

# 2017

ANNUAL REPORT



**RURAL SUPPORT PROGRAMMES NETWORK**

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

 RSPNPakistan

 RSPNPakistan

Project Management: Habib Asgher, Programme Officer Communications

Design and Print: DOT Advertising

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# 2017

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 CEO

During 2016-17, the Rural Support Programmes Network (RSPN) and the Rural Support Programmes (RSPs) accelerated their efforts to promote the social mobilisation approach to Community Driven Development (CDD) in Pakistan. The central feature of the RSPs' approach to CDD is the fostering of people's own institutions at the local level, Community Organisations (COs) at the neighbourhood level, Village Organisations (VOs) at the village level, and Local Support Organisations (LSOs) at the Union Council (UC) level. In the year under review, the number of COs increased from 390,962 to 415,410, and the number of LSOs increased from 1,313 to 1,497. More importantly, the number of organised households increased from 6.65 million to 7.11 million. Over 49 percent of the organised households are represented by their women. Today, the RSPs have a presence in 137 out of 148 districts/agencies and 4,071 rural UCs out of 5,706 UCs of the country.

In order to provide strategic guidance to RSPN's work, the organisation's Board of Directors approved the five-year strategy for 2016-20. RSPN's vision statement is 'Realising people's potential for economic and social empowerment'. RSPN's mission statement is 'Strengthen RSPs to foster institutions of the people'. RSPN's strategic objectives are to further promote and expand the CDD approach within the country and to generate sound evidence and practical knowledge, to improve RSPN's performance in delivering better results. In terms of thematic priorities, RSPN's main focus remains on social mobilisation. RSPs work on a broad range of thematic areas covering key aspects of community development: pro-poor economic empowerment, better governance and peace, social development and access to basic services, gender equality and women's empowerment, climate change adaptation



and mitigation, and regional cooperation. As a network of the RSPs, RSPN will contribute towards all the thematic areas in which RSPs are actively involved.

During 2016-17, RSPN continued to work closely with the RSPs to promote CDD in the country. In this regard, the government and donors have played a key catalytic role. Based on the major breakthrough that was made in 2009 when the Government of Sindh launched the Union Council Based Poverty Reduction Programme (UCBPRP) in four districts, in 2015 the European Union agreed with the Government of Sindh to support the scale up of the RSP approach in a further eight districts under the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme. The SUCCESS Programme

partners included RSPN, the Sindh Rural Support Organisation (SRSO), Thardeep Rural Development Programme (TRDP) and the National Rural Support Programme (NRSP). UCBPRP and SUCCESS Programmes are the largest, women-only CDD programmes in the country. Women's organisations have begun to foster linkages with local government development agencies and with local politicians to seek support and access services. The Government of Sindh is in the process of approving the expansion of UCBPRP to a further six districts. UCBPRP Extension is likely to be initiated from July 2017.

With the initiation of the UCBPRP extension, the UCBPRP and SUCCESS Programmes will be operating in eighteen districts of Sindh. RSPN and the RSPs are working closely with the Government of Sindh for the expansion of UCBPRP to the remaining five districts. With this, Sindh will become the first province of the country with blanket coverage of social mobilisation. This will offer tremendous potential to the Provincial and local authorities to work with people's institutions. In order to facilitate this Ernst & Young – the organisation leading the Technical Assistance Component of the SUCCESS Programme – is supporting the Government of Sindh to devise a Local Community Led Development (LCLD) policy framework. Upon approval by the Government of Sindh, CDD will be mainstreamed across the province.

The rural areas of Balochistan province continue to face socio-economic challenges; on many key indicators, Balochistan lags far behind other provinces of the country. In order to address some of these challenges, in particular to strengthen the citizen's engagement with local authorities, the Government of Balochistan and the European Union agreed to launch the Balochistan Rural Development and Community Empowerment Programme (BRDCEP) in eight districts. BRDCEP is based on the RSPs' social mobilisation approach to CDD. Balochistan Rural Support Programme (BRSP) will implement the programme in seven districts and NRSP will implement the programme in one district of Balochistan. RSPN will provide support to BRSP and NRSP in the development of standardised approach to implementation, development of baselines, monitoring and evaluation, research and documentation and communication. Human Dynamics will provide support to the Government of Balochistan for the development of a Local Community Led Development policy framework. During the next five years, BRDCEP will be implemented in 249 union councils of eight districts of Balochistan.

The RSP Resource Groups (in Social Mobilisation, Gender, Social Sectors, M&E, Finance and Communication) continued to meet during the year and share experiences, knowledge, practices and insights about the process of CDD. At the strategic level, RSPN organised the RSPs Annual Strategy Retreat and the Annual Convention of Local Support Organisations. The events were attended by key stakeholders from government, donors, diplomatic missions, academia, civil society organisations, media and community representatives. At these events, RSPs and community representatives presented their work for women's empowerment, disaster risk reduction, education, mother and child healthcare, reproductive health and family planning, child rights, gender parity, and legal empowerment of poor communities. In particular, the community representatives highlighted their work with the Administrative Pillar (government line departments).

In the area of Regional Cooperation, RSPN hosted two delegations from Tajikistan and Nepal who came to interact with RSPN/RSPs staff and organised communities. A delegation from Pakistan, comprising of representatives from the Government of Sindh, RSPN, and RSPs also visited Tajikistan to observe the CDD work being done by the Aga Khan Foundation.

RSPN is most grateful to the provincial governments who have shown unstinting support for the RSP approach. This was spearheaded by the Government of Khyber-Pakhtunkhwa, which has recently launched the second phase of the Community Driven Local Development (CDLD) programme, and of which the SRSP was a key implementing partner in CDLD Phase One. RSPN thanks the donors for their support to scale up the social mobilisation approach to CDD in Pakistan. In the coming year, RSPN will continue to support RSPs in their work with organised communities across the country for improvements in their livelihoods and lives. RSPN would like to thank the Board of RSPN for its continued guidance, support, and encouragement.

Last but not least, I want to thank the hundreds and thousands of community activists who work tirelessly in their villages, to improve the lives of millions of Pakistanis, across our country.

