



ANNUAL REPORT 2015

RURAL SUPPORT PROGRAMMES NETWORK PAKISTAN



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Project Management and Text: Habib Asgher (RSPN Communications)

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RURAL SUPPORT PROGRAMMES NETWORK
PAKISTAN

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Vision

Realising people's potential for social and economic development

Mission

Strengthen the Rural Support Programmes to foster institutions of the people

Message from our ACEO



The journey of the Rural Support Programmes (RSPs) began when the first dialogue was held by Chairman RSPN Shoaib Sultan Khan (SSK) with a rural community of mountainous district of Gilgit Baltistan in December 1982.

Starting from village Japuka, today the RSPs' social mobilisation approach to community driven development (CDD) has been accepted, adapted and scaled up both within Pakistan as well as in the Regional Countries. Millions of poor households have been reached and they are now in a better position to improve their lives and livelihoods. World's largest poverty reduction programme launched by the Indian government, the National Rural Livelihoods Mission, is firmly based on the experiences of the RSPs as well as of course on the experiences of the Society for the Elimination of Rural Poverty (SERP) in the State of Andhra Pradesh.

What very few people know is that the social mobilisation approach of the RSPs is firmly based on the knowledge, experience and learning of Dr. Akhtar Hameed Khan's work at the Comilla Project in Bangladesh. SSK had the great fortune that his first posting as a government Sub-District Magistrate was in Comilla, a district of the then East Pakistan, where he had many opportunities to learn about the integrated rural development work of Dr. Akhtar Hameed Khan. Before initiating the Comilla Project, Dr. Akhtar Hameed Khan undertook a vast exercise of reviewing previous rural development, community development, and poverty alleviation experiences and efforts from across the world. Dr. Akhtar Hameed Khan particularly appreciated the approaches adopted in northern Europe in the 19th Century and then in the 20th Century by Japan, Taiwan and Israel.

From this extensive review, Dr. Akhtar Hameed Khan distilled three key principles that need to be followed for lifting poor households out of poverty: i) Organisation: the poor households have to be encouraged to come together and foster their own participatory and democratic organisations which are transparent, accountable, autonomous and self-directed; ii) Capital: the poor households have to begin the process of capital accumulation

through initiating a savings programme; and iii) Human Skills: the poor households need to improve their social, financial, and technical skills to better manage their resources and organisations. Dr. Akhtar Hameed Khan used to say that these principles are as sound as any principle of physics. Since 1982, initially in the Gilgit Baltistan and Chitral regions of northern Pakistan, then in many other parts of Pakistan and finally in many Regional Countries, these principles have formed the bedrock of the social mobilisation approach to community empowerment and development. These principles can only be operationalized if the willingness of the poor households can be enlisted through the first dialogue; essentially, the willingness relates to their willingness to improve their own lives and livelihoods. Since 1982, SSK must have conducted over 5,000 community dialogues and according to him he had yet to come across any household or community that says that they do not want improvement in their own lives.

In the late 1980s, after two successful World Bank Evaluations of AKRSP, the process of replication of its approach in Pakistan began. In the 1989, the Sarhad Rural Support Programme (SRSP) was established at Peshawar with the support of the provincial government and USAID. In 1992, the National Rural Support Programme (NRSP) was established with the support of the federal government at Islamabad with a mandate to work in the four provinces and Azad Jammu and Kashmir. In 1995, at the behest of WAPDA and the World Bank, NRSP set up the Ghazi Barotha Development Programme (GBTI) as a project RSP to facilitate the affectees of the hydro power project. In 1998, the government of the Punjab supported the establishment of the Punjab Rural Support Programme (PRSP) at Lahore. In Balochistan, the provincial government supported the conversion of one rural development project into the Balochistan Rural Support Programme at Quetta. SSK was, of course, closely associated with all RSPs, and in order to support the new RSPs he established the RSP Resource Group within NRSP. My colleagues from AKRSP late Mr. Hussain Wali Khan, Shandana Khan, Masood ul Mulk and Ali Dastgir joined the Resource Group and provided support to emerging RSPs. In 2000, this informal Resource Group was converted by the RSPs in to a full-fledged not for profit joint stock company under Section 42 of the Companies Ordinance with Shandana Khan as the Chief Executive Officer of the Rural Support Programmes Network (RSPN).

As a network of RSPs, RSPN was given a mandate to provide support to RSPs for maintaining the integrity of the social mobilisation approach, to undertake coordination between the RSPs, to highlight and promote the work of RSPs, to undertake new initiatives with RSPs for scaling up, to undertake knowledge management, to undertake policy and advocacy with government and donors, and to mobilise resources for RSPs through linkages with government and donors through projects. The British government, through DFID, generously supported RSPN for 10 years. Right from 2000, RSPN had a business plan with an objective that it should become a self-sustaining organisation. In December 2011, when the DFID funding to RSPN was over, one Monitor noted that RSPN is one of the few networking organisations in the world that has become financially sustainable. RSPs also made a significant contribution to the financial sustainability of RSPN. Shandana Khan's leadership role, till November 2014, has been instrumental in the continuous development of RSPN as a network organisation of RSPs.

Many of the pilot initiatives of RSPN have been scaled up by RSPs as well as by the government. The Poverty Scorecard (PSC) piloted by NRSP was taken to other RSPs, and then the Benazir Income Support Programme (BISP) adopted it for its own targeting purpose across the country. The Community Investment Fund (CIF) piloted by RSPN has now been accepted by the Sindh government, donors and other NGOs as a viable mechanism not only to empower the communities but also to reach out to the poor and poorest members of the communities. And, the Micro Health Insurance (MHI) was piloted by RSPN under the patronage of the Prime Minister of Pakistan in 2005 and taken to scale by NRSP, has recently prompted the federal government to launch the National Health Programme under which all poor households would be provided with micro health insurance coverage. All these examples speak volumes for the strategic work of RSPN/RSPs.

Today, RSPs have a presence in most districts of the country. However, except for few districts, household coverage is low. In 2008, the Sindh government agreed to support the Union Council-based Poverty Reduction Programme (UCBPRP) in all rural areas of two districts of Shikarpur and Kashmore. Later on Tharparkar and Jacobabad districts were added to UCBPRP. Under UCBPRP, an integrated programme of support was provided to rural communities. Key input was social mobilisation of poor rural women and to fostering of Community Organisations and Village Organisations. Mobilised households prepared Micro Investment Plans, and based on these RSPs provided support to them. This support included social, financial and technical training, access to capital through the Community

Investment Fund, income generating grants, community infrastructure, micro health insurance, housing, education and linkages development with line departments and other service providers. Internal studies as well as studies by outsiders, including by the Sustainable Development Policy Institute (SDPI) has shown the socially mobilised women have contributed to improve their and their families' lives and livelihoods. Women have found a voice, and have developed skills and confidence to articulate their needs, concerns and to reach out to service providers.

Building on the success of UCBPRP, in 2014 the government of Sindh and the European Union (EU) agreed to scale up the programme across all districts of the province. EU will support RSPN/RSPs to scale up in eight districts through the 'Sindh Union Council and Community Economic Strengthening Support' (SUCCESS) Programme and the remaining districts will be supported by the government of Sindh. The overall goal of the SUCCESS Programme is to support the government of Sindh to develop a CDD policy and budget framework for implementation from 2018 onwards. The objectives of the SUCCESS Programme are to improve the lives and livelihoods of 770,000 households through mobilising them in to 32,000 COs, 3,400 VOs, and 307 LSOs. These mobilised households will be supported through CIF, IGG, community infrastructure, vocational training, micro health insurance, and linkage development with line departments and local administration. RSPN's component has been signed and it focuses on quality standardisation, research, lessons learning, communication and Regional Cooperation. Actual field implementation of the SUCCESS Programme will be undertaken by NRSP (four districts), SRSO (two districts) and TRDP (two districts). The three RSPs are expected to start their components in spring 2016. RSPN and RSPs are most grateful to EU for their support and look forward to further working with EU both in Sindh as well as in other provinces.

RSPN also supported EU in holding a series of CDD Conferences across the country to bring together policy makers, researchers, RSPs, NGOs, media and community representatives to discuss, debate and inform each other about the importance and relevance of CDD approaches for poverty reduction. Four conferences were organised at Quetta, Sukkur, Peshawar and Islamabad. These CDD Conferences were well covered by the local media.

Today, as a network of RSPs, RSPN has developed a recognised niche as a champion of CDD, and for its solid professionalism as a development network. This has happened due to active support and cooperation of Chairpersons and CEOs of RSPs, and non-RSP Board Members and Advisors, and the staff of RSPN.

WHO WE ARE

Rural Support Programmes Network (RSPN) is the largest development network of Pakistan, with an outreach to over 39 million rural Pakistanis. It is a strategic platform for its 11 member Rural Support Programmes (RSPs), to whom it provides capacity building support and assistance in policy advocacy and the establishment of donor linkages. The RSPs are not-for-profit organisations which provide social guidance as well as technical and financial assistance to Pakistan's rural poor. The RSPs espouse a common approach to rural development, that is, social mobilisation. Social mobilisation centres on the belief that poor people have an innate potential to help themselves, that they can better manage their limited resources if they organise themselves, and are provided technical and financial support.

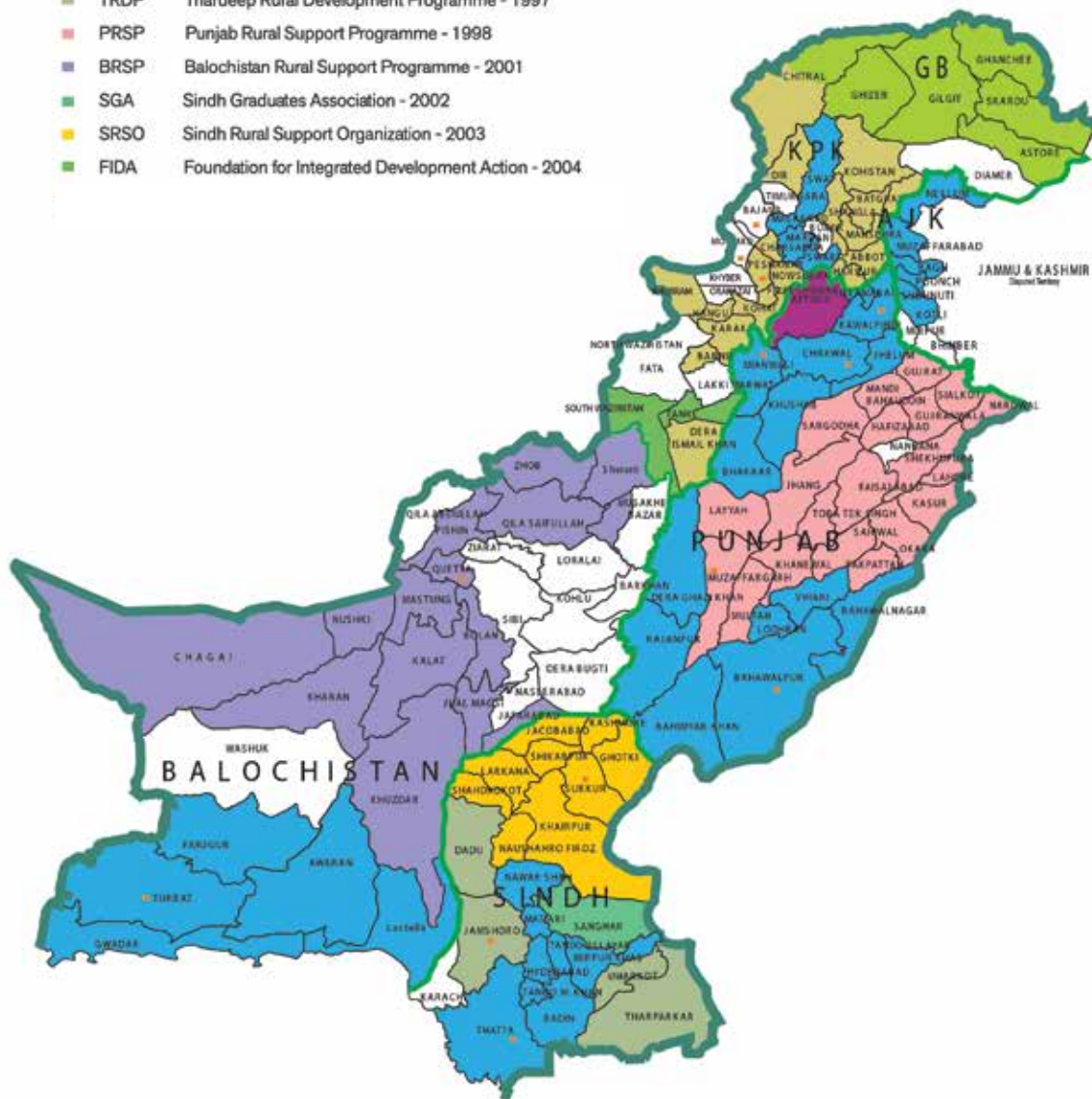
RSPN is strategically positioned to work with the government, donors and communities. The RSPs have a long standing relationship with the government of Pakistan, highlighted by the fact that five of them have received substantial support and seed grants from the government. However, each RSP is an independent entity. RSPs are local, flexible and responsive organisations who find localised, community-based solutions to help take Pakistan's development agenda forward.

