrol them. However, the project was cancelled early by USAID.

# LEGAL EMPOWERMENT PROJECTS

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

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. The project was implemented in partnership with the National Rural Support Programme (NRSP). 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.

# THE JOURNEY FROM MUD WALLS TO A CEMENTED HOUSE

Ruqaiyya, an 18-year-old orphan girl resides in Ali Murad Lagahri, UC Bhale Dino Sathio in District Tando Mohammad Khan. She lost her mother at the tender age of 14 and her father lost his battle with cancer when she was only 15. Her father worked in the Irrigation Department GoS and had been retired almost seventeen years before he passed away. Being uneducated orphan and the only child of her deceased parents, Ruqaiyya faced a grave fate. She began living with her paternal uncle and his family in a mud house with limited resources that were causing a hindrance in her daily life.

Through a session held by the LSO, she learnt that as an unmarried woman, Ruqaiyya was still eligible to receive her father's pension. However, getting her National Identity Card posed a tremendous challenge. She visited the NADRA office with one of her male cousins on multiple occasions but was unable to convince the department of her lineage as she was an only child of her late parents. Her family tree in the NADRA records was incomplete.

“They would ask me; where did you come from? If you have no parents, and no siblings? Did you fall from the sky? I would have no answer!” explains Ruqaiyya.

With her parents gone and no siblings to identify her, Ruqaiyya became hopeless beyond words. However, as fortune would have it, one day, she attended Strengthening Legal Empowerment-Sindh's community session and learned that she was, in fact, eligible for an ID card despite her familial loss. She spoke to Ms. Razia who has been appointed as the General Secretary at her local LSO and is also working as a paralegal in the SLE project since July 2018.

In her capacity as the General Secretary of LSO and paralegal, Razia introduced Ruqaiyya to Muzaffar who is the District Legal Empowerment Officer (DLEO), a lawyer, at NRSP working with



the LSO. He explained the entire process of creating an ID card at NADRA to Ruqaiyya. He accompanied her to their office and spoke to the officials there. He facilitated Ruqaiyya by helping NADRA develop a family tree whereby they created a link between Ruqaiyya's paternal uncle and her father. Once this was established, Ruqaiyya's paternal uncle identified her as the daughter of his deceased brother. After a short process of a few days, Ruqaiyya was identified in the legal system of Pakistan and her birth certificate was made. Subsequently her ID card was issued within two weeks.

She was then able to open a bank account and receive her father's pension that had accumulated to a whopping figure of PKR 275,000 and since then a sum of PKR 9,800 is being paid to her monthly. She has now decided to build cement walls for the mud house where she lives with her paternal uncle and his family, this will help her secure a roof over her head. She will use part of the monthly pension to begin preparing for her wedding and the remaining to spend on her daily expenses such as food and clothing.

Speaking about her journey and aid from the paralegal and LSO, Ruqaiyya exclaimed, “Receiving this pension has made a tremendous difference in my life. Had it not been for Razia and Muzaffar I would still be struggling with this task.”



## SPECIAL INITIATIVES

### SAAF SEHATMAND SERVICES

#### Corporate Partners Promoting Rural Women's Entrepreneurship for Socio Economic Benefits & Sustainability of Their Micro Businesses

Saaf Sehatmand Services Pvt. Limited (SSS) is a private limited company with a lean management team headed, initially by a Chief Executive Officer (CEO) from one of the product partners on pro bono basis for the first two years. A Business Manager and a team of Territory Managers and Officers will offer support. There are two types of stakeholders in SSS; product partners and social partners. All product partners are contributing equity in SSS, whereas, social partners have contributed both equity and act as facilitators. The social partners include the Rural Support Programmes Network (RSPN) as an equity partner and facilitators or community outreach organisations such as Akhuwat, Punjab Rural Support Programme (PRSP) and National Rural Support Programme (NRSP). While RSPN, being a network of Rural Support Programmes (RSPs) is connecting SSS to Punjab Rural Support Programme and National Rural Support Programme who have a wide base of Local Support Organisations

(LSOs) in villages of Punjab and henceforth access to the customer base/markets. On the other hand, Akhuwat, will be the custodian of the revolving fund to be set up to fulfil the working capital needs of Aapas (the rural women entrepreneurs). The functions of SSS are to: identify and develop new markets; identify, facilitate and manage rural women entrepreneurs; arrange working capital for women, facilitate distributors and carry out marketing and sales related activities. The major reason for limited outreach of Fast-Moving Consumer Goods (FMCGs) distribution channels to rural areas is the challenge of distribution of products at the village shops due to unfavourable economies of scale. Though SSS business is to fundamentally replicate the business model tested by Reckitt Benckiser (RB) and partners, and scale this up across rural areas in the Punjab and other provinces of Pakistan, where viable demand exists.

The pilot project, by RB, was implemented in 12 UCs (27 villages) of Sargodha and Narowal districts in order to reach to over 19,000 households. The pilot project demonstrated the potential of this business model and for its wider replication. It also showcased that the business

model significantly impacted the lives of Aapas by empowering and enabling them to earn an income of their own. The initial replication of the business model by SSS will be in the same two pilot districts.

## Our Objectives:

- i) Analyse, map and harness demand for hygiene products in rural areas to improve health and hygiene conditions;
- ii) Extend FMCGs supply chain to rural areas by training and deploying village level women entrepreneurs (known as Bari Aapas (BA) and Sehat Aapas (SA));
- iii) Contribute to women's empowerment through sustainable livelihood and income generating opportunities.

There are more than 20 million rural households in Pakistan and most of these areas are underserved by formal FMCG's distribution channels; rather, they are either served through informal distribution channels or supplied counterfeit products. Counterfeit products generally have inferior quality ingredients which are detrimental to health and may cause serious damage to the physical well-being of the rural population. Initially, SSS plans to reach more than 1 million households in 10 districts of rural Punjab over next 5 years by deploying around 800 Bari Aapas and 4,800 Sehat Aapas. The profits earned by SSS will firstly be used for expansion/outreach to households beyond 1.2 million. However, if profits beyond expansion needs are available, these may be distributed by shareholders.

The Reckitt Benckiser, Shan Foods, Shield, Santex and EBM, with support from the UK Department for International Development (DFID) funded Business Innovation Facility (BIF) began exploring the health and hygiene market in selected rural areas, and created a basket of products focusing on health, hygiene and nutrition. The basket of quality products will be sold door-to-door through a network of local women entrepreneurs (Bari Aapas overseeing Sehat Aapas), who will earn profit on all sales.

Initially, product partners have including 17 products in the basket - soap, salt, women sanitary napkins, baby feeders, napkins, toothpastes and toothbrushes, recipe mixes, spices, Dettol and energy biscuits. Later more high-demand products can be to the basket for sale to the rural households. SSS' Territory Officers are responsible for facilitation of distribution to goods to Bari Aapas at the Union Council level. These Bari Aapas act as local wholesalers, and then distribute goods to Sehat Aapas at the village. Sehat Aapas then make door-to-door visits to rural households within their catchment areas to make sales and earn profit.

Another key role of SSS is to promote and contribute to women empowerment, especially of Bari Aapas and Sehat Aapas. As their socio-economic status improves, they will become local role models by demonstrating that women can run micro businesses with double bottom line; profit and social good. Income in the hands of women is usually spent on the wellbeing of family members, particularly children. Consumers will have access to quality products at same rates as in urban markets. Products will contribute to improved health and hygiene of household customers of Sehat Aapas.