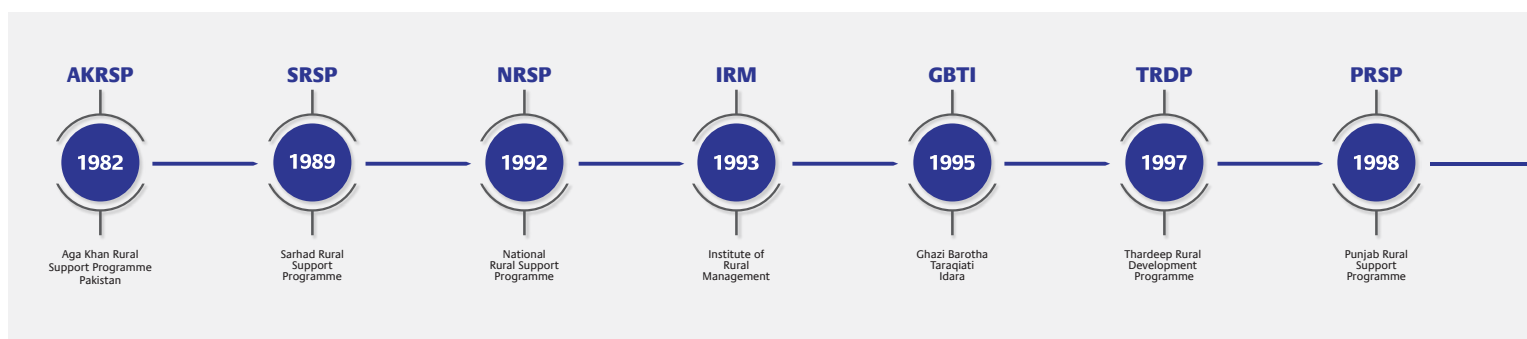
**SHANDANA HUMAYUN KHAN**

Chief Executive Officer

# About Us

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

The RSP approach to CDD is based on the conceptual framework developed by Dr Akhter Hameed Khan in the 1950s and 60s in the world famous Comilla (Bangladesh) Project. The approach was further developed and scaled up by AKRSP under the 12-year dynamic leadership of Mr Shoaib Sultan Khan. The centre-piece of the RSP approach is 'social mobilisation' of poor households into institutions of the people, in order to directly engage them in decisions that affect their lives and prospects



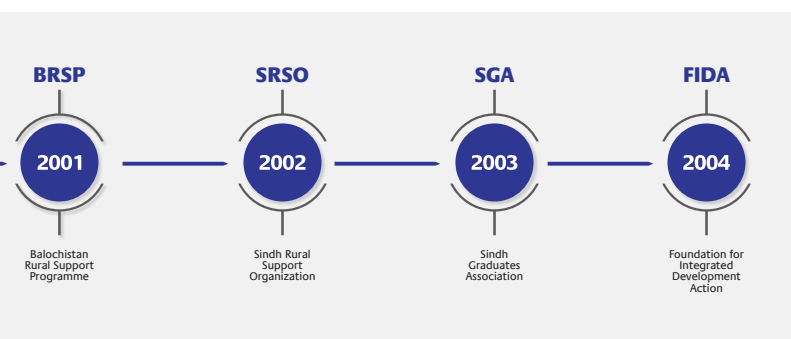
By year 2000, seven RSPs were working in various parts of Pakistan and these RSPs got together to set up the Rural Support Programmes Network (RSPN) in Islamabad. Today, RSPN serves as a strategic, national platform for ten member RSPs and the Institute of Rural Management (IRM) – an expert vocational training institute - bringing together over 35 years of knowledge in Community Driven Development (CDD). RSPN is the largest development network in the country and is indeed an asset for Pakistan. Through its member RSPs, RSPN has an outreach to over 7 million rural households in Pakistan, representing a population of 46.2 million in 137 out of 148 districts of Pakistan, including 13 Federally Administered Tribal Areas (FATA) and Frontier Regions (FRs).

because bottom-up change cannot happen without strong community institutions. The process involves building capacities of people, focusing on poor men and women to organise, manage their own organisations, and link these into government services, to increase the outreach and accountability of government to the people. RSPs provide social guidance as well as technical and financial assistance to the rural poor through a three-tiered institution building approach which is the central RSP social mobilisation approach to CDD.

Community Organisations (COs) form the foundation of the peoples' institutions. Each CO is a neighbourhood level organisation of 15 to 20 member households. Once

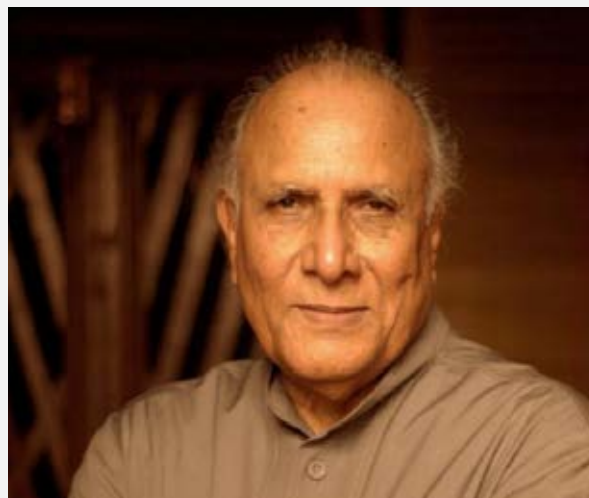


high coverage in a village is achieved through COs, these COs are then federated into Village Organisations (VOs) for planning and coordination at the village level. At the third tier, representatives from all VOs in a Union Council (UC) form a Local Support Organisation (LSO). These organisations of the people foster links with government and other stakeholders. Over the years, the RSPs have witnessed and documented miracles happening through self-help initiatives taken by organised communities.



We have also seen how people’s institutions link into government services, to make these more efficient and accountable.