RSPN's strategic edge is its vast outreach to rural communities through the RSPs; its strong and influential relationship with government for impacting pro-poor public policy, and its central position that brings together over 30 years of knowledge and practice in participatory development work. Having worked with nearly 6.1 million rural households across the country, representing a population of over 39 million in 123 districts of Pakistan's four provinces, Azad Jammu and Kashmir, Gilgit-Baltistan and also in five FATA/FR regions, the RSPs have mobilised 368,561 Community Organisations (COs). Some of these COs have been federated into village-level bodies called Village Organisations (VOs) and further into Local Support Organisations (LSOs) at the union council level. There are now 1,186 such LSOs throughout Pakistan and more impressively, 350 of them are comprised and managed entirely by women. Over the past couple of years, LSOs have started to evolve in to tehsil and district level networks. Now there are 15 LSO Networks fostered at the tehsil and district levels, enabling them to access and create linkages with higher tiers of government and larger civil society organisations.

OUTREACH

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 Taraqati Idara - 1995
- TRDP Thardeep Rural Development Programme - 1997
- PRSP Punjab Rural Support Programme - 1998
- BRSP Balochistan Rural Support Programme - 2001
- SGA Sindh Graduates Association - 2002
- SRSO Sindh Rural Support Organization - 2003
- FIDA Foundation for Integrated Development Action - 2004



RSPs are present in 123 districts including 5 FATA/FR Agencies.

OUR SOCIAL MOBILISATION OUTREACH*

368,561

COMMUNITY ORGANISATIONS

6,113,295

ORGANISED HOUSEHOLDS

6,316,765

COMMUNITY ORGANISATION MEMBERS

1,186

LOCAL SUPPORT ORGANISATIONS

123

DISTRICTS WITH RSP PRESENCE

3,705

UNION COUNCILS WITH RSP PRESENCE

*Data as of June 2015

A BRIEF HISTORY OF **THE RURAL SUPPORT PROGRAMMES**



The genesis of the Rural Support Programmes Network can be traced back to 1982, when the Aga Khan Foundation (AKF) set up the Aga Khan Rural Support Programme (AKRSP). AKF had two objectives for AKRSP: a) to contribute to doubling the incomes of the people of Gilgit, Baltistan and Chitral in mountainous northern Pakistan over a ten year period, and b) to develop replicable approaches for community development. AKF tasked Shoaib Sultan Khan with developing the strategies for achieving these two objectives. After seeking guidance from his mentor, the late Dr. Akhtar Hameed Khan, Shoaib Sultan Khan developed a strategy in which community members were the principal actors. He was of the view that all communities have inherent potential which can be unleashed when people's own organisations are fostered. These organisations should be participatory, democratic, transparent, accountable and self-directed, and should be supported by an entity which can provide technical and financial assistance to take forward the local development agenda that the community members themselves have prepared.

Within a short period of three years, AKRSP's operational area expanded beyond Gilgit to neighbouring Chitral and Baltistan regions. In all three regions, the response from the communities was overwhelmingly positive. This was the first time that any outside organisation was asking people to form their own institutions and set their own development agenda; and this new paradigm was widely appreciated.

While development activities were being undertaken across hundreds of mountainous communities, AKF and AKRSP initiated a major policy and advocacy exercise. During the first four years of AKRSP, major donors from Canada, America, Britain, Germany, and the Netherlands began to support the programme. Donor representatives, diplomats, administrators, academics, researchers, students, and politicians visited AKRSP's programme areas and began to appreciate the work being undertaken by Village Organisations.

The first phase of AKRSP culminated in the mid-1980s when the Operations Evaluation Department of the World Bank undertook an independent evaluation of AKRSP.

This evaluation not only appreciated the strategies and achievements of AKRSP thus far, but also highlighted that the approaches being developed by AKRSP, especially its social mobilisation approach, could be replicable in other parts of the country.

After the publication of the World Bank evaluation report, Shoaib Sultan Khan initiated dialogues with national and provincial stakeholders to replicate the AKRSP in other parts of the country. The first opportunity came in 1988/89, when the government of Khyber Pakhtunkhwa and USAID agreed to set up the Sarhad Rural Support Programme (SRSP) in Peshawar. In the early 1990s, the National Rural Support Programme (NRSP) was set up in Islamabad with the mandate to work in selected

districts in all provinces of the country. Then in 1998, the Punjab Rural Support Programme was established in Lahore. As the replication of AKRSP began, there was a need to support these nascent organisations, and so a small RSP Resource Group was set up that included senior staff who had worked with AKRSP for a long time.

The Department for International Development (DFID) had been supporting AKRSP since the mid-1980s. Therefore, it was not only very familiar with the approach, work and achievements of AKRSP, it was also confident that other parts of the country could also benefit from adopting this approach. In 1999/2000, the RSP Resource Group proposed to DFID that the Rural Support Programmes Network should be set up to support the new RSPs across the country.

The proposal was accepted and RSPN was established in July 2000 and registered as a not for profit company under the Companies Ordinance 1984, with the following RSPs as members: AKRSP, SRSP, NRSP, Ghazi Barotha Taraqiati Idara (GBTI), Thardeep Rural Development Programme (TRDP), and the Punjab Rural Support Programme (PRSP). Later, the Balochistan Rural Support Programme (BRSP), Sindh Graduates Association (SGA), Sindh Rural Support Organisation (SRSO), Institute of Rural Management (IRM), and the Foundation for Integrated Development (FIDA) became members of RSPN. The RSPs are represented on RSPN's Board and Mr. Shoaib Sultan Khan is Chairman of the Board. The presence of RSP Chairpersons and Chief Executive Officer on the RSPN Board not only creates a greater sense of ownership but also enriches the debate about maintaining the relevance of RSPN's and the RSPs' mandates, objectives and strategies. RSP leaders also support RSPN's policy and advocacy efforts. One particular policy and advocacy effort in the mid-2000s led to the World Bank and government of Pakistan funding the \$US 60 million Participatory Development through Social Mobilisation (PDSM) project granted to the Pakistan Poverty Alleviation Fund (PPAF) for implementation largely by the RSPs.

In 2008, the Government of Sindh accepted the RSPs' CDD approach for the Union Council Based Poverty Reduction Programme (UCBPRP) in four districts, which, in 2014, the EU agreed to scale up in further eight districts.

In 2000, RSPN developed a business plan for its own sustainability. During its 10 year period of DFID support, RSPN was able to build up a reasonable endowment fund to support a core staff. Today, RSPN has five main sections: Social Mobilisation, Social Sectors, Research and Knowledge Management, Gender and Development and

the Special Projects Wing. These sections are supported by the Finance Section, Administration Section, Compliance and Internal Audit Section and Communications Section. This is a rare case of a civil society organisation becoming financially sustainable.

Today, through its 11 partner RSPs, RSPN has an outreach to 115 districts of the country and five Agencies of FATA/FR, to 368,561 Community Organisations with nearly 6.1 million member households and covering a population of over 39 million, making it the largest civil society network in the country. After the 2005 earthquake and the 2010 floods, many donors approached RSPN/RSPs to access their outreach and expertise to provide emergency relief, early recovery and rehabilitation and reconstruction support to the affected families and communities.

RSPN has worked with an array of major donors and development partners, including USAID, DFID, Embassy of the Kingdom of the Netherlands, Asian Development Bank, World Bank, European Union, ACTED, Institute for Social and Environmental Transition, International Development Research Centre, SNV the Netherlands Development Organisation, American Pakistan Foundation, British Pakistan Foundation, Vitol Foundation, Unicef, Open Society Foundations, Japanese Social Development Fund, Population Council, John Snow Inc., Population Services International, John Hopkins University, Greenstar Social Marketing, Research and Advocacy Fund, and Devolution Trust for Community Empowerment.

Apart from the replication of AKRSP's approach within Pakistan, AKF has taken key lessons from the AKRSP experience and adapted them in the varying contexts of East Africa, Afghanistan and Central Asia. Mr. Shoaib Sultan Khan himself led the South Asian Poverty Alleviation Programme (SAPAP) initiative of the United Nations Development Programme, including in the Indian State of Andhra Pradesh through the Society for the Elimination of Rural Poverty. RSPN maintains a close learning relationship with Bangladesh's civil society organisations that have further developed, and taken to scale, the initial lessons learnt from Dr. Akhtar Hameed Khan's Comila Project.

Building on the conceptual framework of Dr. Akhtar Hameed Khan and using his experience of working for the Government of Pakistan, United Nations and the Aga Khan Foundation, Mr. Shoaib Sultan Khan is the moving spirit behind the social movement for building people's own institutions in Pakistan and India, and in supporting this movement in many other parts of the developing world.

NEW INITIATIVES

SERIES OF CONFERENCES ON COMMUNITY DRIVEN DEVELOPMENT

Overview

The European Union Delegation to Pakistan is investing in various community driven development programmes and projects in Pakistan. Most of these investments are done through RSPs. The EU in partnership with RSPN organised a series of conferences on CDD with a goal to present how CDD approach adopted by RSPs was transforming the lives of millions of rural population.

The broader objective of these conferences was to facilitate a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on community driven development programmes in Pakistan, identify successful approaches and challenges faced to mainstream and scale up CDD in Pakistan and beyond, increase the visibility of the RSPs' work on CDD, explore lessons and knowledge and exchange with broader stakeholders, and coming up with proposals and recommendations on how RSPs could have a better impact through CDD across Pakistan.

CDD Conference in Quetta

The first conference was held in Quetta on August 19, 2015 focusing on RSPs' approach of empowering local communities through social mobilisation and capacity development for enhanced social cohesion and improved social and public services delivery. BRSP facilitated this conference.

The Chief Minister of Balochistan Dr. Abdul Malik Baloch was the chief guest of the conference. He urged elected councillors of the province to convince their political parties to opt for devolution of powers up to the local council level in the province.

While addressing he said, "We are constantly struggling for the decentralisation of powers to

local bodies. This could play a vital role in reducing poverty in the province."

According to Dr. Baloch, his government and his party were both in favour of decentralisation at the local bodies' level. He said this could lead to an increase in local bodies' funds from one to ten per cent.

Chairman RSPN Mr. Shoaib Sultan Khan, Chief Executive Officer BRSP Mr. Nadir Gul Barrech, BRSP Chairman Sardar Naseer Khan Tareen, MPA Ms. Raheela Durrani, Sardar Raza Muhammad Barrech, Adviser to Chief Minister on Education, along with representatives from the EU and International Labour Organisation also addressed the conference.

CDD Conference in Sukkur

The second conference was arranged in Sukkur by SRSO in collaboration with EU and RSPN on October 2, 2015 with a focus on RSPs' approach of empowering women through social mobilisation and capacity development.

The conference was a major success as it highlighted the work of SRSO and engaged community members, elected local bodies representatives, civil society, media, line department and provincial ministers and secretaries in an open and constructive dialogue on community driven development.

The objective of the conference was to facilitate a dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on community driven development programmes in northern districts of Sindh and to identify successful approaches and challenges faced to mainstream these programmes.

Chairman RSPN Mr. Shoaib Sultan Khan, Mr. Muhammad Nazar Memon, Mr. Tasneem Ahmad Siddiqui, Mr. Muhammad Dittal Kalhor, Mr. Giacomo Miserocchi and officials from EU, RSPs and Sindh government addressed the conference.

CDD Conference in Peshawar

The third conference was held on November 12, 2015 in Peshawar with emphasis on RSPs' approach in promoting renewable and sustainable energy and their impact on gender, climate change and local economic development and RSPs community mobilisation approach and its impact on promoting economic empowerment. SRSP facilitated the conference.

Chief Minister KP Mr. Pervez Khattak was the chief guest of the conference who said his government was committed to social and economic development at the grassroots level in the province.

The chief minister paid rich tribute to the contribution by RSPN Chairman Mr. Shoaib Sultan Khan and SRSP to the cause of marginalised communities in the province. He appreciated the European Union for building their projects on local ideas and local institutions.

"This would ensure ownership and sustainability of the programmes," he said, adding, the government's plan to devolve power to the local government fitted perfectly with the ideas of community-driven and area development that EU was espousing.

EU Ambassador His Excellency Mr. Jean Francois Cautain, addressing the conference, said the EU was committed to supporting Pakistan and Khyber Pakhtunkhwa to overcome its development problems and would continue supporting the government for programmes that made impact on lives of disadvantaged people and were implemented transparently.

Chairman RSPN Mr. Shoaib Sultan Khan, CEO SRSP Mr. Masoodul Mulk, Senior Minister for Local Government Mr. Inayatullah Khan and Ministers for Finance, Social Welfare Mr. Muzaffar Said also spoke on the occasion. Chief Secretary KP Mr. Amjad Ali Khan made the closing remarks.

National Conference on CDD — Islamabad

The final national level conference was arranged by EU and RSPN on December 7 and 8 in Islamabad to emphasis "the transformative approach of the RSPs to local community driven development".