## IMPROVING ADOLESCENTS LIVES IN PAKISTAN

Improving Adolescents' Lives in Pakistan (IALP) is a project designed to promote adolescent wellbeing funded by the IKEA Foundation and UNICEF. The project is being implemented by RSPN and the Sindh Rural Support Organisation (SRSO). The geographical area of the project includes districts Ghotki and Khairpur, 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

## Key Performance Indicators

### Community Institutions Formed in Partnership with SRSO



**44** LSOs



**1,400** VOs



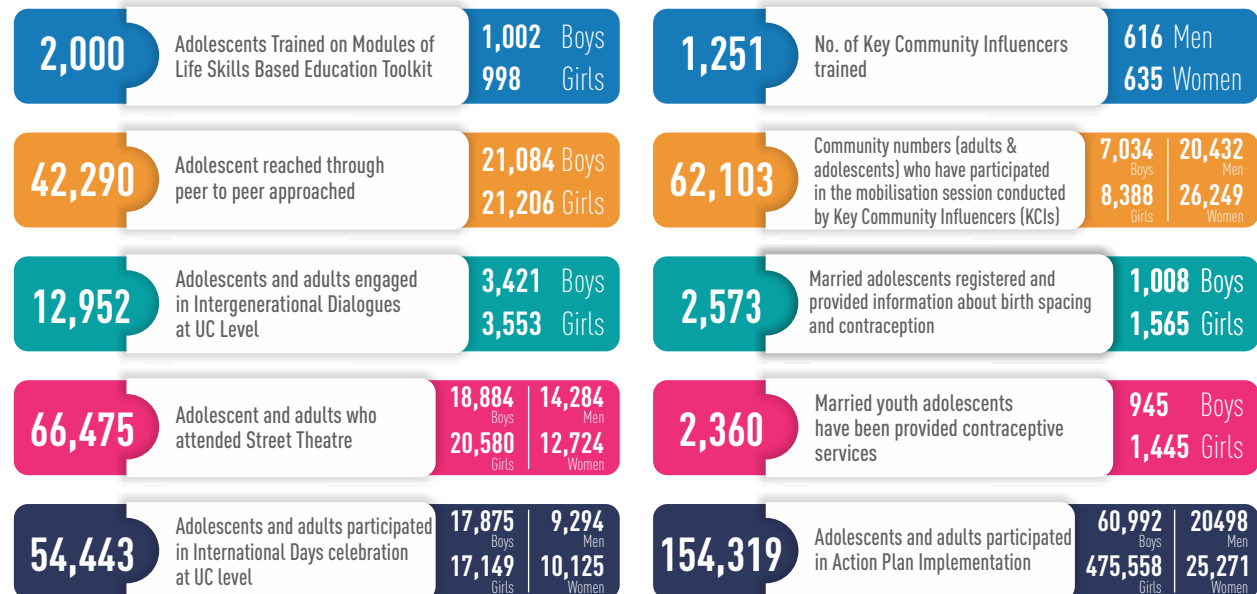
**3,763** COs

# 270

No. of Adolescent and Youth Groups

**131** Boys

**139** Girls





## RETURNEE REINTEGRATION PROGRAMME

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.

|  <b>Number of Returnees</b> |            |  <b>Project Progress</b><br>(July 2017- May 2019) |            |
|--|------------|--|------------|
| France   | <b>438</b> | Total Number of Returnees on IRT   | <b>752</b> |
| Austria  | <b>35</b>  | First Meeting with Returnees   | <b>679</b> |
| Belgium  | <b>1</b>   | Second Meeting with Returnees  | <b>629</b> |
| Germany  | <b>175</b> | Third Meeting with Returnees   | <b>617</b> |
| Sweden   | <b>9</b>   | Fourth Meeting with Returnees  | <b>567</b> |
| United Kingdom   | <b>94</b>  | Design and Developed Reintegration Plans for returnees   | <b>643</b> |
| Total  | <b>752</b> | Approval of Reintegration Plans from IRARA   | <b>637</b> |
|  |            | Implementation of Reintegration Plans  | <b>577</b> |



# SOCIAL MOBILISATION

Social mobilisation is a dynamic and participatory process of empowering people, especially the poor and socially excluded, for their socio-economic and political uplift in a sustained manner. The social mobilisation approach to development enables households and communities to identify, prioritise, plan and think about their developmental needs jointly. Mobilised communities enter into a partnership with the RSPs under which they are provided social guidance, financial 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. To address their variant development demands, the RSPs help rural communities to form their organisations in a three-tiered approach, which includes:

- i. Organising households into Community Organisations (COs) at neighbourhood or muhalla level
- ii. Federating COs into Village Organisations (VOs) at village level

## Activities

During the period July 2018 to June 2019, RSPN carried out the following activities in the field of social mobilisation.

**Developed Leadership, Management Skills Training (LMST) Module:** RSPN developed a new training module to train the Presidents and Managers of VOs and LSOs, printed it and shared copies with RSPs. The revised LMST module was developed in Urdu language. The salient features of the revised LMST module are that it contains interactive sessions on community leadership, management of VO and LSO, development planning, resource mobilisation from internal and external sources,



- iii. Federating VOs into Local Support Organisations (LSOs) at Union Council (UC) level

This three-tiered social pillar provides the platform 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 including with the administrative pillar (Government Departments).

social accountability of government line departments, transparency and accountability of LSO leaders towards stakeholders and policy advocacy with government. To ensure that the training activities are effective, the revised LMST module has been designed keeping in view the unique learning requirements of adult learners.

**Documentation of LSOs and their Initiatives:** RSPN documented and disseminated 12 LSOs Initiatives with the objective of sharing best

practices across the RSPs and with key stakeholders including government, donors, academia and media. The initiatives undertaken by the LSOs include campaigns on birth spacing, maternity care, vaccination of children and pregnant women, enrolment of out-of-school children in schools, etc. Moreover, the initiatives shared LSO experiences in tree plantation in collaboration with Forest Department, vaccination of animals with the support of Livestock Department and revival of dysfunctional School Management Committees.

**SMRT Meetings:** The Social Mobilisation Resource Team (SMRT) comprises senior social mobilisation staff of RSPs and RSPN. SMRT discusses social mobilisation challenges and opportunities, proposes solutions, agrees upon minimum standards across the board and shares best practices for lessons learning and scaling up. During the year, RSPN arranged two meetings of SMRT to discuss matters including CIF management and sustainability structure, criteria for women LSOs, review and feedback on contents for revised LMST module, review the Pakistan Centre for Philanthropy (PCP) assessment results of AKRSP fostered LSOs, roles and responsibilities of Joint Development Committees and review and feedback of the women's empowerment study.

#### **Urdu Translation of Programme**

**Implementation Manual (PIM) for BRACE:** With support of consultants, RSPN arranged translation of the BRACE PIM into Urdu. The PIM was published and disseminated to BRSP and NRSP for further distribution among the field staff.

**Orientation Training to BRSP BRACE staff and Master Trainers on LMST Module:** RSPN facilitated sessions in the orientation training programme arranged by BRSP for its staff and Master Trainers.

**Technical Assistance to SUCCESS RSPs on IMI study:** The Specialist Social Mobilisation reviewed IMI study results with SUCCESS RSPs and helped them chalk out capacity building plans for institutional strengthening of COs, VOs and LSOs.

**Assessment Report on Delivery of revised Community Management and Skills Training (CMST) Module:** The Specialist Social Mobilisation and Programme Officer GAD, RSPN conducted field visits to monitor the delivery of the revised CMST module by NRSP and BRSP in the BRACE Programme. An assessment report was developed and shared with the RSPs highlighting the gaps and weaknesses in proper delivery of the CMST module and suggesting ways and means for further improvements.

**Published two Compilations on LSO Initiatives:** RSPN has been publishing LSO Initiatives since the last 9 years. These LSO Initiatives were now published in two volumes and distributed among various stakeholders.

# GENDER & DEVELOPMENT

At the Rural Support Programmes Network (RSPN), we realise the importance of women empowerment through improvement of their legal, political, social, economic status. We believe that women's empowerment will be achieved when women are socially and economically developed to have the capacity for self-determination. RSPN's approach is based on principals of empowerment and inclusive development through participation of all segments of society especially women. In different programmes, the focus is on women empowerment through enhancing leadership skills, to ensure that rural women become agents of change, promoting their capacities to attain a progressive social, economic and health status.