## The Three Institutional Pillars



“After reviewing 200 years of global experiences, Dr Akhter Hameed Khan concluded that three institutional pillars are necessary for making transformative change in the lives of the rural poor. These pillars are: i) the Administrative pillar (central, provincial, and local governments and departments, judiciary, police and other institutions – from the president to the patwari); ii) the Political pillar (national and provincial assemblies, district and union councils); and iii) the Socio-Economic pillar (people’s own institutions i.e. COs, VOs, and LSOs). Pakistan possesses the first two pillars but the socio-economic pillar is missing, and without fostering this pillar and linking it with the political and administrative pillars, poverty cannot be sustainably reduced. Fostering the socio-economic pillar requires an institutional mechanism, which has the resources of the government and flexibility of an NGO - such as the Rural Support Programmes. The RSPs, through social mobilisation and organisation of rural people into their own institutions, are able to reach out to each poor household. Without the economic empowerment of individual households, poverty cannot be eliminated. The RSPs, thus complement and supplement the work of the government.”

– Shoab Sultan Khan, Chairman RSPN

## KEY INITIATIVE

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

RSPN believes that poor people have the ability to find pathways out of poverty, only if they get organised into their own institutions and are provided with effective technical, financial support and information. Based on the proven RSP three-tiered social mobilisation approach to CDD, the SUCCESS Programme was started in 2015 to exclusively empower rural women and impact the lives of extremely poor people of Sindh province, through them. The SUCCESS Programme scales up the Government of Sindh's Union Council Based Poverty Reduction Programme (UCBPRP) that was implemented in four districts between 2009 and 2017. The European Union (EU) Delegation to Pakistan is supporting this six-year programme in eight districts of Sindh and it is now in its third year of implementation, by the RSPN, the National Rural Support Programme (NRSP), the Sindh Rural Support Organisation (SRSO) and the Thardeep Rural Development Programme (TRDP). The eight districts are Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar and Tando Muhammad Khan. The Sindh government has now extended the UCBPRP Programme to another six districts under a partnership with SRSO. The UCBPRP approach, therefore, will cover 18 of the 23 districts of rural Sindh province, covering a target population of 11.89 million.

SUCCESS is the largest, grassroots level poverty reduction initiative in Pakistan and is 100% women led. It demonstrates the commitment of the EU and the Sindh government to reach the poorest households in rural Sindh, through women, and to link women's institutions to government departments, thus impacting CDD and poverty reduction policies at the provincial level. A key aspect of this programme is poverty targeting, which is done through the official Poverty Score Card. A



complementary, key aspect, is for SUCCESS to affect policy level change, to include people's institutions as long term partners to government, through official arrangements.

Support to fostering institutions of the people through the RSP three-tiered social mobilisation approach reiterates the commitment of the EU to the long term sustainability of Community Institutions (CIs) and mainstreaming their work and relationship with the government.

The objective of the SUCCESS Programme is to reduce poverty through an intensive, integrated, tried and tested approach of the RSPs. SUCCESS aims to demonstrate the



efficacy and effectiveness of the RSP three-tiered social mobilisation approach to CDD, with emphasis on policy level impact. The SUCCESS Programme will support poor, rural women to form 32,400 Community Organisations; 3,240 Village Organisations, and 316 Local Support Organisations. Community institutions will cover an estimated 770,000 households in eight districts. SUCCESS Programme includes specific interventions targeting the poor and poorest and aims to impact rural poverty on a large scale.

## WHAT WE DO

RSPN is responsible to provide tools for standardised implementation, quality control, research, knowledge management, communication and advocacy support to the SUCCESS Programme, by extending support to the implementing RSPs and the SUCCESS Technical Assistance team. This technical role not only benefits the RSPs implementing SUCCESS, but also other RSPN members. RSPN brings together best practice and knowledge

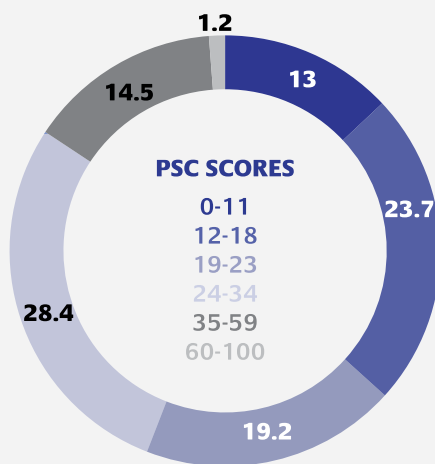
from across the RSP community, based on their work with communities across Pakistan. RSPN has developed modules i.e. a Programme Implementation Manual (PIM), a Community Awareness Toolkit (CAT), an M&E Framework, an Institutional Maturity Index (IMI), a Quality Assurance and Control Plan (QACP), and modalities for a socio-economic baseline and end line surveys, to support its efforts to achieve the objectives of standardising and harmonising RSP work. Thus, measuring programme impact, doing action research, and the development of knowledge products and advocacy with various stakeholders is a critical part of RSPN's input, in order to scale up the SUCCESS CDD approach in Sindh.

To develop these programme tools, RSPN engaged the RSPs to develop manuals, toolkits, and frameworks. Relevant staff of SUCCESS RSPs underwent an extensive training in these tools, with RSPN providing technical backstopping to the RSPs through regular visits and interaction with RSP staff and the communities they work with, in order to ensure that agreed procedures and processes in social mobilisation and other areas were being adhered to.

## Poverty Targeting in SUCCESS

Poverty Score Card (PSC) census was undertaken in the eight programme districts between 2016 and 2017. PSC as a tool for ‘poverty targeting’ was mainly developed to give development practitioners a simple, efficient, and cost-effective method for identifying poor households and conducting targeted programme interventions. For PSC, the Proxy Means Test formula was used, derived from Pakistan Standard Living Measurement Survey 2007 developed by the World Bank with a set of easily verifiable indicators that correlate with the situation of poverty along with a simple scoring system. This was an extensive exercise that took place across all the eight programme districts, covering 316 union councils, 1,545 villages and 14,708 settlements. This amounted to data collection for a population of 5,691,953 in 849,755 households. The household PSC is then employed to target SUCCESS interventions at the household level namely Micro Health Insurance, Income Generating Grants, Technical and Vocational Skills Training, and Community Investment Fund. The PSC data of all the households in the eight districts of SUCCESS is available with RSPN and can be used by the government and other development organisations for targeting their programme interventions.

The overall poverty status of the SUCCESS districts’ households is depicted below, with 56% of households falling in the PSC score of 0-23 – the targeted households for household intervention under SUCCESS programme.