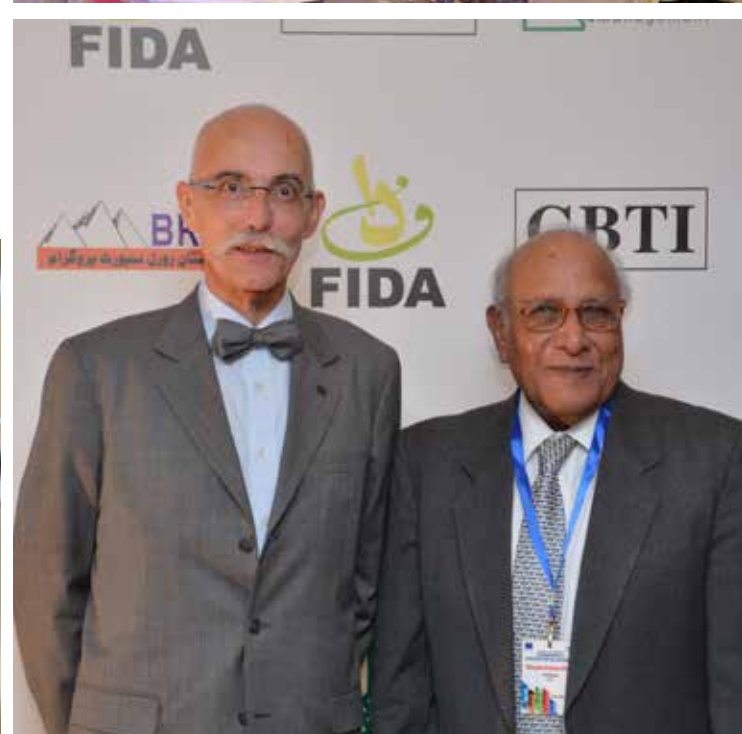
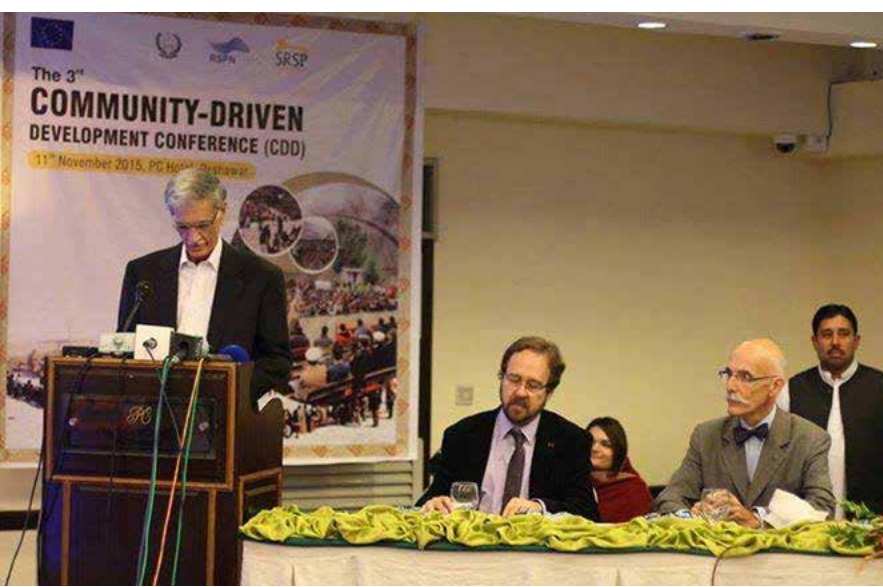
The conference underlined the approaches through which the organisation of communities and fostering of the institutions of the people — the core of the community-driven rural development — impacts on economic development, gender relations, peace, nutrition and environment.

Mr. Sartaj Aziz, Adviser to the Prime Minister on Foreign Affairs was the chief guest and Ms. Marvi Memon, Chairperson Benazir Income Support Programme, was the guest of honour of the conference. EU Ambassador to Pakistan His Excellency Mr. Jean Francois Cautain, Secretary Economic Affairs Division Mr. Tariq Bajwa, Chairman RSPN Mr. Shoaib Sultan Khan, Mr. Tasneem Ahmed Siddiqui, Chairman Orangi Pilot Project, Karachi, Chief Executive Officer NRSP Dr. Rashid Bajwa, ACEO RSPN Mr. Khaleel Ahmed Tetlay, government officials, academia and social sector experts from Pakistan, India, Germany, Afghanistan and Tajikistan addressed the conference which was attended by diverse range of stakeholders, policy makers, federal and provincial government officials, researchers, social sector experts, community representatives, and media.

Mr. Sartaj Aziz said that people should always be at the heart of the development process and basic needs of the communities can only be met if they are empowered to set their own development agenda. Ms. Marvi Memon said that long-term difference could only be made through a community-driven development process. H.E. Jean-Francois Cautain described CDD as "a development from the bottom". India's BASIX Social Enterprise Group Founder and CEO Mr. Vijay Mahajan and Mr. Sampath Kumar, Commissioner and secretary to Chief Minister of Meghalaya, India, also shared their experience of community driven development in India. Mr. Zia Ahmed Farid, Manager Human and Institutional Development, Aga Khan Foundation (AKF), Afghanistan, and Mr. Kishwar Abdulishoev, General Manager, AKF/MSDSP Tajikistan, also shared their experience and approaches of CDD in Afghanistan and Tajikistan, respectively.

Mr. Shoaib Sultan Khan said that the whole idea of the conference was to make people aware of the importance of community-driven strategy, especially the policy makers and the practitioners.

The speakers shared their experience of community mobilisation, CDD and its impact on the lives of poor in varied sectors in Pakistan, India, Bangladesh and other regional countries. The conference provided a platform for meaningful dialogue among different stakeholders including policy makers, donors, programme practitioners and researchers working on community driven development programmes in Pakistan and to identify successful approaches and challenges faced to mainstream and scale up CDD in Pakistan and beyond.



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

Background

The rural communities of Sindh province suffer from critical socio-economic conditions which result in high prevalence of extreme and chronic poverty rates. In this context, the Government of Sindh (GoS) launched in 2008 the Union Council-based Poverty Reduction Programme (UCBPRP) to be implemented in four districts of Sindh through the RSPs working in the province. Comforted by positive results, the government intends to scale it up. In order to scale up UCBPRP across the province, GoS and the EU have agreed to work together; EU will support to scale up in eight districts and the GoS will provide support for the remaining districts.

The EU's contribution will be through the SUCCESS programme which builds on the UCBPRP's experience aiming at supporting GoS in developing its local CDD policy and allowing for a wider geographical outreach and providing financial means for important impact in rural Sindh. The aim of the SUCCESS programme is to reduce poverty through integrated social mobilisation. Living conditions are expected to improve by building social capital for better access to basic social, economic services, and income generating and diversification activities; working along with GoS to define the basis for the formulation of a local CDD policy in light of the learning from the Union Council-based Poverty Reduction Programme.

The SUCCESS programme builds on the demonstrated successful indigenous three-tier social mobilisation approach to CDD developed by the RSPs in Pakistan and warranted in situations of "local institutional failure". The SUCCESS programme will also engage district authorities and build their capacities for planning development based on community needs.

The SUCCESS programme will also generate knowledge through research and studies with the aim to foster policy changes and to contribute to increased public spending on rural development through the networks of community institutions.

The SUCCESS programme will be implemented by three RSPs working in Sindh, namely: SRSP, TRDP, and NRSP with backup support from the RSPN. The SUCCESS programme will cover eight out of the 24 districts of the province

for a five years period. The eight SUCCESS programme districts include: Tando Muhammad Khan, Sujawal, Matiari, Tando Allahyar, Larkana, Kambar Shahdakt, Dadu and Jamshoro.

The following section outlines the objectives, expected results and main activities of the overall SUCCESS programme followed by the objectives, expected results and main activities of the RSPN component. The context of the overall programme objectives and expected result is important because the RSPN component will complement the work of RSPs and other partners to achieve the overall programme objectives given in the following sections.

Objectives

The overall objective of SUCCESS is to enable GoS from 2018 to support and sustain local CDD initiatives throughout the province, through the provincial budget, based on a dedicated and costed policy in partnership with Community Institutions.

The specific objective is to stimulate local CDD initiatives to reduce poverty in eight poor rural districts in Sindh, paying particular attention to empowering women. The programme will contribute to increased levels and diversified sources of income for the targeted communities and households. The households will also be actively mobilised, especially via their female members, through formation of COs, VOs and LSOs. The socio-economic service delivery will encompass support to improving basic community infrastructure which can and will be operated and maintained by the communities, as well as through awareness-raising at the community level and through building linkages with local government departments and other service providers.

RSPN component

The SUCCESS programme foresees to have some key value-added activities implemented by the RSPN, through the direct award of a grant by EU. The key components of support by RSPN are based upon nearly 15 years of similar experience of supporting RSPs in Pakistan. This experience also includes RSPN's support in design and process monitoring of the UCBPRP in rural Sindh, upon which the SUCCESS programme approaches are based.

The objectives of the RSPN role in the SUCCESS programme are to complement and supplement the implementation of the SUCCESS programme



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

2015-2021

Expected Impact of SUCCESS



30%

of targeted poor households moved out of poverty score 0-23

Expected Results of SUCCESS

770,000

 approx. rural households in

08

 districts mobilised via their female members and capacitated through people's own institutions (CO/VO/LSOs) of which at least

Expected Outcome of SUCCESS



Government of Sindh has a **LOCAL DEVELOPMENT POLICY**

with an emphasis on community driven development with corresponding budgetary allocation.

70%

 will continue to function effectively at the end of the project.

An average sustainable increase of targeted poor households' income by **30%**



Increased levels **(at least PKR 1,200 per month in constant 2016 terms)**, and more diverse sources of income for **70%** of target households who join COs, VOs, and LSOs in targeted districts.

2,800

 Infrastructure schemes completed, fully operated and maintained by the local communities

70% of the targeted poor households (poverty score of 0-23) will report a better access to and use of **public services, such as access to water and sanitation, education, health, civil acts registration, etc.**

108,000

 community members benefit from vocational and technical skills training

10% reduction of the stunting rate of under-5 year old children in the targeted districts.

Geographic Coverage of SUCCESS



SUCCESS Partners



This programme is funded by the European Union

by RSPs, by ensuring effective quality control, standardisation, research, documentation and responsiveness to lessons learnt, by fostering and maintaining a component of research and knowledge management, and by providing value-added strategic support such as development of common implementation methodologies and processes and staff orientation training on programme implementation manual (PIM). RSPN would also aim at wider dissemination of the lessons learnt through undertaking evidence-based advocacy with stakeholders, and in the media, to scale up successful development approaches, as well as having exchange visits with Regional Countries.

SUCCESS LAUNCHING

EU, GoS, RSPN launch programme to address rural poverty in Sindh

The EU, GoS and RSPN launched the SUCCESS programme in Karachi on Wednesday, November 25, 2015.

EU Ambassador in Pakistan His Excellency Mr. Jean-François Cautain, Additional Deputy Secretary Sindh Mr. Ajaz Ali Khan, Chairman RSPN Mr. Shoaib Sultan Khan, Chief Executive Officer NRSP Dr. Rashid Bajwa, Acting Chief

Executive Officer RSPN Mr. Khaleel Ahmed Tetlay, CEO Sindh Rural Support Organisation (SRSO) Mr. Muhammad Dittal Kalhoro, EU officials, representatives of partner RSPs, government officials and civil society representatives attended the ceremony.

Addressing the launching ceremony, Mr. Ajaz Ali Khan said SUCCESS was a salient innovation in making and through this programme we would be able to bring actual change in the society. He said that it was very encouraging that the programme will involve and be led by the women. He said that Sindh government was fully committed to this programme.

His Excellency Mr. Jean-François Cautain said he had worked in Afghanistan and they had tried to mobilise communities. But the philosophy of the Rural Support Programmes, with their 30 years long experience widely documented in its successes across Pakistan, convinced the EU to recognise the multiple opportunities offered by the three-tier social mobilisation approach in fields as different as promotion of a culture of participation, inclusivity and solidarity, direct provision of front-line services, planning and development, business creation, savings, conflict resolution, dialogue and interaction with local authorities.



SOCIAL MOBILISATION

OUR APPROACH

According to World Bank's World Development Indicators 2013, 60 per cent of Pakistan's population lives below the poverty line based on the international poverty line of two US Dollars a day or an income of Rs. 210 per day. The country also failed to achieve most of the Millennium Development Goals (MDGs). Now, the challenge for all stakeholders, with the Government of Pakistan taking the lead, is to adopt innovative Community Driven Development approaches for making significant reduction in poverty levels, and in order to meet the newly agreed Sustainable Development Goals (SDGs) by 2030. The full involvement of the communities in the development process is essential for meeting agreed SDGs.

The social mobilisation based approach of the Rural Support Programmes to CDD has been derived from the long global experiences that Dr. Akhter Hameed Khan summarised into three key principles required for community empowerment and poverty alleviation: i) the poor households have to be mobilised and supported to foster their own organisations, ii) the poor households need to start a process of capital accumulation through savings and accessing micro credit, and

iii) that the poor households need to improve their social, managerial and technical skills. RSPs' development niche is that they reach out to the household level, where poverty is being experienced on a daily basis. Once organised, each household identifies its own development needs and potential through preparing the Micro Invest Plan (MIP). Hence the social mobilisation approach of RSPs to CDD fosters people's own institutions and whereby the communities begin to realise the benefits of coming and working together in order to take forward their own development. It takes into account the felt needs of the people, embraces the critical principle of community participation, and seeks to empower individuals and groups for self-action. The social mobilisation approach strengthens participation of rural poor in local decision-making, improves their access to social and production services and efficiency in the use of locally available resources, and enhances opportunities for income generation and asset-building by the poorest of the poor.

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. Organised communities have participated extensively in a wide array of local level development programmes: ranging from income generating activities like microfinance, livestock, agriculture, to social sector components like education, health, water and sanitation, mother and child health, to civic rights and social harmony.

Over the last nine years, the RSPs have adopted the three-tiered approach to social mobilisation. The first tier is at the neighbourhood/mohalla level where 15-25 households come together to form a Community Organisation (CO). The function of a CO is to support development activities at the household level. CO supports member households to prepare MIP. On the basis of MIP, RSPs provide support for skills development training, micro-credit and saving. RSPs have mobilised 6.1 million households into 3,68,561 COs across Pakistan.

The second tier of organisation is at the village level where all COs in a village federate to form the Village Organisation (VO). The purpose of the VO is to carry out development activities at the village level, e.g. community infrastructure, education, health, agriculture, livestock, etc.