RSPN and the partner Rural Support Programmes (RSPs) consider rural women as a significant and substantial contributor to the rural economy. These women are farmers and farm workers, behaviour change agents, market sellers, businesswomen, and community leaders. We have evidence-based proof that rural women are not just the backbone of rural households and local economies, but also of Pakistan's national economy through their massive participation in agricultural value chains. In our numerous years of working, RSPN has reach in 149 districts through 472,343 Community Institutions out of which 52 % are women COs.

While rural women are a powerful and dynamic force with the capacity to change the fate of the rural community of the country, yet, they suffer greatly from discrimination, poverty, violence, insecurity, and ignorance. In our role as the leading support for rural community in Pakistan, we envisioned programmes that make women more economically independent so that they can take collective action against inequalities such as issues of minorities, child labour, harassment, and anti-women traditional

customs in their communities, etc. We continuously sensitise these women about health, education, conflict resolution and peace building, legal rights, emergency situations, and many other relevant issues. Our focus is on mobilising these women to become more conscious and action-oriented for their own well-being and for the betterment of the communities.

## **Raising Women's Voices through Community Institutions (CIs):**

RSPN with its partner RSPs work with 492,098 are rural women leaders. These women leaders are capable and conscious about their rights individually and collectively and contribute their share in rural development. These women are meeting with government officials for education, health, civil documentation, child rights, early marriage, honour killing etc.

**Access to Legal Rights:** RSPN closely worked with partner RSPs to build their capacities legal empowerment of communities especially women. RSPN partnered with the National Rural Support Programme (NRSP) under "Strengthening Legal Empowerment in Rural Communities through Community Based Paralegals" project in South Punjab and Sindh. A cadre of 100 paralegals (60 women) worked with 191,390 Community Organisation members, to share knowledge and information about laws and legal rights and to improve access of community members to legal services including the police, courts, NADRA and the Education and Health Departments. These paralegals facilitated rural communities in the resolution of 2,251 cases, including civil documentation, divorce, maintenance of children and wives, consumer rights issues, harassment, labour laws, domestic violence, forced and child marriages, etc. These paralegals worked as watchdogs in their communities and also intervened in Panchayat decisions to ensure the rule of law.

Additionally, RSPN in collaboration with Khyber Pakhtunkhwa Commission on the Status of Women (KPCSW) has conducted three research studies to provide systematic evidence on how police protocols, legal mechanisms and medical practices need to be revamped to ensure the dignity and just outcomes for survivors of sexual violence (SV), and feed into more effective practices and policies under International Development Research Center (IDRC) and Open Society Foundation Institute (OSI) funded project “Building Partnerships for Scaling Access to Justice for Survivors of Sexual Violence in Pakistan project”. From the research, it is clear that despite recent changes in the Khyber Pakhtunkhwa police laws and procedures, indications are that these reforms have not translated into significant change at an operational level, and shortcomings of the system continue to undermine and restrict survivors'/victims' ability to access protection, redress and justice. Discussions with experts in the medico-legal and forensics department provide plenty of evidence to suggest that systems are not working or entirely missing expect a few piecemeal efforts to upgrade services. It is clear that while supply-side issues may have been addressed, there is no active demand for improvement as people generally are unaware of what the medico-legal sector actually does and the role it plays during criminal investigations. There is also scant local research on how courts respond to cases of sexual violence. With the exception of cases that make headlines, there are no KP-based studies that indicate factors that influence decisions around convictions or acquittals in sexual violence cases in court, or generally, how provincial courts construct the issue of sexual violence regarding the role played by the accused as well as other investigating agencies (police and medico-legal).

**Technical Support to Partners RSPs:** RSPN continued to work with RSPs to extend technical support in gender and development. RSPN has supported RSPs in making organisational policies

gender sensitive, creating a dignified work environment for all especially for women by developing a gender sensitive manual, IEC material and trainings, awareness toolkit on child and mother health and women rights, etc., creating linkages with other women rights organisations.

- Recently, the Human Resource Manuals and Gender policies of National Rural Support Programme (NRSP) and Balochistan Rural Support Programme (BRSP) has been reviewed & approved through the gender lens. The revisions are based on facilitating women employees and gender equality: Equitability of opportunity and treatment in employment, equal access to safe and healthy working environments and equality in obtaining meaningful career development, equal participation in decision-making at all levels.
- RSPN continued to extend technical support to partner RSPs to develop expertise in gender sensitisation and on prevention of sexual harassment and related laws, developed gender sensitisation manuals and related material for communities along with facilitating Training of Trainers (ToTs).

RSPN collaborated with women's right organisations to learn from their expertise. This year RSPN collaborated with Mehergarh: A Center for Learning to facilitate ToT on anti-sexual harassment law for staff and guidance on implementation of the law “The Protection on women at workplace against harassment”. The International Day of Rural Women is celebrated universally on 15th October every year. RSPN has partnered with the 'Potohar Organization for Development Advocacy (PODA)' to celebrate a two-day conference on 15-16th October 2018 at Lok Virsa in Islamabad. RSPs women staff and rural women leaders from different RSPs participated and display their products in the exhibition. They also shared their experiences in different policy dialogue sessions i.e. economic empowerment and women and leadership.



## CASE STUDIES

Nosheen Bibi of UC Tatarwala of district Rajanpur lives with her husband, Athar Abbas and four daughters. Nosheen is a farm worker and through this work contributes to her household income. Her husband does not provide her with regular money to run the house. Nosheen admitted that her husband's attitude had been good in the initial years of their marriage but since the birth of their third daughter, his temperament towards Nosheen deteriorated. They argued often and he badmouthed her. At the birth of their fourth daughter, Athar physically abused Nosheen and threw her out of the house.

Nosheen is a member of a Community Organisation. Therefore, she was connected with a community-based paralegal through a meeting of the local Village Organisation (VO). Nosheen contacted the community-based paralegal and shared her problem. The paralegal, Ruqaiya Bibi, listened to her problem and shared all possible solutions with Nosheen. Ruqaiya Bibi assured Nosheen that if mediation fails, she can take the legal route to claim her right. Nosheen opted for mediation. Ruqaiya Bibi tried to contact Nosheen's husband, but he ignored her for three days. After vigorous attempts, Ruqaiya Bibi finally got hold of Athar and explained the situation to him. She informed him about the legal implications of domestic violence. She also told him that he was legally bound to provide Nosheen with all the necessities of life and that if he failed to do so, Nosheen reserves the right to claim maintenance through court. Ruqaiya Bibi requested Athar for a meeting to discuss the issue in Nosheen's presence. Athar showed up on the scheduled day and time. The meeting was held at the LSO office. Family members of both Athar and Nosheen also attended the mediation meeting. The issue was discussed in detailed by all parties. Eventually, family elders bound Athar to apologise and to respectfully

take Nosheen back home with the baby. Nosheen mentioned that after sharing the issue with the paralegal, it took a week to resolve the matter. Although this mediation was only verbal with no written agreement signed, both parties amicably came to a mutually acceptable solution. Nosheen is now satisfied and happy in her home. Nosheen's brother-in-law guaranteed that Athar will not mentally or physically abuse Nosheen and will bear the household expenses. "Previously I used to remain stressed but now situation is better. My husband has a pleasant attitude with me. He provides me with all day-to-day necessities. I didn't know such matters can be solved through discussion", concluded Nosheen.

# RESEARCH & KNOWLEDGE MANAGEMENT AND MONITORING & EVALUATION

## Research & Knowledge Management and Monitoring & 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. These functions are integrated into the programming cycle to enhance the implementation and achievement of outcomes and impact from current programmes and projects as well as the design of future programmes and projects. This section's work includes technical and institutional support to

RSP M&E sections, research and 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 through designing and implementation of impact assessments, evaluations, participatory action research, case studies, and institutional maturity index exercises. All the RKM and M&E exercises are results-oriented and include assessments of the relevance, performance and success of RSPN and RSP development interventions.