## ACTION RESEARCH AND KNOWLEDGE SUPPORT

Under the research component of SUCCESS, a quasi-experimental design of randomised control trial has been set up in two union councils of Tando Allahyar district and the first annual socio-economic baseline survey (2016) report was finalised. The baseline report highlights that large investments are required in public infrastructure but more so in governance systems so as to improve education, health, transport, and sanitation status in the area. In addition to improvement in public services, there is ample space for civil society organisations to complement and supplement public services by working at the grassroots level with communities to foster transformational change in the perception, culture, and behaviour of communities and government to take them along in this development journey.

As part of the research design, this survey will be repeated with the randomly selected 2,300 households every year, to track changes in the socio-economic indicators of the households and overall household poverty dynamics.

A number of associated research activities were undertaken to share incremental learning over the course of the programme. This is also done through publication of research articles at international and national online platforms (such as thethirdpole.net and Why Dev), in workshops and meetings. An article titled ‘South-South Learning’ was published on 20th of October, 2016, in the internationally recognised Global Policy Journal. The article highlighted the significance of regional learning and the role of the Rural Support Programmes in this regard. Another article titled ‘No Ordinary Hazards: Risking Climate Change’ was published on ‘Why Dev’ and it mainly argued that climate change, though a global phenomenon, affects at the local level. The federal government must continue to work alongside other regional partners and international development actors to raise the voices of the poor countries to convince developed countries to finance climate change initiatives.

To share observations and reflections from the field, a new series of ‘Researchers’ Diary’ was initiated. The diaries covered issues such as open defecation, challenges faced during the course of social mobilisation, rural urban migration, saving practices and benefits of SUCCESS interventions. An article on building water resilient

communities involving communities in sustainable water use policy was published in a leading national daily. Another article, in a national daily, highlighted the significance of community role in improving children's enrolment in schools.

A detailed case study titled 'Escaping the Mighty Man: The Long Struggle of Siddique Solangi from Bonded Labour to Freedom' was completed. The study helps to understand the struggle of the poor in a deeply entrenched feudal social structure in rural Sindh. In addition, baseline narrative household studies are also being carried out in 20 households by the research team to understand the present socio-economic status of the households and then to track the transformational change in households with the roll out of NRSP's interventions under the SUCCESS Programme.

## ADVOCACY AND COMMUNICATION

RSPN has a special unit that supports SUCCESS programme communication, in order to highlight the work done by the communities and the RSPs with the support of the EU. RSPN arranges workshops, learning visits, and conferences and produces publications and documentaries, in close coordination with the media. Over twelve news items about the SUCCESS programme and RSPs approach to community driven development appeared in leading national newspapers including Dawn, Express Tribune, The News and the Friday Times.

RSPN also manages social media platforms (i.e. Facebook and Twitter) for SUCCESS. It produces two SUCCESS newsletters each year as well as monthly case studies about LSO Initiatives. RSPN hosts the SUCCESS website, accessible at the following domain: [www.success.org.pk](http://www.success.org.pk)

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

## THE Friday Times

Pakistan's First Independent Weekly Paper

### One village at a time

Sarfraz Memon TFT Issue: 07 Jul 2017



### One village at a time

July 7, 2017 WWM



SUKKUR, July 3, 2017 (Pakistan Point News)



### Bengali

July 3, 2017 WWM

## THE NEWS

Mon July 10, 2017

### Seminar highlights role of community in poverty reduction



### Seminar highlights role of community in poverty

July 6, 2017 WWM

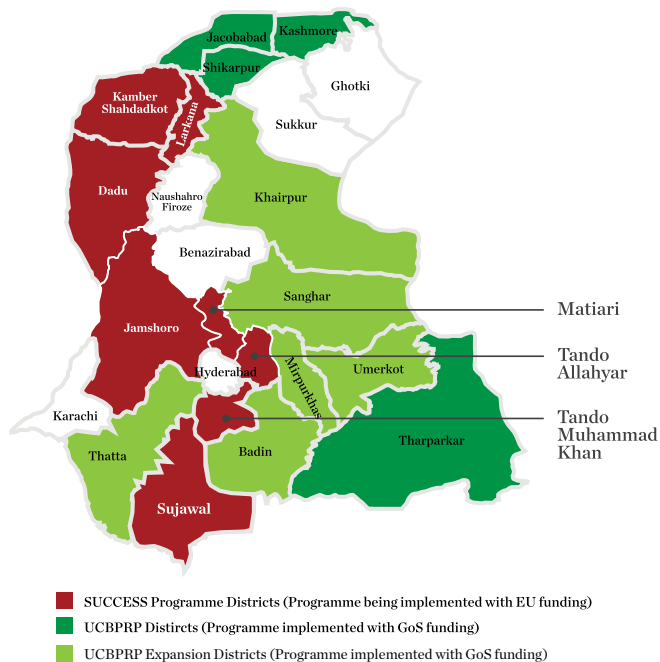
## ADVOCACY EVENTS

RSPN arranged a two-day Annual Strategy Retreat for the RSPs, in May 2017, in Bhurban, Murree. This is a regular annual event that provides the RSP community an opportunity to share experiences, learn from each other, identify programme challenges, and reflect on exploring new avenues for programme development. The Chairperson of the Benazir Income Support Programme (BISP) and State Minister, Ms Marvi Memon was the Chief Guest, while the Ambassador of the European Union to Pakistan, His Excellency Mr Jean-François Cautain, the Ambassador of Nepal, Her Excellency Ms Sewa Lamsal Adhikari, RSPN board members, senior management of RSPN, Chief Executive Officers and senior management of RSPs, government representatives, donor representatives, corporate sector representatives, members of Local Support Organisations (LSOs), academics and members of the media attended the event. Chairperson BISP commended the work of the RSPs and RSPN across Pakistan and said, "I have seen the successes of community development approach of RSPs, and we want to work together to replicate this approach to alleviate poverty. Since RSPN and RSPs have a proven model and both RSPs and BISP work across Pakistan, we can form a partnership to maximise the impact on people's lives." RSPN and BISP plan to work on how BISP clients can graduate out of poverty, through RSP designed, poverty targeted programmes.