The third tier of organisation is at the Union Council level, which is the lowest tier of government administrative structure in Pakistan. All the VOs in UC federate to form a Local Support Organisation (LSO). The objectives of LSOs include providing further support to COs and VOs, as well as to foster linkages with government line departments, civil society organisations and the private sector. Once LSOs gain confidence, they also start to take varied initiatives on self-help basis, such as fund-raising for victims of natural disasters, carrying out awareness campaigns, etc.

During the year under review, 175 new LSOs were formed bringing the total number of LSOs across Pakistan to 1, 186, of which 350 are women-led LSOs.

OUR WORK

During 2014-15, RSPN has carried out a number of strategic and innovative initiatives in the field of social mobilisation. Major initiatives have been the arranging and conducting of the Annual National LSO Convention, regional coordination for scaling up social mobilisation approach, documenting innovative initiatives carried out by LSOs, supporting the RSPs with technical advice and training for furthering the organisational strengthening of LSOs, scaling up community-led

alternative dispute resolution models to seven LSOs and supporting RSPs in fostering LSO Networks.

Annual National LSO Convention

RSPN in partnership with the NRSP held its sixth Annual National LSO Convention at Islamabad. The annual event highlighted the power of CDD and participatory development and offered an opportunity to share and learn from the collective experience of the community organisations. The convention was attended by over 500 participants representing over 150 LSOs from across Pakistan. The chief guest of the event was Dr. Naeem uz Zafar, Member Social Sector, Planning Commission of Pakistan. Other participants included representatives from federal and provincial governments, international donors, NGOs and other civil society organisations. This year the convention focused on MDGs and the work that LSOs from across the country had carried out to improve them. LSOs shared their exceptional work in improving basic needs such as education, health (especially maternal and child health), poverty alleviation, environment and women empowerment.

Regional Cooperation in Scaling up Social Mobilisation Approach

Over the last 20 years, the RSPs' approach to CDD has been adopted and adapted by different development organisations in other regional countries including India, Tajikistan, Afghanistan, Myanmar and East Africa. In this regard, RSPN has continuously been trying to strengthening mutual cooperation and sharing best practices and lessons learnt among them.

During the year, on the request of AKF Afghanistan, RSPN arranged exposure visits for two groups of their senior management and Field Managers to the RSPs in Pakistan. The visits were concentrated on exposing the AKF Afghanistan guests to the three-tiered social mobilisation approach to CDD of RSPs. The participants were given orientation session on participatory approaches for sustainable development. They also met with Mr. Shoaib Sultan Khan, Chairman RSPN, and benefited from his rich and invaluable experiences in the fields of social mobilisation and poverty alleviation across the region. They were then taken to visit COs, VOs and LSOs in the field to make them learn directly from the experiences of the organised communities. Moreover, RSPN



shared its manuals and guidelines for social mobilisation and LSO formation with the AKF teams. AKF Afghanistan is now considering piloting the clustering of their community groups. During this year, the Acting Chief Executive Officer RSPN was invited by BRAC to participate in the Frugal Innovation Forum: Scaling Sustainability at Dhaka, Bangladesh. Over 150 participants from Bangladesh, India, Great Britain, United States, Myanmar, Kenya, Uganda, and Tanzania took part in the Forum. The focus of the two-day Forum was on learning about social innovations and how these can be scaled up sustainably for broader impact. ACEO shared experiences of the RSPs in Pakistan and how they have built upon the socio-economic settings of rural Pakistan. He explained that after the success of the Aga Khan Rural Support Programme, quite innovative approaches to social mobilisation were followed, and scaling up of RSPs began in Pakistan with the support of the government and donors.

Pilot Project of Alternative Dispute Resolution (ADR) with LSOs

Security of life and property is one of the key challenges of Pakistan these days. Hence involvement of organised communities in bringing about peace in the society is an urgent matter. During 2014-15, RSPN supported LSO Ittefaq Welfare Organisation (IWO), Kohat district, in piloting an Alternative Dispute Resolution (ADR) project in partnership with the SRSP. Under this project, IWO has been scaling up its own

experiences of peace building and ADR to seven neighbouring LSOs. IWO is helping the seven LSOs to establish Peace and Reconciliation Committees at VO and LSO level. Members of these committees have been given basic training in peace building and dispute resolution measures. The LSO level committees will be registered with the local police stations. It is expected that developing these peace practitioners and activists at various levels in the local society will have a direct and positive impact on peace building efforts of the government. Furthermore, building capacity of women in peace building as well as their involvement in dialogue and reconciliation processes among women can offer ADR models that expand the range of available approaches for both men and women.

Documentation of LSO Initiatives

Being people's own organisations, LSOs set their own development agenda and undertake their own initiatives. RSPN documented and disseminated 45 innovative development activities in 12 LSO Initiatives during 2014-15 with the view of sharing them widely with other LSOs and the general public for mutual learning.

Technical Support to RSPs on Fostering LSO Networks

LSOs are increasingly networking at tehsil and district levels. By June 2015, 18 LSO Networks were formed. Experience suggests that the LSO Networks not only provide opportunities for

Key Initiatives of LSO Daghoni, District Ghanche, Gilgit Baltistan

CAPACITY BUILDING OF MEMBER VO_s AND WO_s

A key responsibility of the LSO is to build the capacity of its member VO_s and WO_s. The VO_s/WO_s of LSO Daghoni Balghar were not conducting regular meetings. The LSO met with each one of them and set calendar meeting schedules with them. The LSO leaders monitor holding of calendar meetings. The VO_s/WO_s had no proper bylaws and systems for managing their affairs and holding elections. The LSO helped them develop bylaws and guidelines. The Presidents and Managers of the WO_s were all men. The LSO guided and helped them elect women Presidents and Managers. The number of youth was negligible in the VO_s/WO_s. The LSO helped them form 26 Youth Wings and inducted 34 percent of their members in to VO_s/WO_s. As a result of these integrated efforts, marked improvements have taken place in the management capacities of the member VO_s/WO_s.

DISASTER RISK MANAGEMENT

River Thalley that flows nearby Daghoni floods each summer due to melting of glacier causing damage to the standing crops, fruit orchard trees and farm lands. People of the area desperately needed disaster risk management skills. The LSO approached FOCUS Humanitarian Assistance Pakistan (FHAP) for assistance. FHAP trained 90 community members in first aid as well as disaster risk management and helped them in establishing Village Emergency Response Team (VERT) and Community Emergency Response Team (CERT). FHAP also provided a stockpile of equipment and tools for using during an emergency situation like water erosion, fire and flood. With the financial assistance of FHAP, the community planted 5,000 sea-buckthorn plants to control the soil erosion and constructed 460 feet long protective wall to control the flood. As a result of these measures, the area has become safer and the community is well trained and equipped to deal with any emergency situation.

PROVISION OF SAFE DRINKING WATER TO 25 VILLAGES

The floods of 2010 completely destroyed water supply infrastructure of the Union Council. Therefore, the community had to use the river water flowing in the irrigation channels for drinking and cooking purposes. River Thalley is the only drinking water source of the UC. People who live in the upstream of the river are seriously polluting the river water by mixing drainage water in it, constructing latrines near river and washing their clothes in it. The contaminated water became unsafe for human consumption. As a result, prevalence of water borne diseases became high.

The LSO submitted a proposal to Small Grants and Ambassador's Fund Programme (SGAFP) of USAID for the construction of safe water channel for 10,900 people living in 25 villages of the UC. The proposal was accepted by SGAFP after completing a lengthy process of proposal approval and institutional assessment of the LSO. SGAFP approved a grant of Rs.8, 345,590 for construction of two units of Slow Sand Water Filters.

CONSERVATION OF LOCAL NATURAL RESOURCES

The LSO developed linkage with WWF to conserve natural resources of the area. The officials of WWF Skardu visited the LSO and initiated dialogues. A conservation plan was developed with the common consensus of local community and WWF, and was approved by the Chairman District Conservation Committee Ghanche. As part of the conservation plan, local communities had planted 16,000 non-fruit plants with the financial assistance of WWF. Moreover WWF organised a number of trainings and workshops for the LSO management and other community members for seamless management of the Conservation Project.



LSOs to interact with the government at higher levels but also encourage member LSOs to interact, exchange information, and take joint actions among themselves and with other civil society organisations. On the request of SRSP Abbottabad, RSPN facilitated one-day training for its senior staff on formation and management of LSO Network and shared the LSO Network Formation and Management Manual with them. In addition, RSPN carried out an assessment of one LSO Network of AKRSP for capturing the dynamics in the evolutionary process of LSO Network and identifying conceptual and practical issues and capacity gaps and recommending remedial measures to address them.

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. The second meeting of SMRT was jointly held with Gender Resource Group (GRG) to discuss and debate cross-cutting issues between social mobilisation and gender and development. The issues discussed in these meetings included, inter alia, how to improve communication with and among LSOs, how to ensure proper representation of COs into LSOs, challenges of women's only LSOs and potential roles of LSOs in achieving the newly agreed SDGs.

Technical Support to RSPs

As part of its mandate, RSPN provided technical support to various member RSPs in the field of social mobilisation during the year. The

Specialist Social Mobilisation RSPN worked as the Technical Adviser in the implementation of the social mobilisation components of NRSP's two EU funded projects in Azad Jammu and Kashmir (AJK). He provided his technical inputs to AKRSP in developing their LSO Assessment Tool in collaboration with the Pakistan Centre for Philanthropy (PCP). He supported BRSP in arranging the first Balochistan LSO Convention, developing Community Management Skills Training (CMST) manual and facilitated a seven-day TOT for BRSP staff and Community Resource Persons on CMST. He also supported BRSP in developing the social mobilisation components of their Programme Implementation Manual of EU funded project Balochistan Community Development Programme (BCDP) and facilitated a five-day TOT for its staff on Leadership Management Skills Training (LMST). He conducted numerous sessions in Orientation Training Workshops (OTWs) arranged by IRM for SRSO staff. He took sessions in the social mobilisation training of SRSP for its Programme for Economic Enhancement and Community Empowerment (PEACE) staff. He provided technical support to FIDA in developing and implementing their Youth Development Project (YDP) and LSO Formation Project in ONE Union Council of district Dera Ismail Khan in Southern Khyber Pakhtunkhwa.

Development of Manuals and Guidelines

RSPN published a new guideline on "Strategies and Approaches to Incorporate Youth in COs/VOs/LSOs". Furthermore, RSPN updated its Institutional Development Manual for LSOs through addition of two new chapters and improving some of the existing chapters.

RESEARCH AND KNOWLEDGE MANAGEMENT

OUR APPROACH

Evidence-based learning is critical for solid input for policy advocacy and improved programming within RSPN and RSPs. This is also a valuable resource for Pakistan and one which RSPN seeks to share with those interested and concerned with improving the lives and livelihoods of the poor through CDD approach and practices. RSPN has been playing a key role in assessing and creating new knowledge around the RSPs' work with rural communities, drawing practical lessons from over 30 years of experience in CDD. RSPN's Research and Knowledge Management (RKM) section works closely with the RSPs and other development partners, gleaning lessons from the work of RSPs with communities and documenting them for wider dissemination and application.

OUR WORK

RSPN Strategy Document 2015-20

During 2014-15, the RKM section led the efforts for development of RSPN's strategy for 2015-20. The draft strategy was presented to the Board of Directors RSPN for consideration and approval in November 2015. It is proposed that over the next five years RSPN will work with its partner RSPs and other stakeholders including government and donors to achieve the following strategic objectives:

1. Further promote and expand the community driven development approach in Pakistan.
2. Generate sound evidence and practical knowledge for improving development results.
3. Improve RSPN's performance in delivering better results.

In terms of thematic priorities, RSPN's main focus remains on integrated rural development using the CDD approach firmly based on the principles of social organisation envisaged by Dr. Akhter Hameed Khan and further developed by Mr. Shoaib Sultan Khan. Fostering and strengthening of people's own institutions are necessary means for achieving RSPs' common

vision of a prosperous and inclusive society. As part of the local institutional development process, the COs, VOs and LSOs need to undertake productive development programmes initially according to their own potentials and needs. Thereafter depending on geography and the conditions, community might prioritise other needs including social sector interventions. RSPN believes that communities should define their own development priorities and therefore remain open towards working in any thematic area that these local institutions of the people identify and implement themselves.

Monitoring and Evaluation

Another important function of RSPN is Monitoring and Evaluation that focuses on both learning and accountability. When RSPN is leading a project involving member RSPs or other organisations, both aspects are emphasised. In other instances where RSPN is supporting its member RSPs, M&E focuses more on learning and improvement rather than accountability. During 2014-15, RSPN developed an M&E policy manual and developed a Management Information System (MIS). Both these initiatives will not only contribute in organisational effectiveness of RSPN in measuring the extent of achieving its development results but also contribute in capturing, documenting lessons in a systematic way to share with wider development community and society at large.

The newly developed M&E policy is now in practice and the MIS is in testing phase and needs to be developed further and implemented across all projects of RSPN next year. A key feature of M&E policy manual is to make the M&E function independent of project implementation. The M&E Officer in each project is now directly reporting to the Specialist M&E RSPN and regularly producing monthly monitoring and action plans. Following the newly developed M&E policy manual, RSPN has planned and designed impact assessment of two UNICEF funded projects. These assessments use the well-known quasi-experimental design of evaluation with double-difference method. These

evaluations are planned to be implemented next year and lessons drawn from these evaluations are expected to contribute in improving future programme designs and also key to RSPN's accountability to its key stakeholders.

Research and Documentation

Building upon the last year's research work of RSPN on community health promotion, this year the RKM section prepared a research paper titled "Who is excluded and how? An analysis of community spaces for maternal and child health in Pakistan". The paper is accepted for publication in an international peer reviewed journal – BMC Public Health. The finding of the paper was also presented at the International Conference on Public Health 2015 in Colombo, Sri Lanka.