## Strengthening the RSP M&E Systems and Capacities

**M&E Resource Group:** RSPN coordinated a Monitoring and 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; share learning experiences along-with imparting new skills and knowledge of improved systems to the RSPs. During the reporting period, RKM and M&E section organised a training workshop on "Project Design" for the RSP M&E Resource Group on 13-14 March, 2019. Members from other sectoral resource groups involved in project design and proposal development also attended the event. Using a participatory approach, the overall objective of the Workshop was to capacitate the RSPs in improving the design and evaluation of donor and government-funded projects. Participants

were provided an introduction to Results Based Management (RBM), intervention logic for project design, programming and M&E with an overview of the essentials of evaluation.

**M&E Support to RSPs:** RSPN's RKM and M&E section continued to facilitate and provide technical assistance to RSPs in strengthening their M&E systems and capacities during the year 2018-19. Technical monitoring and evaluation frameworks along-with toolkits were developed and operationalised for all major projects and development initiatives including EU-funded PINS, BRACE and SUCCESS Programmes. RSPN has also developed a project monitoring plan for the DFID-PSI funded DAFFPAK, BISP supported Waseela-e-Taleem and NSER initiatives to ensure that the project is delivered efficiently and the outcomes and

impact are measured and reported in a timely manner. Additional assistance was provided to RSPs for conducting baseline surveys, rapid assessments, tracking and reporting against Key Performance Indicators (KPIs) through MIS/GIS. In this regard, RSPN has organised several capacity building sessions for RSPs on M&E, impact evaluation design, IMI and knowledge management components of projects during the reporting period. Moreover, 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.

RSPN collaborated with the University of Mannheim (UM) and its Centre for Evaluation and Development (C4ED) in Germany, in 2015 concerning cooperation in M&E, research and knowledge management for development specific to poverty, participatory development and rural development programmes in Pakistan. UM and C4ED have a robust relationship with RSPN, and in particular with the EU-funded SUCCESS and BRACE Programmes. They are providing technical assistance to RSPN on action research and strengthening evaluation component of the SUCCESS and BRACE Programmes since its inception on “gratis basis”. They have provided technical support to RSPN in finalisation of the approach and methodology for BRACE socio-economic baseline surveys implemented through third-party consultants by BRSP and NRSP during the reporting period. This support will continue in the subsequent financial year for undertaking the midline socio-economic surveys to RSPN, BRSP and NRSP.

Furthermore, RKM and M&E team has also developed Institutional Maturity Index (IMI) tools and guidelines for assessing the maturity of randomly selected representative community institutions (COs/VOs/LSOs) fostered under EU-funded BRACE and SUCCESS Programmes. The second round of IMI surveys in SUCCESS Programme and the first phase of similar

exercise under BRACE Programme will be launched in subsequent reporting year of 2019-20.

**M&E Training in Germany:** RSPN's M&E section mandated by RSPs to facilitate, capacitate and provide technical assistance to RSPs in strengthening their M&E systems through various strategic initiatives. In 2017, RSPN assisted NRSP, UM and C4ED (Germany) in designing an 'International Training on Impact Evaluation Design' to be held in October 2017 in Germany. To continue this strategic partnership with UM and C4ED in research, M&E and capacity development- senior colleagues working in M&E and programme implementation components of NRSP, SRSO and RSPN attended the second round of the training. It was successfully held in Mannheim, Germany on 12-16 November 2018. On invitation of UM and C4ED, Specialist M&E at RSPN also participated in the training as a facilitator and resource person. He also led a session in the training on “Reducing Malnutrition and Stunting through Institutional Development and Community Empowerment in Sindh, Pakistan”. During that session, he gave an overview of the nutrition-sensitive component (ER3) of the Programme for Improved Nutrition in Sindh (PINS) and presented its impact evaluation design developed jointly by RSPN and UM/C4ED.

## Impacts and Evaluations (Internal and Third Party)

**PINS ER3 Baseline:** During the reporting period, RSPN with technical assistance of UM and C4ED has developed an impact evaluation design for the EU-funded Nutrition Sensitive Component of the Programme for Improved Nutrition in Sindh (PINS ER-3). A quasi-experimental approach to impact evaluation, without the random assignment to treatment or control, is adopted to estimate the causal impact of PINS ER-3 interventions on target population. The control Union Councils (UCs) are taken from Government of Sindh's Accelerated Action Plan (AAP) sub-districts where delayed implementation was scheduled. A 'Difference-in-Difference' approach, combined with propensity score matching is adopted in the design. Using a before, midlevel and after intervention design, the evaluation will measure overall development impact in the programme areas. RSPN, with the support of UM and C4ED, conducted a third-party baseline survey covering about 5,000 randomly selected households (2,500 in treatment and 2,500 comparison group) from all 10 programme districts before PINS ER-3 was rolled out. As per the project timelines and evaluation design, the midline survey of PINS ER3 will be conducted in 2020 and the end-line will be conducted in 2022 after the completion of all programme interventions.

**SUCCESS Mid-Term Review:** 2018-19 reporting period marked the completion of half the SUCCESS Programme timeline, therefore, a Mid Term Review (MTR) was contracted by the EU to an external evaluator which submitted its findings. Moreover, EU's external performance monitoring also kicked off during the reporting period. Both these activities proved helpful to RSPN and the RSPs in paving the way for improvement in the remainder of the project duration. Following global best practices, RSPN

facilitated and prepared a self-evaluation report prior to the external EU-MTR mission. The self-evaluation provided an opportunity to the programme implementation team to critically review the programme design, results achieved, challenges faced and lessons learnt. In line with the ToRs of MTR mission and OECD-DAC Evaluation Criteria, the self-evaluation report assessed the relevance, efficiency, effectiveness, sustainability and impact of the programme. The evaluation concluded that SUCCESS is a well-designed and well executed initiative with potentially far-reaching impact on pro-poor policy and the rural poor. Moreover, a survey report on "Impact Assessment and Sustainability Survey", commissioned by the EU-MTR consultants Firm disseminated. The survey was conducted in January 2019 using a sample of 1,684 respondents, selected through multi-stage stratified cluster sampling against each intervention of the SUCCESS Programme. The MTR survey report concludes that programme is contributing to a change in the attitude and practices of communities. It has effectively contributed to community empowerment, as women from disadvantaged rural backgrounds have established institutions and are currently searching for sustainable community initiatives, along with deliberating communal issues and benefits.

The MTR survey findings shows that:

- a) CIF and TVST interventions have increased the family incomes of the beneficiaries in range of over PKR 6,000 to PKR 12,000 per month;
- b) CIF and IGG invested in livestock has contributed in increasing the household asset base. Out of the 355 sample households who invested in livestock, 29% have one off-spring, 21% have two off-springs and 2% have 3 off-springs from their livestock. 82 households have sold the livestock they have bought through CIF loans at an average of PKR 17,276 to repay their loans and kept the off-springs;
- c) out of the 323 sample TVST beneficiaries, 65% reported as self-employed and have started their small business after the completion of the training and 7.5% (3% in private sector, 0.5% in public sector and 4% employed part time) have got employment with private and public sector;
- d) 68% of the women do not face any problem regarding the purchase of household items;
- e) 54% women stated that they are not facing any challenges while visiting markets and about spending money that the women had earned;
- f) 57% of the women stated that they are not facing any hurdles in spending the money they have earned;

**BRACE and PINS ER3 MTRs:** During the subsequent reporting period of 2019-20, the EU will commission MTRs for each PINS ER3 and BRACE Programmes, separately. RSPN will facilitate these external evaluations by participating in inception and programme review meetings, ensuring provision of monitoring data, research reports and policy briefs, reports of internal and external assessments, documentaries, case studies, and event reports as means of verification.