On August 23, 2016, RSPN arranged the National Convention of LSOs in Karachi. This is also a regular, annual event which brings together selected LSOs and provides them a forum to exchange their work and experiences with each other, with the RSPs, donors and NGOs. The Chief Guest at the event was Sindh's Minister for Planning and Development, Mir Hazar Khan Bijarani.

## SINDH POLICY AND BUDGET FRAMEWORK FOR CDLD: TECHNICAL ASSISTANCE COMPONENT

Apart from the field-level implementation of SUCCESS, through grants provided to the three RSPs and RSPN, the EU has also awarded a service contract to Ernst and Young (EY) Advisory Services (Belgium), with EY Ford Rhodes Pakistan as the local partner for a Technical Assistance (TA) component. Thus, EY is the fifth SUCCESS partner contributing to the wider programme objective i.e. the 'policy component' of the programme. EY provides technical assistance, through international and national experts, to assist the Government of Sindh to develop a CDD



**SUCCESS & UCBPRP Programme Coverage Area**

Indicator	SUCCESS	UCBPRP	UCBPRP Expansion	Total
Number of Districts	8	4	6	18
Number of Tehsils / Talukas	33	16	29	78
Number of Union Councils	316	157	321	794
Number of Revenue Villages/ Deh	1,545	755	1,743	4,043
Number of Settlements/ Goth	14,708	9,672	16,922	41,302
Number of Households	849,755	513,873	950,130	2,313,758
<b>Total Population</b>	<b>5,691,953</b>	<b>3,024,072</b>	<b>5,225,715</b>	<b>13,941,740</b>

## Key Performance Indicators (KPIs)

Progress as of June 2017



**849,755**  
Households Covered by  
Poverty Scorecard Survey



**340,484**  
Organised Households  
represented by Women



**18,496**  
Women Community  
Organisations (COs)  
Formed



**1,611**  
Women Village  
Organisations (VOs)  
Formed



**81**  
Women Local Support  
Organisations (LSOs)  
Formed



**30,046**  
Women CO Leaders  
who received CMST



**2,669**  
Women VO/LSO Leaders  
who received LMST



**1,110**  
Women Community  
Resource Persons  
(CRP) Trained



**09**  
LSOs with Community  
Investment Fund (CIF)  
Grant



**23**  
VOs with CIF Grant



**344**  
Households  
Benefiting from CIF



**4,092,500**  
Amount of CIF grants  
Given to LSOs/VOs



**41,787**  
Households Insured for  
Micro Health Insurance



**150,933**  
Females Insured



**149,605**  
Males Insured

policy as part of the overall Sindh Poverty Reduction Strategy, and its associated budgetary framework. This SUCCESS policy component is led by the Sindh government, for which a Strategy Policy and Dialogue Committee (SPDC) has been set up which includes twelve members including Secretary Finance, Secretary Local Government, Secretary Planning and Development, Secretary Women Development and other departments of the Government of Sindh, along with representatives of selected INGOs/NGOs and academia. The SPDC is chaired by the Chairman of the Planning and Development Board, Government of Sindh. The TA Team is currently working on the development and implementation of an overall provincial Poverty Reduction Strategy (PRS) for both urban and rural Sindh, in addition to its work on the Community Driven Local Development (CDLD)

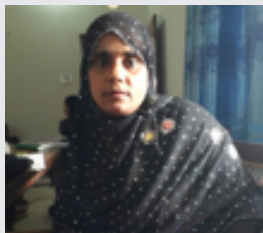
policy. The RSPN works closely with this team, bringing field-level knowledge to the table and recommendations on how community institutions can be linked to local governments, formally, and related policies at the Provincial level, to institutionalise this process.

In May 2017, the Government of Sindh expanded the Union Council Based Poverty Reduction Programme to an additional six districts. The UCBPRP expansion is being implemented by SRSO. With the expansion of UCBPRP, the Government of Sindh's Community Driven Development Programme has now reached a total of 18 out of the 23 rural districts of Sindh. Within the next five years, the GoS funded UCBPRP and EU funded SUCCESS Programme together will benefit a total of 1.8 million households (approx. 11.89 million people) in Sindh.





## The 'SUCCESS' Stories



**Razia Panhwar** is a 36 years old active member of VO Muhammad of Tanju Panhwar village in Dadu, who also works as a CRP. After the 2010 floods, her community people lost their CNICs and identity documents and could not receive relief aid from the government and NGOs. "I realised during my visits to the COs that many people still did not have CNICs", said Razia. "I made a list of such people and shared it with my VO members. With help from my husband, Nazeer Ahmad, we were able to access mobile teams of the National Database and Registration Authority (NADRA). After scheduling a meeting with them, we asked VO members of the nearby villages to gather on March 24, 2017. The team came and 110 people got their registration cards made." The success in the task gave the locals a lot of confidence. Razia is now the Vice President of her LSO.



**Shehzadi Junejo**, CO Ahmiyat, Larkana, is the only breadwinner of her family and guardian of her two grandchildren, whose father is a drug-abuser. She, along with other women, formed a CO but the men of the community banned their routine meetings. She said, "It is a matter of sheer intolerance from the men against active women." She resisted the men and made them realise the importance of a CO and savings, and encouraged women to continue their activities. She was successful in her efforts and the CO started to meet and save again. "EU & SRSO have provided us with a platform, now it's up to us to make the best use of this forum to address the core issues which are preventing our social and economic growth," Shehzadi concludes.



**The women of Sujawal** came together to form a CO in 2017. They discussed several development issues and decided to take action to resolve them; the first one being making the girls' school functional as it looked like a haunted house with its damaged walls and wild bushes covering its playground. Another issue was access to water as the women were primarily responsible for fetching it from far-flung areas. Most of the women also did not have their CNICs so it was important to create linkages with NADRA and arrange for their mobile vans to come to the village. The women successfully addressed these issues by collecting savings and fixing the walls and removing the bushes from the playground, reopening the school by demanding for teachers from the Education Department. A member of the CO volunteered to be a teacher until the deputation of a government appointed teacher. A CO member says, "This achievement works as a confidence booster for us and reaffirms our belief in collective action and that issues can always be resolved with coordinated efforts despite the barriers present."