The research paper highlighted that socially marginalised groups, e.g. lower caste poor tenants and nomadic peasants, were excluded from formal and informal community spaces. The formal community spaces formed by MNCH programmes across Pakistan included facility-based care, door to door visits, group awareness sessions, and formal groups and committees created or facilitated by MNCH programmes. Programme guidelines mandated selection of community notables in groups/committees and used criteria that prevented registration of nomadic groups as eligible clients. The selection criteria and adverse attitude of healthcare workers, along with inadequacy of programmatic resources to sustain outreach activities also contributed to exclusion of the lower caste poor women from formal spaces. The informal community spaces (households, events celebrations, water collection and laundry points, agricultural fields, educational and religious settings) were mostly gender segregated. Infrequently, MNCH information trickled down from the better-off to the lower caste poor women through transitory interactions in the informal domestic sphere. The paper calls for a revision of the purpose and implementation mechanisms for MNCH programmes, for them to become more inclusive.

In March 2015, RSPN signed a Memorandum of Understanding (MoU) with University of Mannheim (UM), Mannheim, Germany, to establish a working relationship between UM and RSPN for long-term mutual collaboration in promoting cooperation in research and knowledge management for development in Pakistan. Following this MoU, RSPN is partnering with UM to conduct a baseline survey in 10 districts of Khyber Pukhtunkhwa

and Gilgit Baltistan for the health protection programme of governments of KP and GB. This is funded by KfW (German Development Bank). UM and RSPN will also work together for the research component of the EU funded SUCCESS programme.

To document the work of RSPs and to share these with development stakeholders, RSPN collaborated with AKRSP to start a series of case studies on Local Support Organisations. In this regard, a case study titled "Elixir of Development – A case study of Baltit Local Support Organisation" was published. Case studies on Chitral Development Network (CDN) and Karimabad LSO are in process. Another case study titled "Community Institutions and Rural Livelihoods" on the beneficiaries of the GBTI was conducted by RSPN and published by GBTI. All these case studies highlight that being a member of community organisations can catalyse improvement in lives and livelihoods of the poor.

In order to expand the network of peoples' own institutions, build stronger partnerships, and mobilise resources, RSPN invests in raising awareness on CDD approaches and improving communications across the board. In this regard, in collaboration with EU, RSPN organised a series of conferences on Community Driven Development in Pakistan. The first conference was held in Quetta, Balochistan, second in Sukkur, Sindh, followed by the third conference in Peshawar, KP and a National Conference in Islamabad. The overarching objective of these conferences was to facilitate dialogues among different stakeholders including policy makers, donors, programme practitioners and researchers, on the approaches, experience and challenges faced to mainstream and scale up CDD in Pakistan.



GENDER AND DEVELOPMENT

OUR APPROACH

One of the RSPN's key roles is to support the member RSPs in promoting gender equality and mainstreaming in organisational, programme and external levels. RSPN is supporting RSPs to uplift socio-economic condition of the poor, women and other vulnerable groups through a structured approach. Gender mainstreaming always remains centre of attention in all sectors of RSPN and RSPs, i.e. education, health, environment, social mobilisation, disaster risk reduction, and water and sanitation to name a few. RSPs strongly believe that major improvements in poor women's condition are possible if they are supported to be more active at the household and community levels. During natural or man-made disasters, women tend to suffer disproportionately. Through the process of social mobilisation, poor rural women are empowered; they become more aware about their situation and what they, as organised groups, can do to improve their own lot. Rural women generally give priority to build up productive assets, income generation activities, skills enhancement, and improved access to education, health and sanitation for the benefit of their families and communities.

OUR WORK

RSPN is also working with RSPs to assess emerging priorities and needs of rural women and men. Based on these, new guidelines and new initiatives are started like Alternative Dispute Resolution (ADR), legal empowerment, peace building and conflict management, guidelines for gender implementation plan for LSOs, gender issues in emergency settings, etc.

This year Gender and Development (GAD) section continued its technical support to RSPs by reviewing gender policies, formation of gender manuals for community activists, capacity building of RSPs' staff members and community activists, and guidelines for making LSOs gender implementation plan. Gender section works closely with other RSPN sections to screen

proposals, design gender strategies and to do gender analysis for documenting gender related achievements and identifying gaps and issues to overcome them in the programmes and projects.

RSPN has developed a training module for community activists with the financial support of AKRSP. Based on this manual, AKRSP organised a six-month long Gender Training of Trainers (GToT) course in three regions of AKRSP with the technical support of RSPN. Thirty four of community activists (19 women, 15 men) were trained as gender trainers from 20 LSOs of Chitral, Gilgit and Baltistan regions. The purpose is to build in-house capacity of LSOs to work closely with community women, children, youth, and old age citizens. This group of women and men is equipped with gender lens and tools to work with VO, WO and LSOs.

These community gender experts are also Board members of LSOs and have already started working at individual, community and LSO levels. The gender trainers have begun to work to raise awareness on gender mainstreaming at the LSO Board meetings, WO/VO meetings, and in community schools on different topics. The topics include girl's education, women health, equality between girl and boy child, equal responsibilities of men and women in raising children and managing household chores, and women role in raising socio-economic status. The gender trainers are also working closely with LSOs to develop gender policies and work plans.

A male gender trainer, resident of village Chunda, Skardu, has started free education for girls in evening shift with the support of youth committee after resistance from elder men of the village. Another male gender trainer working as teacher in a school of Shighar Marapi, Skardu promotes elimination of violence against women in his locality. Another participant from Khaplu facilitated gender trainings in LSO Shagri Kalan. She, with other gender trainers of Khaplu, arranged dialogues with religious leaders to discuss women rights in *Muharram Majalis* and *Juma Khutba* (Friday sermons). Now these



local religious leaders are also highlighting the importance of women rights.

Gender Resource Group (GRG) of RSPN is a group that comprises gender focal persons from RSPs. They work together to share lessons learnt, new initiatives, build capacities in new areas like ADR, new pro-women laws and policies. This year, GRG undertook gender analysis of UCBPRP and women's social mobilisation. The review suggested that focus should be on women's capacity building to make linkages with government line departments, and that adult and financial literacy should be the part of projects.

RSPN developed a gender implementation plan for LSOs. This plan gives guidelines to LSO management about the process of mainstreaming gender in human resource, administration, finance, social mobilisation, community physical infrastructure (CPIs), BOD, etc. This document has step by step instructions and indicators. This year GAD section conducted gender analysis reports of two projects i.e. Health System Strengthening Component (HSS) and Child Rights projects. The recommendations included the need for gender sensitisation sessions for all project staff, and women leaders at Union Health Committees (UHC) and Village Health Committees (VHC). The focus should be on female VHCs rather than mix

VHCs. In UHC, women representatives should have responsibility to present women specific issues and female social organizers should support them.

RSPN has been actively engaged in collaborating with national and international organisations to celebrate International Woman's Day, International Rural Women Day and 16th Days of Activism to End Violence against Women and Girls. RSPN collaborated with Potohar Organization for Development Advocacy (PODA) to mark International Rural Women Day. The women artisans from Shadadkot, Sukkur, Shikarpur, Bahawalpur, Swat and Malakand participated in a conference and exhibition at Lok Virsa, Islamabad. They displayed their handicrafts and also participated in panel discussions. Women leaders from Sindh, KPK and southern Punjab shared the stories of courage and pain for creating peace and harmony in the community. RSPN collaborated with Aurat Foundation for Awaaz-Voice and Accountability Programme to raise awareness among the rural women and men on "Democracy: From Courtyard to Parliament (*Jumhooriyat: Angan Say Aiwan Tak*)".

Every year RSPN marks 16 days of Activism along with RSPs and LSOs from 25th November to 10th December. LSOs organise events on women rights

and gender sensitisation with their members. RSPN and RSPs are actively pursuing the agenda to eliminate all kinds of violence against women and girls by adopting "The Protection against Harassment at Workplace Act". RSPN, through RSPs gender focal persons, is also facilitating LSOs for adoption and implementation of this law. In cases of domestic violence or harassment, women can now negotiate their way out by relying upon a trusted family member. The impact can be seen through case studies. For example, a woman LSO representative negotiated a woman family member's divorce by warning her father-in-law that she will use the Women Protection Act and Anti-Harassment Act against him as he had severely mistreated the daughter-in-law and there was evidence that he was trying to blackmail her. Thus the case was settled discretely without the involvement of grand *jirga* or committee that was convened to decide the case.



CASE STUDY

Women Agency, Collective Voices and Actions against Anti-women Practices

Killing woman in the name of honour is called 'Karo Kari'. It is a deep rooted norm in rural Sindh and in some parts of Southern Punjab. Women and girls are killed by their own male relatives on doubts and suspicion of illicit relationships, apparently in the name of honour. And there have been instances where men also have labelled her women as *kari* with their enemy for blackmailing. Community Women Organisations are working for the elimination of such archaic and cruel practices.

In February 2015, Ms. Naseem was called by one of the LSO Network members Ms. Hakim from LSO Khusboo and reported a case in village Yar Muhammad Jatoi in UC Sharkot where a women was declared *kari* and was going to be killed that evening. Ms. Naseem shared that they both went to that village to get first-hand information. Upon reaching the village, they observed 50 to 60 men were holding a meeting to arrange killing of that woman. According to their culture whenever a woman is declared *Kari* an invitation is sent out to all family members to see the process. The woman who was declared as *Kari* was

sitting on a bed and all other relatives were sitting down in front of her. Her eyes were swollen as she had not slept for three nights in fear of getting killed. Her brother said his sister was innocent and had done nothing wrong. Her husband was a drug addict and had lost money in gambling. When the man came to get his money from her husband, he accused him of *karo kari*. The brother said that once a woman is declared *kari*, then according to local custom family males have to kill her. If this killing is not done, then the extended family members (*Baradari*) will ostracise them. He said that they sought the village landlord's (*wadera*) help but he did not provide any support.

After knowing the entire situation, a local journalist named Rahmatullah in Shikarpur was approached. Rahmatullah contacted police and other media persons. Once awareness and pressure was built up, the police reached the village and rescued the poor woman and sent her to *Dar-ul-Aman* (protection centre). Later the woman got divorce and married again through *Dar-ul-Aman*.

HEALTH, EDUCATION AND SANITATION

OUR APPROACH

Lack of access to basic social services exists in almost all parts of Pakistan. Indicators for health, education and sanitation are not very encouraging. Rural areas are worst affected. Pakistan, unfortunately, failed to achieve the Millennium Development Goals for health, education and sanitation. Reasons for this included bad governance and resource allocation, inadequate delivery of critical services, security situations and fewer efforts for accountability of public funds. More innovative and sustained efforts are needed to fill the vast gaps and to meet the needs and aspirations of rural population for having appropriate health, education and sanitation facilities.

RSPN's approach to setting up community led accountability networks where communities are directly linked with government institutions and are empowered to demand basic services paves way to sustainable development and better delivery of education, sanitation and healthcare facilities to rural citizens, who make 62 percent of total population of Pakistan.

RSPN and RSPs, engage community-based institutions — COs, VOs and LSOs — to take forward the social sector agenda. In the areas where there are no structured social mobilisation networks, RSPN/ RSPs set up local committees so that issues being faced by the community can be identified and solutions be developed and implemented. These committees are supported by Community Resource Persons, who are trained by RSPN and the RSPs to raise awareness, demand government services, and work toward resolving problems of health, sanitation and education in their areas, acting as a bridge between communities and public service delivery system. These local committees hold regular meetings to deliberate on issues that hinder access to social services. Their representatives then take up these issues with the government officials and elected representatives, and hold them accountable for their role in ensuring seamless service delivery. When RSPs foster VO's and LSOs in these areas,

then these committees are merged with the new organisations.

OUR WORK

To combine knowledge and experience of RSPs on health, education and sanitation service delivery mechanism and process, RSPN formed the Social Sector Resource Group (SSRG), consisting of Social Sector Programme Managers and Specialists from RSPN and the RSPs. SSRG met twice last year to assess its on-going programmes and to discuss future strategies.

Health Communication Component

The Health Communication Component (HCC) is one of the five components of USAID's Maternal and Child Health Program. It is a six-year programme for reducing Infant Mortality Rate (IMR) and Maternal Mortality Rate (MMR) in ten target districts of Mirpur Khas, Umerkot, Matiari, Sanghar, Sukkur, Shikarpur, Jacobabad, Ghotki, Larkana, and Naushahro Feroze in Sindh. The HCC component envisions a Pakistan where individuals, families and communities advocate for their own health, practice positive health behaviours including timely use of Reproductive, Neonatal, Maternal and Child Health (RMNCH) services and engage with a responsive healthcare system. This component strives to promote mother and child health through knowledge, community participation and network building. For HCC, RSPN is working with three of its partner RSPs: including NRSP, TRDP and SRSO. The proven model of trained local community resource persons called Community Health Workers (CHWs) is utilised to generate awareness for family planning and reproductive health and to encourage communities to adopt health seeking behaviour, particularly in the context of maternal and child healthcare.



Provision of Reproductive Health Services through Social Marketing

This year RSPN also entered into partnership with Population Services International (PSI), NRSP and PRSP to create demand for reproductive health services and to enable rural communities to advocate for better coordination and accountability for health issues. Focusing on areas not served by the Lady Health Workers, the project will create 34,714 new contraceptive users in three districts of Southern Punjab over a period of fourteen and a half months. So far, 900 men and women community resource persons have been trained by the RSPs who will seek behaviour changing practices through sensitising married women of reproductive age and their husbands on birth spacing practices and services, and will also institute a referral and follow-up system for birth spacing and pregnancy services provided by designated healthcare providers. Village Health Committees provide supervision and social support to the community resource persons, and serve as a platform for communities to discuss issues they face in accessing healthcare, to be conveyed to the district healthcare departments.