**KP Social Protection Impact Surveys:** KfW (German Development Bank) commissioned University of Mannheim (UM), Centre for Evaluation and Development (C4ED) in Germany, and RSPN to conduct an impact evaluation of the Social Health Protection Initiative (SHPI) in selected districts of Khyber-Pakhtunkhwa (KP) and Gilgit-Baltistan (GB) in cooperation with KfW's evaluation unit. RSPN undertook a baseline survey in KP in 2015 and interviewed a total of 6,264 households in eight

districts of KP. The follow-up survey took place in 2017, interviewing the same households. Similarly, RSPN implemented the baseline survey in GB in 2016 and interviewed a total of 653 households in Gilgit and Ghizer districts. The follow-up survey of GB took place in the reporting period i.e. Sep-2018, interviewing the same households. A quite high usage rate ie 21.65% resulted at the household level among the insured KfW beneficiary households in KP was found between the years 2015 and 2017. Similarly, usage rates were also remarkably high in GB with 50% in the urban and 40% in the rural areas. To conclude, the programme was quite successful in ensuring that the first two steps in the impact chain: uptake and utilisation of the intervention are met.

## Research and Documentation

**SUCCESS Research Component:** 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 (RCT) has been set up in two union councils of Tando Allahyar district. After the first socio-economic baseline survey of 2016, the second survey will be launched in January 2020. As part of the research design, this survey is repeated with the randomly selected 2,300 households, to track changes in the socio-economic indicators of the households and overall household poverty dynamics. The research tools are reviewed and revised in collaboration with Dr Andreas Landmann (University of Mannheim, Germany) and Dr Waqar Wadho (Lahore School of Economics). A pre-analysis plan of the data is configured to further improve the RCT in the research UCs. This will allow the team to improve the data collection and questionnaire in the upcoming data wave in January 2020. During this reporting period the third follow-up survey was launched in December 2018. Changes were tracked using 90 dimensions to socio-economic status of 20 households. The data from the follow-ups is utilised to inform the poverty reduction discourse and to provide instant feedback for real-time course correction in the SUCCESS programme.

**Research Study on Micro Health Insurance (MHI):** In order to understand the status of access to inpatient health insurance offered as part of the ongoing SUCCESS programme, a study titled “Availability does not Mean Utilisation: Challenges and Enablers to the Utilisation of Micro-Health Insurance in SUCCESS Programme” was conducted by the research team. Under the MHI component of the SUCCESS Programme, RSPs pay the average premium of PKR 1,000 on behalf of 286,091 households for 3 to 5 years who are in return insured by a leading insurance company

of the country. This internal assessment on the MHI intervention revealed an appropriate claim to premium ratio of 47.79%. The MHI card has been used more than 60 per cent in the cases related to gynecology like delivery cases and more than 30 per cent in the cases of serious viral infections like Diarrhea in children. Among challenges to MHI utilisation, place-based disparities like health and road infrastructure, seasonal migration and unavailability of CNICs; remain at play with Matiari continuing to be the lowest utilisation place for MHI and Jamshoro displaying the highest. This study shows that the enrolment of the poor into an insurance programme would not automatically lead to insurance utilisation. The due utilisation of a micro health insurance scheme would require concerted endeavours of the concerned stakeholders with full understanding and commitment to the goal of Universal Health Converge.

**Research Study on Joint Development Committees (JDCs):** During the reporting period, RSPN carried out a study on JDCs titled “Challenges to Citizen-Driven Local Governance: Lessons from Pakistan” with technical assistance of Dr Abid Mehmood, Research Fellow, Sustainable Places Research Institute, School of Social Sciences at Cardiff University (UK). The study considered the 41 JDCs formed at the tehsil/taluka and district levels under the SUCCESS Programme. The research indicated that JDCs are yet in their initial stages and there is a long way to make them effective in their objective to “advocate for access to essential public services and for planning, implementation and monitoring of local development plans”. The study recommended an amendment in the Rules of Business and/or departmental policies and procedures to provide supplies and services of line departments through Community Institutions.

Thematic Studies on Women Empowerment: During the reporting period, Enclude carried out the first phase of “Study on Pathways to Social and Economic Empowerment of Rural Women through the SUCCESS Programme”. This study used a qualitative research approach, relying on 18 Focus Group Discussions (FDGs), 30 in-depth interviews, 24 Key Informant Interviews (KIIs) and one ethnographic study to collect data from 6 of the 8 SUCCESS Programme districts. Its approach assessed women's social, economic and political empowerment. The second round of the study will take place in beginning of 2021. The findings from the first phase of the study are described below:

- a) The social mobilisation approach of the RSPs has shown evidence of improved power relations, women's mobility and reduced restrictions on girls' education in Sindh;
- b) These woman-led institutions have been developed through a bottoms-up approach, i.e. from individual, to household, to community and overall society level which insures inclusion;
- c) Community governance tiers under SUCCESS Programme, all owned and managed by women, are serving as a bridge between grassroots communities and line departments responsible for effective public service delivery;
- d) A number of line departments are already routing their services through these well-structured community institutions, e.g. CNIC registration, polio vaccination, livestock immunisation, tree plantation and reopening of schools and health centres;

### **Outcomes from the RSPN Research**

**Collaborations:** RSPN continued its collaboration with Cardiff University and worked with academics on issues of poverty reduction, local governance, and public policy reforms. The Research Team Lead co-authored a conference paper with Dr Abid Mehmood of Cardiff University and Dr Muhammad Imran, from

School of People, Environment and Planning, Massey University, New Zealand on urban development in Lahore titled “History matters in making Lahore sustainable” at the 18th International Planning History Society Conference. The Research Team Lead along with Dr Abid Mehmood also delivered a talk on JDCs in the SUCCESS Programme on 2 November, 2018 at the research seminar series titled “Bottom-link governance for sustainable development: Insights from a large-scale poverty reduction programme in Pakistan” at Cardiff University. The Research Team Lead co-authored a paper with Dr Abid of Cardiff University 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 paper titled “Reproductive health services: “Business-in-a-Box” as a model social innovation” was published in a prestigious international journal, namely Development in Practice. A draft land study has been prepared in collaboration with the Centre for Global Studies, Shanghai University. The study titled “The Relationship between Access to Land and Rural Poverty in Sindh Province of Pakistan: A Pathway out of Poverty” will be finalised in February 2020. The study examines the relationship between the landlords and the haaris (landless farmers) and its impact on poverty. Moreover, during the reporting period, the efforts were made for the research collaboration between RSPN and Harvard University focuses on promoting the CDD approach in Pakistan. In this regard, a meeting was held with Prof. Asim Ijaz Khawaja who is Director of Center for International Development and Sumitomo-FASID Professor of International Finance and Development at the Harvard Kennedy School and Mr. Maroof A. Syed who is the CEO of the Centre for Economic Research in Pakistan (CERP).