**Nadia** is an active member of the VO formed in village Nosher Junejo, Kamber Shahdadkot. She is helping the women of her community by creating awareness on girls' education and women's rights, and is encouraging them to get their CNICs made. While communicating with a SRSO Social Organiser, Nadia found out about the Zakat Department, and has successfully opened her account. She has been successful in negotiating with the government officials to grant her Zakat (Social Protection). She claims that if she does not receive zakat even after opening her account, she will reach out to higher authorities to get her right. She has also resolved a 'Watta Satta' child marriage case in her village due to her knowledge about the law against child marriages, informing the concerned family that she would involve the police if they continue with the wrongdoing. Nadia's story is just one example of how women have been mobilised and empowered by SUCCESS and are working towards the betterment of their villages.

## NEW VENTURE

# Balochistan Rural Development and Community Empowerment Programme

With an aim to enable the Government of Balochistan to reduce economic deprivation, social inequality, and mitigate the impacts of climate change, RSPN, with implementing partners BRSP and NRSP, has started the implementation of the EU supported five-year Balochistan Rural Development and Community Empowerment Programme (BRDCEP). The BRDCEP is being implemented in eight districts of Balochistan: Jhal Magsi, Kech, Khuzdar, Killa Abdullah, Loralai, Pishin, Washuk, and Zhob. The programme was launched on June 1, 2017 and will end on June 30, 2022. It will focus on building empowered and resilient communities who participate actively in socio-economic development activities in partnership with local authorities, on a sustainable basis. The approach and design of BRDCEP is along the lines of the UCPRP, with key components of social mobilisation, a poverty targeted approach through the use of the Poverty Score Card and



### IMPLEMENTATING PARTNERS

RSPN, BRSP & NRSP

### TECHNICAL PARTNERS

H&H

### TARGETED TOTAL RURAL POPULATION

3,226,118 (2017 CENSUS)

targeted programmes such as the Community Investment Fund, Income Generating Grants, vocational skills training, etc.

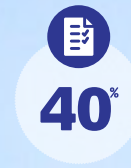
The RSPN component of this programme includes facilitating implementation of the programme through partner RSPs by ensuring quality control, standardisation of procedures, developing a common M&E framework, baseline approaches, documentation, responding appropriately to lessons learnt and providing value-added strategic backing where required. RSPN will also aim at wider dissemination of the lessons learnt through evidence-based advocacy with stakeholders and the media to scale up successful development approaches. In BRDCEP, RSPN is responsible to work closely with the EU Technical Assistance (TA) team on a gender policy and framework, to strengthen the women's programme.

The EU has engaged the services of Hulla & Human Dynamics (H&H), an Austrian company as the TA team, to enable the Government of Balochistan (GoB) to foster an enabling environment for strengthening the capacities of local government/authorities to manage and involve communities in the statutory local public sector planning, financing, and implementation processes. The Programme also has a Public Finance Management (PFM) component, which will work closely with H&H to assist the

## EXPECTED IMPACT



of the targeted poor households see an improvement in their incomes



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

## EXPECTED OUTCOMES



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



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



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



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

## EXPECTED RESULTS



approx. rural households in eight districts mobilised and capacitated through people's own institutions (COs/VOs/LSOs)



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



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

**70%** of Community Institutions meet the minimum acceptable thresholds on the Institutional Maturity Index (IMI)

### BALUCHISTAN RURAL DEVELOPMENT ACADEMY

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



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



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

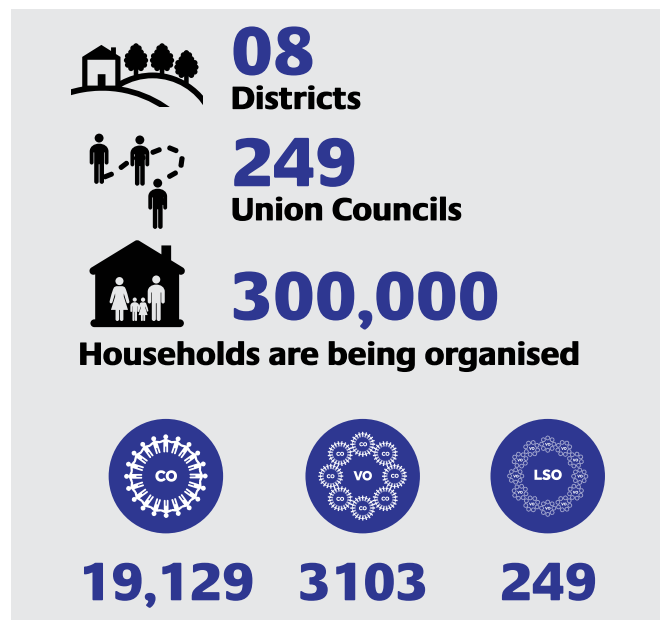


GoB to cost and fund the community-led development policy framework. Clearly defined fiscal and regulatory frameworks, budgetary processes and commitments will be reflected in a multi-annual budgetary framework with defined institutional arrangements. By strengthening both the communities and local authorities, BRDCEP hopes to build upon this nexus and promote inclusive, equitable, and quality service delivery with civic oversight in the province of Balochistan.

**WHAT WE DO**

RSPN’s role in BRDCEP is to devise tools for BRSP and NRSP to use during implementation so that a standardised and harmonised approach is followed. RSPN will work with BRSP and NRSP to develop the Programme Implementation Manual (PIM), Community Awareness Toolkit (CAT), M&E Framework, Institutional Maturity Index (IMI), Quality Assurance and Control Plan (QACP) and modalities of socio-economic baseline and end line surveys – to support its efforts to achieve the objectives of standardising and harmonising of RSP work: measuring programme impact, action research, the development of knowledge products, and advocacy with various stakeholders to scale up the BRDCEP approach in Balochistan.

RSPN will also support the EU TA team in undertaking a comprehensive gender analysis to produce gender mainstreaming strategy. RSPN will conduct training on gender policies and the anti-sexual harassment law, ‘Protection against Harassment of Women at Work Place



Act 2010’, for BRSP and NRSP staff. They, in turn, will roll out the training to the field staff and Local Support Organisation (LSO) Executive Body members.