Health Systems Strengthening Project

Pakistan's healthcare system has long been

compromised by issues of understaffing, absenteeism, shortage of medicines and gaps in demand and supply process which result in a sub-optimal operational capability. Owing to the country's heavy burden of disease and high population growth rate, efforts to improve healthcare delivery, particularly in the rural areas and urban slums, face massive challenges. There is an urgent need for a district level mechanism through which government departments, NGOs and private sector organisations can make consolidated efforts for providing reliable, quality healthcare services to communities.

Funded by USAID and managed by John Snow Incorporated (JSI), RSPN's five-year Health Systems Strengthening project has set up accountability forums in 23 union councils at the village as well as union council level to tackle issues faced by rural communities in accessing healthcare and family planning services. The project aims at strengthening the health system of these areas by capacity building of LSOs and union council health committees so that they can utilise communities' feedback to connect with healthcare providers and officials for pushing them to resolve communities' problems and overall improvement.

Five district level health networks, comprising LSOs and union council health committees as well



as other NGOs in the area working in the health sector, have been established for lobbying with the District Health and Population Management team for allocating adequate resources so that quality healthcare services are provided in rural areas.

Expanded Program on Immunization

With the support of USAID/JSI, RSPN is also providing support to the Expanded Program on Immunization of the Government of Sindh for routine immunization in areas that are not covered by Lady Health Workers in five districts of Thatta, Sujawal, Tharparkar, Jacobabad and Kashmore.

Alif Ailaan

This year RSPN also worked on developing a local accountability system for education, through which rural citizens directly interacted with their local government. In partnership with NRSP and SRSP, communities in seven districts of Punjab and Khyber Pakhtunkhwa were mobilised to demand their children's right to education and hold the government accountable for provision of free, quality education.

Funded by the national education campaign Alif Ailaan, LSOs are working through their constituent COs and VOAs to create awareness and demand for education at the community level through community resource persons. Collectively the community resource persons conducted awareness raising sessions with 141,623 men and 104,584 women to sensitise them on their right to education. The LSOs coordinated with School Management Committees to ensure fair usage of allocated school budgets, and to assist them in

resolving school related issues.

By forming District Education Networks (DEN) and a Parent Itehad (alliance) at the union council and district levels, the LSOs, local community, politicians, media and other NGOs in the area were taken on board to discuss issues of education, thus creating an opportunity for parents to raise voice for their concerns on educational facilities for their children and the state of schools in their villages.

Diarrhoea Prevention and Control

Up to 150 children in Pakistan die every day of diarrhoea related illnesses. Many of these deaths can be prevented by safe drinking water, sufficient sanitation and improved hygienic practices. Helping rural communities to adopt safe sanitation and hygienic practices, which can prevent diarrhoea and deaths caused by its related causes, is one of the key focus areas on which RSPN works to improve health and environmental outcomes in the country. In April 2015, RSPN entered into partnership with Save the Children International (SCI) to work to fight diarrhoea related morbidity and mortality of children under-five in Pakistan.

According to the Pakistan Demographic and Health Survey (PDHS) 2012-2013 diarrhoea prevalence in Punjab has increased by 20 per cent over the last three years. Prevalence of diarrhoea is highest in Khanewal and Hafizabad districts (at 31 per cent and 33 per cent respectively), above the provincial average. RSPN's Diarrhoea Prevention and Control Project suggests that these life threatening cases of diarrhoea can be prevented through simple, effective and low cost interventions, which will eventually reduce diarrhoea related deaths. The World Health Organisation (WHO) and UNICEF's 7-point plan for treatment and prevention proposes a multi-sectoral package of interventions to reduce childhood diarrhoea deaths and make a lasting impact on diarrhoea reduction in the medium to long term interventions. SCI in partnership with the Government of Punjab, communities, other stakeholders will test implementation of 7-point plan in selected 40 union councils of Khanewal and Hafizabad districts.

Capacity Building Initiative - SPSP II

To meet the Millennium Development Goal of Sanitation and to reduce child mortality and morbidity rate in Pakistan; UNICEF started



Sanitation Program at Scale in Pakistan Rural-II on Pakistan Approach to Total Sanitation, in all four provinces of Pakistan.

RSPN collaborated with UNICEF for Capacity building of UNICEF's Programme Implementing Partners. The nine-month project, started on April 07, 2014, operated in fifteen flood affected districts in KPK, Punjab, Sindh and Balochistan to improve sanitation and environmental sustainability through Open Defecation Free (ODF) villages.

These IPs included various INGOs, Public Health and Engineering Department (PHED) and local government departments. RSPN team of master trainers trained various cadres including social organizers, community resource persons, masons, entrepreneurs, teachers and government officials during SPSP Rural phase I (2013) and SPSP Rural phase II (2014). RSPN trained 363 social organizers comprising 241 men and 122 women, 1601 community resource persons (1335 men, 266 women), 100 government officials (95 men, 5 women) and 98 entrepreneurs (94 men, 4 women) in the target districts. A strategy to develop linkages with microfinance institutions has also been developed for sanitation loaning.

RSPN in collaboration with WASH sector partners, Climate Change Division and Higher Education Commission, organised events to celebrate the Global Handwashing Day and World Toilet Day on October 15 and November 19, 2014, respectively. RSPN also actively participated in PACOSAN II held in Islamabad on February 17 – 18, 2015 and Sanitation and Water for ALL (SWA) regional meeting on February 19, 2015 in Islamabad.

The Government of Punjab allocated Rs. 400 million for PATS project and to attain the Open Defecation Free (ODF) status in all districts of Punjab. PHED's Community Development Unit (CDU) is scaling up PATS and striving to achieve ODF status in Punjab. Two capacity development events of 5-day training of master trainers had been organised by RSPN to build capacity of PHED-CDU's 68 staff members consisting 56 men and 12 women during January 2015 at Punjab Local Government Academy, Lala Musa. The training focused on to help participants understand the principles and practices of social mobilisation tools and techniques for PATS, acquire skills to design and deliver a training programme on PATS as trainer, and to guide the staff on planning, implementation, monitoring and coordination tools to achieve the ODF status.

BIOGAS ENERGY



Pakistan, especially the rural areas, face acute energy crisis. Given the large livestock population and suitable climate, Pakistan has a huge potential for the production and use of domestic biogas and bio slurry.

Biogas technology was first introduced in Pakistan through the government line departments in 1970s. However, the floating drum technology failed due to technical issues as well as due to lack of post construction support to users. In 2006-7, RSPN initiated a small pilot project in Sialkot region in partnership with PRSP. Based on the success of this project, the Netherlands Development Organisation (SNV) provided one year support to RSPN to initiate the Pakistan Domestic Biogas Programme (PDBP) in four districts of central Punjab. The Project Identification Document (PID) envisaged that over a 10 year period, PDBP would contribute the development of a market led domestic biogas sector in the country by following a modular approach.

After the establishment of PDBP Regional Office

in Faisalabad, RSPN developed a four-year project proposal for the central Punjab region and submitted this to the Embassy of the Kingdom of the Netherlands (EKN). EKN approved the project. EKN funded phase of PDBP, with the technical assistance from SNV and Winrock International, was initiated in November 2009 and ended on December 31, 2014.

PDBP adopted a market led approach to domestic biogas sector development. It had two major components: 1) to raise awareness about the benefits of biogas and hence to create demand from farming households for installation of biogas plants, and 2) to develop the supply mechanism to meet the demand for the installation of biogas plants. PDBP partnered with local NGOs for raising awareness at the community level. For the supply mechanism, PDBP identified masons for training on biogas plant construction. Later these masons were encouraged to set up privately owned and managed Biogas Construction Companies (BCCs). It was the trained BCCs who

received the demand orders for the construction of biogas plants. PDBP adopted the Fixed Dome Technology already proven in Nepal and tested in the Sialkot region.

PDPB introduced capacity building programme to develop its own and stakeholders' capacity. A strong mechanism for quality control was developed and the construction of each biogas plant monitored at critical stages of construction and completion by Quality Inspection team of PDBP. According to the third party survey, 96 per cent of 5,360 constructed plants are functional and the biogas users are satisfied.

RSPN's role in the development of Biogas Sector in Pakistan

RSPN played a leading role in promoting biogas technology in Pakistan. RSPN has installed more than 5,300 plants under PDBP, the largest biogas installations by one organisation. RSPN has also prepared and submitted proposals to the Alternative Energy Development Board and the Government of Punjab for further expansion of domestic biogas programme. RSPN has provided technical and business development trainings to all BCCs and hands-on training to all masons. RSPN also introduced a comprehensive quality control mechanism and involved all active BCCs to do annual follow up visits to each plant for four consecutive years.

Major Achievements

- RSPN has trained private entrepreneurs called BCCs. Currently 28 out of 51 trained BCCs are working in the market with a workforce of more than 400 trained masons. These trained masons are actively providing services such as marketing, sales, construction, after sale service, and training to biogas plant owners.
- Due to critical importance of BCCs, RSPN provided financial and technical support in the development of BCCs association: "Society for Biogas Promotion (SBP)". The SBP acts as an apex body of the BCCs.
- Programme successfully completed Research & Development (R&D) to introduce two new sizes of biogas plants, i.e. 50m³ and 100m³. The gas from these plants was tested to be used for electricity generation and run tube wells. A complete set of filtration system and generators was also installed. All of the R&D process was then evaluated by the SNV's International Technical Expert.

- On the demand side, local NGOs and independent marketers were partnered for the promotion of domestic biogas plants at community level to create awareness about the benefits of biogas technology. Promotional material developed for creating awareness on biogas plants was effectively used by the promotional partners.
- A credit feasibility study analysing the opportunities and constraints for credit to households was conducted in the initial years of the programme. This indicated that the pay-back period for biogas plants was less than two years. A manual to assist Microfinance Institutions (MFIs) to include biogas plant technology as a loan product was also developed.
- In order to evaluate and highlight the benefits of bio-slurry, a by-product of the biogas plant, Ayub Agriculture Research Institute (AARI) and the University of Agriculture Faisalabad (UAF) were engaged to conduct research. Research from both institutions indicated significant increase in yield of various crops and improvement in the physical condition of soil through the application of bio-slurry in the field. AARI has now mainstreamed bio-slurry research as part of its own research programme, and the findings will be transferred to farmers through Agriculture Extension Department.
- To make all components of the biogas technology indigenous and efficient and to help generate local employment, local welders were trained to manufacture quality mixers and main dome pipes. They are currently manufacturing and supplying this equipment to the BCCs.
- A biogas stove was developed by partnering with the Christian Technical Training Centre (CTTC), Gujranwala, which has a thermal efficiency of 59 per cent higher than most other countries where a biogas stove has been developed. Training of four appliance manufacturers from Faisalabad and Sargodha has been conducted and they are manufacturing the stoves for BCCs.
- The programme has been registered and validated for obtaining Carbon Credits under CDM. However, with limited number of plants constructed, the programme may not be a cost effective option to be pursued. Total biogas plants completed by the end of the programme are 5,360. Assuming that on average each plant would save 2.5 tons of CO₂ equivalents, would mean that the programme will earn



only about 13,000 CERs per year. The price of CER in voluntary market is at a declining trend to an extent of less than USD 1, which would imply that the programme will earn less than USD 13,000 per year which would not be even sufficient to meet the annual cost of certification.

- Apart from arranging media campaigns on radio and local television, major national TV channels such as Dunya News, Express News, Samaa News, Sohni Dharti, CNBC and GEO TV highlighted the success of the PDBP. Several articles and stories also appeared in national newspapers thus generating wider interest in the technology.
- The biogas users' surveys were conducted annually by independent third party – SEBCON – and indicated 96 to 98 per cent of plants constructed were functioning satisfactorily. Numerous benefits including health, cost saving, time saving, and fertilizer usage reduction are being experienced by the rural households.
- Overall the demand creation activities resulted in creating an effective demand and changes in perception of the local communities about

biogas as failed technology to an alternative viable technology in the country.

- AiD (Pvt) Limited conducted project final evaluation and the key findings were as under:
 - o PDBP has significantly contributed to change the general perception about biogas, from a failed technology to a successful technology.
 - o National Biogas Policy Framework is needed to remove contradiction and market distortions created by different biogas projects.
 - o Localised market-led Biogas Construction Companies are crucial for efficient construction and maintenance services.
 - o A working biogas plant is the best tool for marketing and promotion.
 - o Research on the use of biogas slurry has shown many economic and environmental benefits.
 - o Availability and accessibility of wholesale dedicated credit line for biogas client is important to benefit more small farmers.

DISASTER RISK MANAGEMENT

OUR APPROACH

Over the past decade, Pakistan has witnessed severe earthquakes, torrential rains, flash floods, droughts and cyclones which not only damaged the infrastructure but also enormously affected the socio-economic framework of the Pakistani society. For the directly affected, including women and children, it means an absolute loss of everything they own. Massive damages due to floods of 2010 and 2011 in most regions of the country signify lack of preparation of local communities and government departments in terms of pre and post disaster situations. The communities need to be supported so that they can adapt and recover from situations when disasters occur.

RSPN and its members RSPs are committed to assist vulnerable communities which have experienced sudden emergencies by providing them a) with preparedness and mitigation tools to decrease their vulnerability, and b) through ongoing assistance to maintain and improve their quality of life.