### **Dissemination of Learning from the Research**

**Component:** The research team actively endeavoured to share its research and evidence-based policy work with the national and international audience and hence responded to the various calls for research papers. In this regard, the RSPN Research Team Lead, collaborated with University of Exeter, delivering a talk on “Between Drought and Floods: The role of Rural Support Programmes Network in Pakistan in addressing the water issue” at the Centre for Water Research, College of Engineering, Mathematics and Physical Sciences on January 24, 2019. He highlighted the role of social mobilisation strategy of the RSPs aimed at improving the quality of life of the rural poor in Pakistan. Another study titled “Drivers of Empowerment for Rural Women: Insights from Rural Support Programmes in Sindh” was selected for presentation at the Lahore University of Management Sciences (LUMS), 2nd International Interdisciplinary Conference on “Gender, Work and Society: Bringing together feminist and postcolonial insights”. The study was presented by SUCCESS Research Team Lead at the conference on 27 April 2019 in the session that was chaired by the chairperson, Punjab Commission on Status of Women (PCSW). The study demonstrated the drivers, process and pathways to women empowerment in a rural context. It was shown as an example to design similar interventions elsewhere to build inclusive societies. Research Team Lead also presented his views and gave a talk at the “Rural Development and Industrialisation in Pakistan” organised by the Rural Development Foundation. He linked a popular topic such as the China-Pakistan Economic Corridor (CPEC) to rural development, bringing rural employment into the mainstream public discourse. Reflecting on the living style of rural tenants of the research site in Tando Allahyar district of Sindh, the research team published an article titled “Tenants have no way

out” in the leading English daily 'The Dawn' on 21 January 2019. Additionally, in the same 'The Dawn' newspaper, the Team Lead also published an article on the state of poverty in the rural regions of Pakistan, titled “The rural face of poverty” on 3 December 2018. This article suggested the federal government and the Government of Sindh to reduce urban bias in youth policies to create employment and economic opportunities for the rural youth of Sindh. The article was based on the data collected during the implementation of SUCCESS programme. The research team also published an article in the “Daily Times” newspaper on their field observations at the regional experience sharing and learning visit to Tajikistan under the regional cooperation component of the RSPN's strategic framework.

**BRACE Research Component:** RSPN has developed a research framework for EU-funded BRACE Programme that serves as a guiding document and calendar of research activities over the programme life and describes in detail the logic and rationale of the research activities to be conducted. In this regard, a Research Advisory Committee (RAC) has been formulated with membership from LG&RD Department of Govt. of Balochistan, RSPs, RSPN, the EU-TA for BRACE and Department of Anthropology of Quaid-i-Azam University, Islamabad. RAC serves as guiding and advisory committee for the overall research component of the BRACE Programme throughout its implementation period so that required evidence-based policy recommendations are generated and disseminated to inform the development of local development policy framework for Balochistan. The first RAC meeting convened in June 2019 to finalise the design of research framework, longitudinal study and the sectoral/thematic studies. Two out of three, Participatory Action Research (PAR) studies i.e. “Dynamics of household poverty in Balochistan” and



“Dynamics of inclusive development with focus on women empowerment and gender issues” have been initiated while the third study will commence in subsequent reporting period. RSPN has developed a brief research design for the first longitudinal study to be carried out in Loralai, Khuzdar and Kech (Turbat) districts. Momentum Ventures Pvt. Ltd. (MV), a consulting firm, has been hired to undertake these two research studies. Initial findings from these studies will be available in the form of policy and research briefs to inform the design of appropriate poverty reduction interventions for Balochistan. This information will be instrumental in advocacy with relevant stakeholders, policy makers and donors for developing the community-led development framework for Balochistan and scaling up the successful CDD approaches across Balochistan. Moreover, thematic and sectoral studies and assessments will also commence in this regard from the subsequent year. Necessary preparations have been made in this regard including meetings with stakeholders and topic prioritisation of the studies.

Since its inception, 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, means of livelihood, social protection, financial inclusion, poverty graduation, local development planning, 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.

## Update on RSPN's Strategic Results Framework 2015-2020

The RKM and M&E functions are also mandated to monitor and report against the strategic outputs of RSPN in order to achieve the organisation's vision, mission and strategic objectives outlined in the approved RSPN's 2015-20 Strategy document. Each of the RSPN's strategic objectives has sub-objectives and subsequently each sub-objective is linked to a specific broad action that provides an overview of how RSPN strategised to achieve the sub-

objective. As of June 2019, the fourth year of implementation of the strategy demonstrates remarkable progress by RSPN core functions and project teams, and also demonstrates how the RSPN takes specific actions for each sub-objective. RSPN's internal monitoring and reporting mechanisms set-up to quantify the progress from July 2015 to June 2019 against strategic plan's targets.

RSPN achievements against the key performance indicators for RSPN's strategic results are presented in the following:

### Objective 1. Further promote and expand the Community Driven Development approach

Sub-objective 1 - Increase collaboration for CDD:

- KPI i- Against a four-year target of 400 for creating or strengthening LSOs, achievement was 774 (194%);
- KPI ii- Against a four-year target of 240 LSOs engaging with local government, achievement was 370 (154%);

Sub-objective 2: Raise awareness about the RSP approach towards CDD:

- KPI iii- Against a four-year target of 400 publications, achievement was 388 (97%);
- KPI iv- Against a four-year target of eight short videos, achievement was 14 (175%);
- KPI v- Against a four-year target of 16 awareness raising events, achievement was 16 (100%);
- KPI vi- Against a four-year target of four thematic awareness raising campaigns, achievement was 4 (100%);

Sub-objective 3: Mobilise resources for RSPs:

- KPI vii- Against a four-year target of USD 40 million resource mobilisation and disbursement to RSPs, achievement was USD 33.48 million (84%);
- KPI viii- Against the four-year target of 800,000 households benefitted from resources mobilised by RSPN, achievement was 771,366 (96%);

### Objective 2. Generate sound evidence and practical knowledge for improving development results

- KPI ix- Against a four-year target of 60% satisfaction rate on publications, achievement was 84%;
- KPI x- Against a four-year target of two scalable innovative models, achievement was one (50%);

### Objective 3. Improve RSPN's performance in delivering better results

- KPI xi- Against a four-year target of positive assessments and audits of RSPN, achievements are positive assessments and unqualified audit reports;
- KPI xii- Against a four-year target of 5% increase in the proportion of costs covered through income from core fund, achievement was a decrease of 1.79%;

# REGIONAL COOPERATION & POLICY ADVOCACY

## Regional Cooperation

### Policy Dialogue on Poverty Reduction through Social Mobilisation in South Asia

RSPN facilitated a panel to share the lessons and challenges of the social mobilisation approach of Pakistan's RSPs and its adaptations in India and Tajikistan at the Sustainable Development Policy Institute's (SDPI) 21st Sustainable Development Conference (SDC) on 7 December 2018. The panel session was chaired by Dr. Tariq Banuri, Chairman Higher Education Commission Pakistan, with Mr. Shoaib Sultan Khan (Chairman RSPN) who talked about the Pakistan RSPs, their genesis, scale-up experience and the 'connectivity' experience under the South Asia Poverty Alleviation Programme (SAPAP). The second panellist was from Tajikistan, Mr. Koshif Rijabekov, representing the Aga Khan Foundation/ Mountain Societies Development Support Programme (AKF/MSDSP). He spoke on adapting social mobilisation to promote community-driven development for sustainable development in Tajikistan. The panel discussants included Mrs. Munawar Humayun Khan, Chairperson, SRSP, Mr. Ejaz Rahim, (ex-Secretary Cabinet Division) and Dr. Tariq Husain, Senior Consultant & Evaluation Expert. It was concluded by the panel that the RSP approach has been able to contribute to poverty reduction strategies in the South and Central Asia regions.

In October 2018, under the EU-funded SUCCESS Programme, a senior delegation from Sindh visited the Gorno Badakhshan Autonomous Region of Tajikistan for an experience sharing and learning visit. The

delegation included senior provincial government officials and senior RSPN and RSP staff. The visit was hosted by the Aga Khan Foundation Tajikistan/Mountain Societies Development Support Programme (AKF/MSDSP). The visit provided an opportunity for the delegation members to meet with AKF, MSDSP and EU representatives, as well as to visit rural areas to interact with organised community institutions, and how they are engaging with local government.