RSPN will develop and incorporate implementation guidelines on programme components: Social Mobilisation, Income Generating Activities, Micro Health Insurance, and Community Physical Infrastructure for gender mainstreaming and women empowerment.

# Social Mobilisation

Social Mobilisation is a dynamic and participatory process of empowering people, especially those extremely poor households who have been left behind in the economic growth and development process. For the RSPs, the social mobilisation approach is to organise communities into three-tiered community institutions, provide them with social guidance and technical and financial support to help them realise their innate potentials. The RSP process of social mobilisation enables communities to plan at the local level, identify and undertake viable initiatives on their own, plan according to their local realities and social context and, in this way, advance their own development agendas. The organised communities enter into a development partnership with the RSPs, which supports them through a process of social guidance and financial and technical assistance. Community institutions formed undergo a rigorous training in leadership, management,



are provided technical skills, and are encouraged to foster linkages with local government departments, donors, and private sector agencies.

To help address rural poverty, the RSPs identify the poorest households and then mobilise these to form organisations following three-tiered approach i.e. organising 15 to 20 households into Community Organisations (COs) at a neighbourhood level, then federating these COs into Village Organisations (VOs) for planning and coordination at village level, and finally VOs form the union council level Local Support Organisations (LSOs), which develop linkages with government departments, donors, and other stakeholders to take up development initiatives in their union councils.





## WHAT WE DO

The Social Mobilisation section at RSPN is responsible to design and develop the RSP social mobilisation strategy, in consultation with the RSPs. This includes identifying processes, designing training manuals for staff and communities, and fine-tuning this process with feedback from communities. The section has set up a Social Mobilisation Resource Team (SMRT), a resource group comprising of social mobilisation expertise from all RSPs. SMRT is supported under the SUCCESS Programme, as a platform where RSP social mobilisation experts come together to exchange their experiences, to learn from each other, and to identify best practice, for future adoptions by the RSPs.

**Development of Training Modules:** RSPN provided technical guidance and training material to the SUCCESS Programme partner RSPs – NRSP, SRSO, and TRDP. The Programme Implementation Manual (PIM) was developed and support was provided for the development of the training modules for Community Management Skills Training (CMST) and Leadership and Management Skills Training (LMST) for the SUCCESS Programme. RSPN will also develop PIM for the BRDCEP in Balochistan.

**LSOs Initiatives:** RSPN documented and disseminated innovative initiatives undertaken by 12 LSOs and published them under the 'LSO Initiatives' series.

**Social Mobilisation Resource Team:** The SMRT comprises of senior social mobilisation staff from the RSPs and the RSPN. This year, two SMRT meetings were arranged to focus on social mobilisation's challenges and opportunities, propose solutions, adopt minimum standards across the board, and share best practices for lessons learning and scaling up. In the first SMRT meeting of the review year, all Social Mobilisation focal persons of the RSPs reviewed and improved the draft of Institutional Maturity Index (IMI) developed specifically for the COs, VOs, and LSOs fostered under the SUCCESS Programme in eight districts of Sindh. Participants also provided technical inputs in redesigning the CMST module and their inputs were incorporated both in IMI and CMST draft. The topics discussed in the SMRT meetings included the Review of Institutional Maturity Index tools for CIs, challenges for CO savings accounts with the State Bank of Pakistan under its current regulations and challenges for the Community Investment Fund (CIF) and other lending activities by LSOs under the new Securities Exchange Commission of Pakistan (SECP) rules.

## OUR SOCIAL MOBILISATION OUTREACH\*

**415,410**

COMMUNITY ORGANISATIONS

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**7,107,927**

ORGANISED HOUSEHOLDS

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**7,304,823**

COMMUNITY ORGANISATION MEMBERS

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**137**

DISTRICTS + FATA/FRS WITH RSP PRESENCE

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**4,071**

RURAL UNION COUNCILS WITH RSP PRESENCE

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**1,497**

LOCAL SUPPORT ORGANISATIONS (466 WOMEN ONLY LSOs)

\*Date as of June 30, 2017

# Research, Knowledge Management, and M&E

Evidence-based learning is critical for programme improvements and for solid input into policies that impact the poor. RSPN's Research and Knowledge Management (RKM) and Monitoring and Evaluation (M&E) section works closely with the RSPs for this purpose. This section's work includes support to RSP M&E sections in M&E systems improvement, putting in place project monitoring and MIS systems for projects managed by RSPN and executed by the RSPs, and working with RSPs to develop tools to assess long term impacts of RSP programmes (e.g. case studies, impact assessments, evaluations and Institutional Maturity Indices). The RSPN coordinated Monitoring and Evaluation Resource Group (M&ERG) in this sector consists of technical experts from all RSPs. New skills and knowledge of improved systems are continuously imparted to the RSPs through this group. Lessons from evaluations that feed into programming are also shared, for replication within the RSP community.

## WHAT WE DO

Strengthening M&E systems is an ongoing and critical part of RSPN's work with the RSPs. During the year, RSPN's M&E section facilitated and provided technical assistance to BRSP in revisiting their M&E and MIS systems. In this regard, a two-day training of BRSP's M&E staff and programme management team, on the basic concepts of M&E, was conducted in Quetta.

For the European Union funded SUCCESS Programme, RSPN has developed an M&E framework for the RSPs (NRSP, SRSO, and TRDP). In 2016-17, RSPN continued its technical assistance and implementation support to these members for the operationalisation of the framework that includes guidelines for project monitoring and evaluation,

approaches and methodologies for socio-economic surveys, practicing quality assurance and quality control tools, and mainstreaming of poverty scorecard tool for objective targeting. RSPN has also developed Institutional Maturity Index (IMI) tools and guidelines for assessing the maturity of Community Institutions. RSPN will provide similar support to the BRDCEP implementing partners – BRSP and NRSP, in Balochistan.

Technical assistance was provided to AKRSP on adopting improved poverty targeting mechanisms in an upcoming Gilgit-Baltistan-Chitral (GBC) Strategy Programme to be implemented in seven targeted valleys. A one-day training, facilitated by RSPN's M&E section in October 2016 comprised an overview of importance and methodology of undertaking poverty scorecard survey in targeted valleys.