OUR WORK

In 2012, RSPN with the support of United States Agency for International Development (USAID)/ Office for Foreign Disaster Assistance (OFDA) launched a project called Tahafuz — Building Resilience through Community Based Disaster Risk Management in the Sindh Province of Pakistan. Tahafuz, which literally means 'Protection', aims to build the resilience of local communities to resist hazards, bounce back after a disaster occurs, and adapt and change in order to recover effectively.

Based on successful implementation of first phase and feedback from target communities from twenty Union Councils from the four target districts of Thatta, Badin, Umakot and Tharparkar in partnership with NRSP and TRDP, RSPN again approached USAID/OFDA for continuation of the Tahafuz project activities in further twenty Union Councils of the same four districts. Phase-II was

initiated on April 1, 2014. Working in a total of 460 revenue villages (232 from Phase-I and 228 from Phase-II) from forty Union Councils the Tahafuz project benefitted an estimated population of 1,199,703 individuals from 205,781 households.

The project facilitated community members in enhancing their capacity, through provision of training in disaster risk management, small scale mitigation management activities and linking them with relevant stakeholders, including District Disaster Management Authority (DDMA), government line departments, and other non-government organisations.

In order to prepare and withstand disasters and respond to hazardous situations in an efficient and effective manner, the project established 228 Village Disaster Management Committees (VDMCs) within twenty newly added Union Councils. During the project period, comprehensive CBDRM training events were arranged for newly formed VDMCs while refresher sessions were organised for already trained members from the previous phase. VDMC members were provided with skills on conducting participatory risk assessment, developing risk management plans, search and rescue, fire fighting and first aid. To transfer CBDRM/DRR knowledge at grassroots level, Community Resource Persons were selected from each VDMC. These CRPs delivered awareness sessions at settlement level, sensitising around 44,251 individuals from 1,793 settlements about DRR. The VDMCs were federated at the Union Council level in to Union Disaster Management Committees (UDMCs) for creating links and improving coordination between government and the community. These committees provided a platform for creating local level leadership for advocating DRR related issues to the district government and active NGO/INGOs for resource mobilisation.

Depending upon needs identified from disaster risk management plans, on average one Community Critical Infrastructure (CCI) was rehabilitated within each revenue village. A total of 259 schemes ranging from earthen roads to



raised platforms and repair of water reservoirs to dug wells were rehabilitated through involvement of VDMCs. Similarly to cater the DRR needs of flood and drought prone project areas, one standardised emergency toolkit was provided to each UDMC. To ensure sustainability, the established VDMC/UDMCs have been integrated with RSPs mainstream social mobilisation approach culminating in the networking of Village Organizations (VOs) and Local Support Organizations (LSOs). Working as subcommittee of LSOs, these are further linked with government institutions such as DDMA, Provincial Disaster Management Authority (PDMA), National Disaster Management Authority (NDMA) as well as other DRR relevant stakeholders, including local media. On successful completion of phase-II, a further cost modification was awarded on July 1, 2015 which will scale up the project to 222 additional revenue villages in twenty additional Union Councils over a twelve-month period.

Besides this formal ongoing activity RSPN supported its partner organisations in facilitating local communities for rehabilitation

of infrastructure and livelihoods damaged during 2014 rains and flash floods. AKRSP received financial support for rehabilitation of a damaged water supply scheme in Skardu benefitting 432 individuals from 60 households and a comprehensive rehabilitation plan for five damaged irrigation channels in Ghanche districts. NRSP was provided funding for construction of houses for 22 flood affected households in district Hafizabad. In Balochistan, BRSP received financial assistance for two projects. One focused on restoration of livelihoods opportunities for thirty drought affected households in district Kharan. The other was about building capacity of rural communities in disaster management through training and informal sessions in district Jaffarabad. SRSO was supported to provide heifers to thirty ultra-poor families in Jacobabad district while TRDP was provided funds for provision of goats to eighty draught affected families in district Tharparkar. The partner RSPs continued to support the strengthening of capacity of organised communities so that they could better manage any disaster.

AID EFFECTIVENESS

OUR APPROACH

Aid effectiveness within the context of institutional development process can be measured by looking at the organisational growth and maturity with the passage of time. In other words, systematic and steady improvement in the operational capacity of aid recipient organisations is one of the key yardsticks to assess effectiveness and efficiency in organisational performance. Organisational performance is marked by ensuring transparency in financial operations, fairness in work processes, efficient use of vital resources and effective policy synchronisation across operational apparatus.

RSPN has been contributing to this agenda through its Assessment & Strengthening Program (ASP-RSPN). The programme was designed specifically to improve the overall performance of Pakistani organisations, both public and private, by providing technical assistance in the areas of financial management, procurement management, human resource management, and monitoring and evaluation (M&E) to ensure effective utilisation of USAID resources to Pakistan.

ASP-RSPN works with an aim to institutionalise the reform agenda by systematic identification of institutional capacity gaps through independent mechanisms, and plug in the capacity gaps through robust capacity building programmes. It helps organisations to develop their policy manuals in major operational areas and further supplement the policy frameworks through trainings and on job assistance.

OUR WORK

The major components of ASP-RSPN programme are Pre-Award Assessments, Institutional Capacity Building, Research & Development and Validations. Few key contributions by ASP-RSPN to overall aid effectiveness are given below.

Government procurement accounts for about 15 per cent of the world's GDP. In Pakistan too, government procurement consists of billions of rupees each year. By improving the efficiency and effectiveness of the public procurement



system, substantial savings and value for public money, tax payer's money and foreign assistance can be achieved. ASP-RSPN through its procurement reform agenda supported four Public Procurement Regulatory Authorities (PPRA) at federal and provincial levels. Technical assistance was given in the development of rules & regulations, standard bidding documents, M&E policies, Information technology (IT) based M&E platforms and training on procurement rules and regulations. More than 500 government officials were trained in procurement rules during the year. In addition, ASP-RSPN developed MIS system for Balochistan Public Procurement Regulatory Authority (BPPRA) and Federal Public Procurement Regularity Authority (FPPRA).

In continuation of its efforts to build the institutional capacity of Pakistani organisations, ASP-RSPN achieved significant milestones in the KP province through its strategic interventions in Internal Audit and Strategic Planning in provincial departments. ASP-RSPN provided support to the Finance Department of KP for the institutionalisation of the Internal Audit system in six provincial departments during the second



phase of the interventions. ASP-RSPN's proposed Internal Audit structure and methodology has been approved by the government and resultantly, the government has set up Internal Audit as a separate function in selected departments. ASP-RSPN has developed twenty two Audit toolkits for entities working under provincial departments. During the reporting year, more than hundred key government staff members were given training on toolkits in addition to the technical support in pilot audits in two departments.

The government of KP also acknowledged ASP-RSPN's contribution in strategic planning for five provincial departments. ASP-RSPN prepared three-year strategic plans for these departments identifying strategic issues and a results-chain consisting of outcomes and outputs. Further, these strategic plans have been translated into measurable action plans and budgetary allocations.

Furthermore, ASP-RSPN provided support to various Project Management Units (PMUs) of USAID funded projects. Technical experts in the areas of Financial Management, Procurement, Internal Audit, M&E and Human Resource Development provided technical assistance in manual development and on-the-job training to Punjab Vocational Training Council, PMU of Gomal Zam Dam – Command Area Development Project, Municipal Service Delivery Project Sindh and AHAN.

ASP-RSPN carried out validation of twenty-five Small Grants & Ambassador's Fund Program grantee organisations across the country. The purpose of the exercise was to assess improvements in the operational areas of these organisations after the capacity building process is completed.



REGIONAL COOPERATION

The basic approach of RSPs to community-driven development (CDD) is based on key principles of social mobilisation first tested by Dr. Akhtar Hameed Khan at the Comilla Project during the late 1950s and 1960s. These principles are that the poor households should be organised, encouraged to build up their capital base and improve their skills. Since the early 1980s, Mr. Shoaib Sultan Khan has led the process of adoption of these key principles in Pakistan and other countries. The RSP approach of social mobilisation has touched the lives of millions of people in South and Central Asian (SACA) countries. Increasingly the RSP approach to social mobilisation, which entails the fostering of a network of people's own institutions, has expanded across the SACA region.

The Aga Khan Foundation adopted the social mobilisation approach to CDD from AKRSP in the mountain communities of Gilgit, Chitral and Baltistan, to Tajikistan in the 1990s, to be espoused by the Mountain Societies Development Support Programme (MSDSP). In 1994, under the United Nations Development Programme's (UNDP) South Asia Poverty Alleviation Programme (SAPAP), the RSP pioneer and now Chairman of RSPN, Mr. Shoaib Sultan Khan set up pilot projects in the South Asian Association for Regional Cooperation (SAARC) countries to replicate the RSP approach. In 2003, the Afghanistan government created the National Solidarity Programme (NSP) based on the key principles of CDD tested and scaled up by the Comilla Project and AKRSP, respectively.

While a wider adoption of the social mobilisation approach in the SACA region has taken place and large scale replication is under way, active cooperation and collaboration between the Pakistani RSPs and others in the region is also taking place for mutual learning to strengthen and scale up their programmes.

Over the past year, RSPN staff has provided consulting services to the International Fund for Agricultural Development (IFAD) supported project in Tajikistan to strengthen their social mobilisation component. RSPN is also engaged with BRAC in a research project which aims to capture learning

from scale up efforts across South Asia. An output of this research was a publication by BRAC "A Network Approach to Scaling Social Mobilisation in Pakistan". RSPN staff also participated in BRAC workshops at Milan and Dhaka to interact with other leaders and researchers, including Sir Fazal e Abid of BRAC and Professor Jaideep Prabhu from Cambridge University. In May 2015, RSPN's Monitoring and Evaluation Specialist presented a research paper on "Who is excluded and how? An analysis of community spaces for maternal and child health in Pakistan" at the International Conference on Public Health at Colombo, Sri Lanka. Representatives from the Government of Afghanistan and the Aga Khan Development Network (AKDN) Afghanistan also visited Pakistan and held meetings with community members organised by NRSP.

While the RSP approach was developed in Pakistan, its largest scale adaptation is taking place in India. Indian adaptation started in 1994 with the SAPAP pilot project in the State of Andhra Pradesh through the Society for Elimination of Rural Poverty (SERP). After a state wide replication in Andhra Pradesh, the approach has now been scaled up nationally. Since 2011, SERP's approach is being replicated across thirteen States of India through one of the largest poverty reduction programmes in the world via the National Rural Livelihoods Mission (NRLM). NRLM has set out an agenda to cover 70 million rural poor households, across 600 districts, and 600,000 villages in the country through self-managed Self Help Groups (SHGs) and federated institutions and support them for improvement in livelihoods over a period of 8-10 years.

Over the past few years, RSPN/RSPs staff and activists have visited various SACA region countries. RSPN/RSPs have strong links with organisations in India (SERP and NRLM), Afghanistan (NSP and AKDN), Bangladesh (BRAC), Tajikistan (AKF/MSDSP) and Myanmar (UNDP), and will seek to continue to increase this cooperation going forward.

Social mobilisation is now widely recognised



as a successful approach to community-driven development and for reducing poverty. Building and strengthening Regional Cooperation around social mobilisation has the potential to foster stronger links between Pakistan and its SACA neighbours. Key elements of India's NRLM programme have now been adopted by Pakistan's RSPs and are being funded by the Pakistan government, through the Pakistan Poverty Alleviation Fund (PPAF), provincial governments and other donors. This process was started after RSPs' senior management and some Pakistan government officials visited Andhra Pradesh in 2007. On this visit, learning took place 'in reverse' as it were. The RSPs adopted key lessons from SERP which assisted them in scaling up their programmes through community activists, federating smaller community organisations into union council level Local Support Organisations; increasing the number of women in COs and adopting a new mode of financial services for the poorest, through Community Investment Funds (CIF). The European Union is supporting RSPN/RSPs for the SUCCESS Programme to be implemented in eight districts. The SUCCESS Programme will include key elements learnt from NRLM.

In Pakistan between 2007 and 2015, the number of organised households as members of community organisations rose from 1.7 million to 6.1 million, whereas the ratio of women's participation rose from about 30 per cent to 48 per cent, having

been inspired by SERP's success of working only through village women. A total of over 1,186 LSOs have been formed to date. RSPN is grateful to the Department for International Development which supported initial pilots in all provinces and areas, in order to replicate SERP successes in Pakistan. Chairman RSPN Mr. Shoaib Sultan Khan continues with advocacy activities to promote the social mobilisation approach to CDD at various national, regional and international forums.