## Policy Advocacy

Partnership with the European Union and Provincial Governments for Promoting Community-driven Development in Sindh and Balochistan: Policy advocacy has been encouragingly successful, particularly with the Government of Sindh. Under Federal and Provincial agreements with the government, the European Union is supporting the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme that is being implemented by RSPN, NRSP, SRSO and TRDP in eight districts of Sindh. The Government of Sindh supporting SRSO for implementation of People's Poverty Reduction Programme (PPRP) in six additional districts of the province. Under these implementation arrangements, RSPN worked closely with the SUCCESS Technical Assistance (TA) Team of the EU to the Government of Sindh for the formulation of the Community Driven Development (CDD) component of the Sindh Poverty Reduction Strategy (PRS), which the Sindh Cabinet formally approved and adopted on 16 October 2018, and agreed for implementation over an initial five-year period.

RSPN provided technical support to all RSPs to respond to two major, external evaluations, i.e. the Sindh UCBPRP and the EU funded SUCCESS Programme. Work with the SUCCESS evaluation team as well as written feedback was provided by RSPN. RSPN also had input into the draft Exit Strategy for the EU funded BRACE Programme, which included working with the BRACE TA Team and RSPs.

In 2018, the EU partnered RSPN to implement the nutrition sensitive component of the Programme for Improved Nutrition in Sindh (PINS-ER3). This is a four-year Programme that being implemented with the community

institutions fostered under the SUCCESS and PPRP programmes in 10 districts of Sindh. PINS-ER3 is led by RSPN and NRSP, SRSO and TRDP are implementing partners, with Action Against Hunger (ACF) as a technical partner. During the reporting period, RSPN partnered with ACF for the implementation of community outreach activities for Nutrition Specific (ER-2) component of PINS in Larkana, Kamber Shadadkot, and Shikarpur districts. Both PINS ER3 and PINS ER2 complement the efforts of the Government of Sindh's multi-sectoral Accelerated Action Plan (AAP) for Reduction of Stunting and Malnutrition by involving the community institutions fostered by the SUCCESS/PPRP Programmes.

The EU supported Balochistan Rural Development and Community Empowerment (BRACE) Programme successfully completed the second year of implementation by RSPN, NRSP, BRSP and Human Dynamics (EU's Technical Assistance) in collaboration with Local Government and Rural Development Department (LG&RDD) of the government of Balochistan. The BRACE Programme focuses on empowering citizens and communities and provide them with means enabling them to implement community-driven socioeconomic development interventions. The BRACE Programme is being implemented by BRSP (eight districts) and NRSP (one district) in Balochistan.

# FINANCIALS


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**RURAL SUPPORT PROGRAMMES NETWORK**  
(A Company licensed under Section 42 of the Companies Act, 2017)  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE, 2019**

|   | Note | 2019<br>-----Rupees----- | 2018                 |
|---|------|--------------------------|----------------------|
| <b>ASSETS</b>                               |      |                          |                      |
| <b>NON-CURRENT ASSETS</b>                   |      |                          |                      |
| Property and equipment                      | 5    | 74,286,815               | 45,980,897           |
| Long-term deposits                          | 6    | 3,162,548                | 5,180,933            |
|   |      | 77,449,363               | 51,161,830           |
| <b>CURRENT ASSETS</b>                       |      |                          |                      |
| Project receivables                         | 7    | 25,486,429               | 2,349,695            |
| Receivables against consultancy services    | 8    | -                        | 42,191,947           |
| Advances, prepayments and other receivables | 9    | 156,539,548              | 369,655,071          |
| Accrued mark-up                             |      | 9,271,234                | 11,621,234           |
| Short-term investments                      | 10   | 450,000,000              | 475,000,000          |
| Income tax refundable                       | 11   | 147,677,419              | 121,310,008          |
| Cash and bank balances                      | 12   | 567,386,775              | 476,092,378          |
|   |      | 1,356,361,405            | 1,498,220,333        |
| <b>TOTAL ASSETS</b>                         |      | <b>1,433,810,768</b>     | <b>1,549,382,163</b> |
| <b>FUNDS AND LIABILITIES</b>                |      |                          |                      |
| <b>FUNDS</b>                                |      |                          |                      |
| Reserve fund                                | 13   | 98,500,000               | 97,500,000           |
| Accumulated fund                            |      | 720,330,254              | 623,364,791          |
|   |      | 818,830,254              | 720,864,791          |
| <b>NON-CURRENT LIABILITIES</b>              |      |                          |                      |
| Deferred capital grants                     | 14   | 55,861,256               | 28,405,599           |
| Restricted grants                           | 15   | 441,288,662              | 728,319,304          |
| Security deposit                            |      | 180,000                  | 180,000              |
|   |      | 497,129,918              | 756,904,903          |
| <b>CURRENT LIABILITIES</b>                  |      |                          |                      |
| Payable to related parties                  | 17   | 204,812                  | 1,353,483            |
| Project and other payables                  | 18   | 117,645,784              | 70,258,986           |
|   |      | 117,850,596              | 71,612,469           |
| <b>TOTAL FUNDS AND LIABILITIES</b>          |      | <b>1,433,810,768</b>     | <b>1,549,382,163</b> |
| <b>CONTINGENCIES AND COMMITMENTS</b>        |      |                          |                      |
|   | 19   |                          |                      |

The annexed notes, from 1 to 35, 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, 2019**

|                                       | Note | 2019<br>-----Rupees----- | 2018               |
|---------------------------------------|------|--------------------------|--------------------|
| <b>INCOME</b>                         |      |                          |                    |
| Grant income                          | 20   | 1,137,124,746            | 568,960,566        |
| Revenue from contracts with customers | 21   | 780,596,885              | 117,774,294        |
| Management fees                       | 22   | 70,233,552               | 46,325,589         |
| Exchange gain                         |      | 2,692,574                | 1,119,846          |
| Other income                          | 23   | 79,282,119               | 55,363,696         |
|                                       |      | <b>2,069,929,876</b>     | <b>789,543,991</b> |
| <b>EXPENDITURE</b>                    |      |                          |                    |
| Programme costs                       | 24   | 1,146,108,658            | 570,524,877        |
| Operating costs                       | 25   | 114,757,928              | 106,168,508        |
| Consultancy services costs            | 26   | 692,866,531              | 103,537,009        |
|                                       |      | <b>1,953,733,117</b>     | <b>780,230,394</b> |
| <b>SURPLUS FOR THE YEAR</b>           |      | <b>116,196,759</b>       | <b>9,313,597</b>   |

The annexed notes, from 1 to 35, form an integral part of these financial statements.

  
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 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, 2019**

|  | Note | 2019<br>-----Rupees----- | 2018             |
|--|------|--------------------------|------------------|
| <b>SURPLUS FOR THE YEAR</b>  |      | 116,196,759              | 9,313,597        |
| <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   | 9.5  | (5,588,523)              | (2,602,177)      |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>   |      | <b>110,608,236</b>       | <b>6,711,420</b> |

The annexed notes, from 1 to 35, form an integral part of these financial statements.

  
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 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, 2019**

|  | UNRESTRICTED FUNDS |                  |              |
|--|--------------------|------------------|--------------|
|  | Reserve fund       | Accumulated fund | TOTAL        |
|  | -----Rupees -----  |                  |              |
| <b>Balance as at 01 July, 2017</b>                 | 97,500,000         | 616,653,371      | 714,153,371  |
| Total comprehensive income for the year            |                    |                  |              |
| Surplus for the year                               | -                  | 9,313,597        | 9,313,597    |
| Other comprehensive income                         | -                  | (2,602,177)      | (2,602,177)  |
|  |                    | 6,711,420        | 6,711,420    |
| <b>Balance as at 30 June, 2018</b>                 | 97,500,000         | 623,364,791      | 720,864,791  |
| Effect of adoption of IFRS 15 (note 4.2)           |                    | (13,642,773)     | (13,642,773) |
| <b>Balance as at 01 July, 2018 - restated</b>      | 97,500,000         | 609,722,018      | 707,222,018  |
| Total comprehensive income for the year            |                    |                  |              |
| Surplus for the year                               | -                  | 116,196,759      | 116,196,759  |
| Other comprehensive income                         | -                  | (5,588,523)      | (5,588,523)  |
|  |                    | 110,608,236      | 110,608,236  |
| Contributions by Rural Support Programmes          |                    |                  |              |
| Funds received during the year ended 30 June, 2019 | 1,000,000          | -                | 1,000,000    |
| <b>Balance as at 30 June, 2019</b>                 | 98,500,000         | 720,330,254      | 818,830,254  |

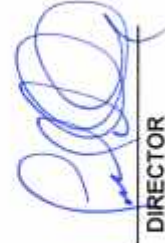
Note

13

The annexed notes, from 1 to 35, form an integral part of these financial statements.