FINANCIALS

AUDITORS' REPORT TO THE MEMBER OF RURAL SUPPORT PROGRAMMES NETWORK

We have audited the annexed balance sheet of Rural Support Programmes Network ("the Company") as at 30 June 2015 and the related income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in funds together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

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

- (a) in our opinion, preper books of account have been kept by the Company as required by the Companies Ordinance, 1984;
- (b) in our opinion-
 - (i) the balance sheet and profit and loss account together with the notes thereon have been drawn up in conformity with the Companies Ordinance, 1984, and are in agreement with the books of accounts and are further in accordance with accounting polices consistently applied;
 - (ii) the expenditure incurred during the year was for the purpose of the Company's business; and
 - (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;
- (c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in funds together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at 30 June 2014 and of the surplus, its cash flows and changes in funds for the year then ended; and
- (d) in our opinion no Zakat was deductible at source under Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

ISLAMABAD

DATED: 27 NOVEMBER 2015



KPMG TASEER HADI & Co.
CHARTERED ACCOUNTANTS

Engagement Partner

Riaz Pesnani

**RURAL SUPPORT PROGRAMMES NETWORK
BALANCE SHEET**

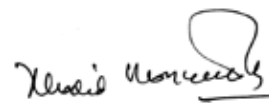
AS AT 30 JUNE 2015

ASSET	Note	2015 Rupees	2014 Rupees
NON-CURRENT ASSETS			
Property and equipment	4	18,028,973	19,602,883
Long-term deposits and prepayments	5	8,243,104	1,443,913
		26,272,077	21,046,796
CURRENT ASSETS			
Project receivables	6	65,752,787	145,036,258
Advances and prepayments	7	19,173,075	12,577,142
Accrued markup		13,117,808	7,705,479
Other receivables	8	6,410,303	4,968,214
Short-term investment	9	400,000,000	300,000,000
Income tax refundable	10	120,356,728	119,234,587
Cash and bank balances	11	139,661,669	269,869,225
		764,472,370	859,390,905
		790,744,447	880,437,701
FUNDS AND LIABILITES			
GENERAL FUND			
Reserve fund	12	91,500,000	90,500,000
Accumulated fund		537,094,653	497,238,880
		628,594,653	587,738,880
NON-CURRENT LIABILITES			
Restricted grant	13	31,040,940	63,360,368
Deferred capital grants	14	9,118,896	15,217,829
Dererred liability - staff retirement benefits	15	40,096,768	28,045,920
Long term laibility		5,207,600	5,133,000
		85,464,204	111,757,117
CURRENT LIABILITES			
Payable to related parties - unsecured		44,924,666	149,351,288
Project and other payables	16	31,760,924	31,590,416
		76,685,590	180,941,704
TOTAL FUND AND LIABILITIES		790,744,447	880,437,701
CONTINGENCIES AND COMMITMENTS	17		

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



Director



Director

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

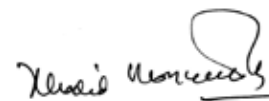
FOR THE YEAR ENDED 30 JUNE 2015

INCOME	NOTE	2015 RUPEES	2014 RUPEES
Grant income	18	851,097,552	628,315,015
Consultance and management fee	19	63,287,637	51,120,164
Exchange gain		743,094	1,725,322
Other operating Income	20	58,686,122	55,485,750
		973,814,405	736,646,251
EXPENDITURE			
Programme costs	21	639,352,906	442,824,526
Operating costs	22	291,265,594	267,947,454
Consultancy services costs	23	136,950	1,763,964
		930,755,450	712,535,944
SURPLUS FOR THE YEAR		43,058,955	24,110,307

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



Director



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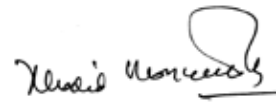
**RURAL SUPPORT PROGRAMMES NETWORK
STATEMENT OF COMPREHENSIVE INCOME**
FOR THE YEAR ENDED 30 JUNE 2015

	2015 Rupees	2014 Rupees
Surplus for the year	43,058,955	24,110,307
Other comprehensive income for the year		
<i>Item not to be reclassified to income and expenditure account in subsequent periods</i>		
Experience adjustments on staff retirement benefits (Note 3.3.2(b))	(3,203,182)	(1,048,031)
Total comprehensive income for the year	39,855,773	23,062,276

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



Director



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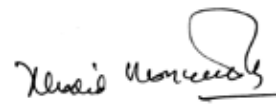
**RURAL SUPPORT PROGRAMMES NETWORK
STATEMENT OF CHANGES IN FUND BALANCES**
FOR THE YEAR ENDED 30 JUNE 2015

	Reserve fund	Accumulated Fund Rupees	Total
Balance as at 30 June 2013	89,500,000	474,176,604	563,676,604
Total comprehensive income for the year	-	23,062,276	23,062,276
Transaction with RSPs recorded directly in reserve fund			
Funds received during the year	1,000,000	-	1,000,000
Balance as at 30 June 2014	90,500,000	497,238,880	587,738,880
Total comprehensive income for the year	-	39,855,773	39,855,773
<i>Transactions with RSPs recorded directly in reserve fund</i>			
Funds received during the year	1,000,000	-	1,000,000
Balance as at 30 June 2015	91,500,000	537,094,653	628,594,653

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



Director

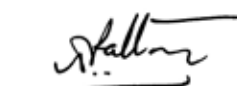


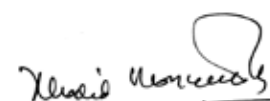
Director

RURAL SUPPORT PROGRAMMES NETWORK
CASH FLOW STATEMENT
 FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 Rupees	2014 Rupees
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating deficit before working capital changes	24	(831,529,898)	(628,842,737)
(Increase) in current assets			
Advances and prepayments		(6,595,083)	(584,878)
Other receivables		(1,442,089)	(3,972,602)
		(8,037,172)	(4,557,479)
increase (decrease)/in current liabilities			
Project and other payable		170,508	(3,193,378)
Payable to related parties		26,574,363	2,057,416
		18,707,699	(5,693,442)
(Increase)/ Decrease in long-term deposits and prepayments		(6,799,191)	1,481,780
Increase in long-term liability		74,600	5,133,000
Grants received during the year		761,458,063	607,430,911
Income tax paid during the year		(1,122,141)	(40,135)
Payment made to employee's provident fund		(9,523,615)	(8,555,225)
Staff retirement benefits paid-gratuity		(6,611,295)	(4,688,262)
Net cash (used in)/ generated from operating activities		(75,345,779)	(33,774,109)
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure		(7,839,943)	(3,599,065)
Proceeds from sale of fixed assets		1,750,699	1,484,696
Short-term investment		(100,000,000)	(300,000,000)
Profit on deposit received		50,227,467	47,251,506
Net cash (used in) / generated from investing activities		(55,861,777)	(254,862,863)
CASH FLOWS FROM FINANCING ACTIVITIES			
Amount received in respect of reserve fund	12	1,000,000	1,000,000
Net cash generated from financing activities		1,000,000	1,000,000
Net (decrease) / increase in cash and cash equivalents		(130,207,556)	(287,636,972)
Cash and cash equivalents at beginning of the year		269,869,225	557,506,197
Cash and cash equivalents at end of the year	11	139,661,669	269,869,225

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


 Director


 Director

OUR TEAM

OUR BOARD

Mr. Shoaib Sultan Khan, Chairman
Mr. Ali Noor Muhammad Rattansey, Vice Chairman
Ms. Shandana Khan, Chief Executive Officer
Mr. Allah Rakha Asi
Mrs. Munawar Humayun Khan
Sardar Naseer Tareen
Mr. Muhammad Azam Khan
Mr. Agha Ali Javad
Dr. Shahida Jaffery
Mr. Masood ul Mulk
Mr. Fazalullah Qureshi
Mr. Nadir Gul Barech
Mr. Nazar Memon
Mr. Khalid Mohtadullah
Mr. Faiysal Ali Khan

Malik Fateh Khan
Mr. Abdul Malik
Mr. Roomi S. Hayat
Dr. Salam Memon
Mr. Rafique Ahmed Jaffri
Ambassador Amir Usman
Mr. Ghulam Haider Bhurgri
Mr. Muhammad Dittal Kathoro
Mr. Ejaz Rahim

Advisors to the Board of Directors

Dr. Rashid Bajwa
Dr. Pervez Tahir

Company Secretary

Mr. Assad Ali Hashmi

RSPN CORE STAFF

Shandana Khan, Chief Executive Officer
Khaleel Ahmed Tetlay, Chief Operating Officer

Monitoring & Evaluation

Khurram Shahzad, Specialist

Social Mobilisation

Mohammad Ali Azizi, Specialist

Social Sector

Bashir Anjum, Specialist

Gender & Development

Sadaf Dar, Programme Officer

Communications

Habib Asgher, Programme Officer

Internal Audit

Qazi Haseeb Rauf, Chief Internal Auditor

Compliance

Bader ul Islam Siddiqui, Manager

Finance & Accounts

Assad Ali Hashmi, Chief Financial Officer
Muhammad Nadeem Akhtar, Programme Officer
Syed Sheraz Ahmad, Accounts / FIS Officer
Nasir Ahmed Khan, Finance Officer

Human Resources

Jawad Khan, Programme Officer

Administration & Procurement

Ali Akbar Qureshi, Programme Officer
Umar Daraz Khan, Admin Assistant

Information Technology

Abdul Hadi, Programme Officer

Special Projects Wing

Sahar Alamgir, Programme Officer

Chairman Office

Abdul Rauf, Programme Office Manager

EU: Sindh Union Council and Community Economic Strengthening Support (SUCCESS)

Fazal Ali Saadi, Programme Manager
Dr. Abdur Rehman Cheema, Team Leader Research
Filza Nasir, Documentation & Reporting Officer
Marvi Ahmed, Monitoring & Evaluation Officer
Farhana Yasmin, Administration & Procurement Officer
Muhammad Abdullah Bin Javaid, MIS Officer
Noor Muhammad, Communication Officer

USAID: Assessment and Strengthening Program- ASP

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

USAID: Maternal and Child Health Integrated Program (MCHIP)

Khalid Ishaque, Project Manager
Ghulam Farid Khan, Finance Manager
Javed Salik, Monitoring & Evaluation Officer
Aneela Kanwal, Training Officer
Feroz Ali Mahar, MIS Assistant

USAID: Small Grants and Ambassador's Fund Program-SGAFP

Mazhar Iqbal, Deputy Chief of Party Grants
Muhammad Saleem Baloch, Manager Monitoring and Evaluation
Rizwana Sadiq, Programme Officer Monitoring and Evaluation
Syed Khurram Hassan, Programme Officer Monitoring and Evaluation
Kashir Ali Chaudhary, Finance Officer

Population Services International (PSI): Provision of Reproductive Health Services through Social Marketing

Manzoor Hussain, Project Manager
Tahira Tarique, Monitoring Officer
Nasir Abbas, Admin Assistant

USAID-JSI: Health System Strengthening Program

Munawar Alee Kapri, Manager Community Outreach
Muhammad Abubakr Mirza, Finance Officer
Imran Masih, Monitoring & Evaluation Officer
Imtiaz Hussain Roonjho, Monitoring Officer

USAID: Tahafuz - Community Based Disaster Risk Management

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

USAID: Health Communication Component (HCC) of MCH Program

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

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

Humera Hussain, Education Campaign Manager
Muhammad Imran, Monitoring & Evaluation Officer
Fahad Ullah Khan, Finance Officer
Shayaah Raza, Admin Assistant

ICIMOD: Climate Change Capacity Building Project

Sundus Ahmed, Project Assistant

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

Nadir Ali, Project Manager
Syed Saleem Ali Shah, Monitoring & Evaluation Officer
Sumbul Riaz, Training Officer

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

Dr. Muzaffar Saeed, Project Manager
Zeeshan Ali Memon, Monitoring & Evaluation Officer
Fareeda Gul Hassan, Training Officer
Abdul Ghani, Finance Officer

Save the Children: Diarrhoea Prevention and Control Programme

Musaddiq Rashid Kayani, Project Manager
Naheed Rajper, Monitoring, Evaluation, Accountability and Learning (MEAL) Officer
Farah Amin, Training Officer

ABBREVIATIONS

AKRSP	Aga Khan Rural Support Programme	KP	Khyber Pakhtunkhwa
AKF	Aga Khan Foundation	LSO	Local Support Organisation
ASP	Assessment and Strengthening Program	MWRA	Married Women of Reproductive Age
BCCs	Biogas Construction Companies	NADRA	National Database and Registration Authority
BISP	Benazir Income Support Programme	IRM	Institute of Rural Management
BRSP	Balochistan Rural Support Programme	NRSP	National Rural Support Programme
CBV	Community Based Volunteers	PDBP	Pakistan Domestic Biogas Programme
CIF	Community Investment Fund	PRSP	Punjab Rural Support Programme
CO	Community Organisation	RSP	Rural Support Programme
CPI	Community Physical Infrastructure	SAARC	South Asian Association for Regional Cooperation
CRP	Community Resource Person	SACA	South and Central Asian
DFID	Department for International Development	SGA	Sind Graduates Association
EKN	Embassy of the Kingdom of the Netherlands	SGAFP	Small Grants and Ambassador's Fund Program
FIDA	Foundation for Integrated Development Action	SRSO	Sindh Rural Support Organization
GBTI	Ghazi Barotha Tarqiati Idara	SRSP	Sarhad Rural Support Organization
GRG	Gender Resource Group	SUCCESS	Sindh Union Council and Community Economic Strengthening Support
FATA	Federally Administered Tribal Area	TRDP	Thardeep Rural Development Programme
FRs	Frontier Regions	USAID	United States Agency for International Development's
JSI	John Snow Incorporated		

OUR DEVELOPMENT PARTNERS

 <p>USAID FROM THE AMERICAN PEOPLE</p>	 <p>UKaid from the British people</p>	 <p>TE MAINTIENDRAI</p>	 <p>unicef</p>	 <p>EUROPEAN UNION</p>
 <p>JOHNS HOPKINS UNIVERSITY</p>	 <p>JSI</p>	 <p>DTCE Empowering People</p>	 <p>Greenstar Social Marketing</p>	 <p>psi</p>
 <p>Population Council</p>	 <p>JSDF Japan Social Development Fund</p>	 <p>OPEN SOCIETY FOUNDATIONS</p>	 <p>b p f</p>	 <p>AMERICAN PAKISTAN FOUNDATION</p>
 <p>SNV</p>	 <p>IDRC CRDI</p>	 <p>ISETN</p>	 <p>ACTED</p>	
 <p>حکومت سندھ گاوٹ سندھ</p>	 <p>WORLD BANK GROUP</p>	 <p>ADB</p>	 <p>innovating to save lives Jhpiego</p>	

The network of the Rural Support Programmes



House No.7, Street 49, F-6/4 Islamabad, Pakistan
92-51-2829141 | 2829556 | 2822476 | 2826792 | 2821736
info@rspn.org.pk