*Shanlan N. Khan*  
**CHIEF EXECUTIVE OFFICER**

  
**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, 2019**

|   | Note  | 2019<br>------(Rupees)----- | 2018                      |
|---|-------|-----------------------------|---------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>   |       |                             |                           |
| Operating deficit before working capital changes                                      | 27    | (1,051,386,842)             | (587,157,607)             |
| <b>Working capital changes:</b>   |       |                             |                           |
| <b>Decrease / (increase) in current assets</b>  |       |                             |                           |
| Advances, prepayments and other receivables   |       | 169,571,193                 | (338,020,070)             |
| Receivables against consultancy services  |       | 42,191,947                  | (42,191,947)              |
| Costs to fulfil the contracts   | 4.2   | 28,549,174                  | -                         |
| <b>(Decrease) / increase in current liabilities</b>                                   |       |                             |                           |
| Payable to related parties - unsecured  |       | (1,148,671)                 | (13,243,584)              |
| Project and other payables  |       | 47,386,798                  | 36,004,380                |
|   |       | <u>286,550,441</u>          | <u>(357,451,221)</u>      |
| Decrease / (increase) in long-term deposits   |       | 2,018,385                   | (1,698,606)               |
| Decrease in long-term liability   |       | -                           | (1,694,000)               |
| Grants received during the year (including interest income and foreign exchange gain) |       | 819,107,814                 | 1,232,004,625             |
| Income tax paid during the year   |       | (26,367,411)                | (218,346)                 |
| Payments made to employee's provident fund  |       | (10,268,537)                | (7,497,395)               |
| Staff retirement benefits paid - gratuity   | 9.5.5 | (15,052,965)                | (16,307,242)              |
| <b>Net cash generated from operating activities</b>                                   |       | <u>4,600,885</u>            | <u>259,980,208</u>        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>   |       |                             |                           |
| Capital expenditure   |       | <u>(18,718,354)</u>         | <u>(41,110,807)</u>       |
| Proceeds from sale of fixed assets  |       | 4,528,750                   | 486,755                   |
| Short-term investment matured during the year   |       | 475,000,000                 | 475,000,000               |
| Short-term investments made during the year   |       | (450,000,000)               | (475,000,000)             |
| Profit on short-term investments and bank deposits                                    |       | 77,090,892                  | 55,242,079                |
| <b>Net cash generated from investing activities</b>                                   |       | <u>87,901,288</u>           | <u>14,618,027</u>         |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>   |       |                             |                           |
| Amounts received in respect of reserve fund   | 13    | <u>1,000,000</u>            | -                         |
| <b>Net cash generated from financing activities</b>                                   |       | <u>1,000,000</u>            | -                         |
| Net increase in cash and cash equivalents   |       | 93,502,173                  | 274,598,235               |
| Cash and cash equivalents at beginning of the year                                    |       | 476,092,378                 | 202,305,787               |
| Effect of changes in exchange rate  |       | (2,207,776)                 | (811,644)                 |
| <b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>                                   | 12    | <u><u>567,386,775</u></u>   | <u><u>476,092,378</u></u> |

The annexed notes, from 1 to 35, form an integral part of these financial statements.

  
 CHIEF EXECUTIVE OFFICER

  
 DIRECTOR

# OUR TEAM

## BOARD MEMBERS

|                             |  |
|-----------------------------|--|
| Mr. Shoaib Sultan Khan      | Chairman, Rural Support Pogrammes Network (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. Faiysal 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 Gratuates 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)             |

### **Advisors to the Board of Directors**

|                  |                                 |
|------------------|---------------------------------|
| Dr. Rashid Bajwa | Mrs. Munawar Humayun Khan       |
| Mr. Ejaz Rahim   | Mr. Ali Noor Muhammad Rattansey |

### **Company Secretary**

|                      |
|----------------------|
| Mr. Assad Ali Hashmi |
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|---|--|
| <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>   |  |
| Foha Raza   | 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                       |
| <b>European Union: Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme</b> |  |
| 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           |

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| Muhammad Abdullah Bin Javaid   | MIS Officer                              |
| Nadir Ali Shah   | Field Researcher                         |
| Sultana Kori   | Field Researcher                         |
| <b>European Union: Balochistan Rural Development and Community Empowerment (BRACE) Programme</b>   |  |
| Ahmed Ullah  | Programme Manager                        |
| Rahim Baksh  | Research Coordinator                     |
| Ghulam Farid Khan  | Finance Manager                          |
| Zahra Rao  | Monitoring & Evaluation Officer          |
| Sadia Rashid   | MIS Officer                              |
| Assad Abbas Malik  | Communications Officer                   |
| Savaila  | Documentation & Reporting Officer        |
| <b>European Union: Implementation of the ER-3 Component (Nutrition-Sensitive Component) of the Programme for Improved Nutrition in Sindh (PINS)</b>    |  |
| 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                          |
| Rukhsana Rind  | Training Officer                         |
| Syed Saleem Ali Shah   | Monitoring & Evaluation 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                          |
| Nasreen Shaikh   | Provincial Coordinator Sindh             |

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| 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   | Community Development Specialist             |
| Imran Masih  | Monitoring & Evaluation Coordinator          |
| Shafia Mirza   | Documentation & Communication Officer        |
| Zia ul Qamar   | Admin Officer                                |
| <b>BISP: Waseela-e-Taleem Programme</b>  |  |
| Fahad Ullah Khan   | Finance Officer                              |
| Osama Tariq  | Admin Officer                                |
| Cluster-I (Punjab, KP, AJK & GB)   |  |
| 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                                   |
| Cluster-II (Sindh & Balochistan)   |  |
| Ashfaque 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              |
| Cluster-4 (Khyber Pakhtunkhwa and Gilgit Baltistan)  |  |
| Nazir Ahmad  | Team Leader                                  |
| Ijaz Hussain   | Enumeration Expert                           |
| M Saad Iqbal   | M&E Expert                                   |

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| <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                            |
| <b>FOSI: Strengthening legal empowerment in rural communities in Sindh through community based paralegals Project</b>  |  |
| Anis Memon   | Project Manager                              |
| Imran Ali Qureshi  | Monitoring Officer                           |
| <b>IRARA: Returnees Reintegration Programme</b>  |  |
| Nasir Razzaq   | Returnee Reintegration Officer               |
| Muhammad Kamran  | Project Assistant                            |
| Rana Adeel Anjum   | Project Assistant                            |
| <b>WL-AGES Project</b>   |  |
| Nasreen Shaikh   | Project Manager                              |
| M Khalil Baig  | Finance & Admin Coordinator                  |
| Syed Saleem Ali Shah   | Monitoring & Evaluation Officer              |
| Abida Umar   | Training Officer                             |

# 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 Tarqiati 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      |
| 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    |
| 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     |

# OUR PARTNERS IN DEVELOPMENT



## THE NETWORK OF THE RURAL SUPPORT PROGRAMMES



## **RURAL SUPPORT PROGRAMMES NETWORK**

3rd Floor, IRM Complex, Plot # 7,  
Sunrise Avenue, Park Road,  
Near COMSATS University, Islamabad, Pakistan

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



RSPNPakistan



RSPNPakistan