RSPN also assisted NRSP and the University of Mannheim, Germany, in designing an 'International Training on Impact Evaluation Design'. This international training course on impact evaluation will be held in October 2017 where selected M&E team members from NRSP will also participate.

RSPN also designs and puts in place M&E systems for projects that it manages itself, for which it sub-contracts RSPs, for implementation. RSPN is setting up an MIS for this purpose and to capture Key Performance Indicators (KPIs) of RSP work, a consolidated data-set of the KPIs of RSPs work is used to produce RSPN's quarterly publication, RSPs Social Mobilisation Outreach.

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

RSPN has completed baseline surveys for subsequent round of UNICEF-funded project on Promoting Child Rights in Cotton Farming Areas of Sindh and Punjab

(CRFA), as part of an internal impact assessment of the poverty impact of Income Generating Grants (IGGs) on poor households. An end-line survey will be undertaken at the project's evaluation phase in 2017-18 to measure the impact and determine the change in the poverty-scores of the IGG beneficiary households. Further to this, RSPN ensured technical assistance and support to the SUCCESS Programme implementing RSPs in successfully undertaking the baseline surveys through a third-party consulting firm that was hired by the RSPs.

The first Results-Orientation-Monitoring (ROM) mission for the SUCCESS Programme took place in late 2016. The first annual internal evaluation of RSPN's component of the SUCCESS Programme was also undertaken by an independent consultant. The purpose of the ROM mission visit was to conduct a third-party evaluation of the performance of RSPs in SUCCESS Programme in their first year, and to support end-of-year reporting on results. The

evaluation looked at whether the results for the first year of the programme, as agreed upon in the contract, have been achieved or not. The ROM and annual evaluation examined the performance of the three partner RSPs, and RSPN against four standard evaluation criteria: relevance, efficiency, effectiveness and sustainability. At the end of the mission, the ROM Review Monitor, prepared a monitoring report to present findings and the recommendations by the ROM mission, which was widely shared with all partner RSPs, and the EU. The report showed that the SUCCESS Programme implementing RSPs were satisfied with RSPN's contribution in the design of the programme, support in standardisation of implementation approaches, research, monitoring and evaluation, communication of the work to wider audience, and regular support during programme implementation. The recommendations given in the report were targeted at all the partners including RSPN, RSPs, and the TA component in cooperation with UCBPRP. Some of the recommendation are listed below:

- The need to formalise the relationship between the community institutions (CIs) and the Government of Sindh by incorporating this in the TA's policy framework.
- Develop a comprehensive set of KPIs addressing the SUCCESS policy assumption based on Income Generating Activities (IGA) effectiveness, gender and women empowerment and access to relevant basic services by CI. Standardise the result of M&E system related to field intervention and integrate the same into the policy M&E foreseen at provincial level. This assessment will be conducive to an assessment of the RSP approach of the GoS UCBPRP as instrument for policy implementation.
- The implementing partner RSPs need to consider the application of measures for increasing the CIF coverage by, for instance, increasing the dedicated resources to CIF from possible budget saving, ensuring great flexibility for IGA costing and possible request for co- financing if the IGA cost is significantly higher than the planned average, promoting possible graduation of the loan / grant beneficiary to existing micro-finance schemes.
- There is room for improvement in IGA implementation

by taking more proactive actions with regard to the promotion of innovative trades for women. A dedicated marketing strategy, IGG and vocational training resources for innovative IGA as well as a specialised implementation unit could be established in every RSP.

## RESEARCH AND DOCUMENTATION

RSPN partnered with the University of Mannheim to conduct a baseline and a follow-up survey for KfW (German Development Bank) in eight districts of Khyber Pakhtunkhwa and baseline survey in two districts of Gilgit-Baltistan. A follow-up survey in two districts of Gilgit-Baltistan will be conducted in 2018. These surveys are conducted for the Health Protection Programme of the Governments of Khyber-Pakhtunkhwa and Gilgit-Baltistan.

A comprehensive *research framework* was prepared where a *quasi-experimental design* of randomised control trial has been set up, outlining research parameters, questions and related studies, data collection and a dissemination plan for the SUCCESS Programme. The first annual socio-economic baseline survey (2016-17) report has been finalised. The baseline report highlights that large investments are required in public infrastructure but more so in governance systems so as to improve education, health, transport, and environment services' status in the area.

RSPN also produced two sets of 'The Road to Success' household case studies of women's empowerment in Shikarpur and Jacobabad districts, under the Government of Sindh's Union Council Based Poverty Reduction Programme. Case studies from Kashmore-Kandhkot and Tharparkar are under process. These case studies include sample of 15 organised community members from each of the district who benefited from the UCBPRP. These case studies will be circulated widely in print and electronically to a wide range of stakeholders with the assistance of RSPN's Communications section. Case studies from Shikarpur and Jacobabad demonstrated that rural women are breaking the cycle of poverty, providing tangible benefits to their families, especially to the children. There is greater recognition that poor rural women can



significantly contribute to take their families towards improved quality of life, move them to the virtuous spiral of sustainable livelihood development. All retrospective narratives reported that the poor households were now satisfied with access to better food, easy access to finance through Community Investment Fund, have better community infrastructure and greater awareness about issues around health, hygiene and education. Indeed, the symbiotic relation of social mobilisation complemented with the intensive package of key interventions and the support organisations (Government of Sindh and SRSO) have shown a successful impact on social and economic conditions of the households.

Under the research component of the SUCCESS Programme, the baseline research survey results were published through a publication of a policy brief and also in Dawn newspaper as a feature article. The research team also made new headway to get their research findings at the respected academic platforms such as the London School of Economics and Political Science (LSE). Within the reporting period, two articles of the RSPN SUCCESS research team were published with the LSE South Asia Section. The RSPNs Business in Box Initiative, a socially responsible micro-franchising experiment was warmly received by the Dawn Newspaper as a feature article and Global South Magazine published from Finland.

# Gender and Development

Rural women in Pakistan are major contributors to the country's rural economy. However, they are often under-represented in labour surveys and their overall contribution to the economy is often under-reported, due to it not being monetised. A large number of rural women in Pakistan are highly dependent on male family members due to their low literacy levels, their limited mobility, and poor access to information, technologies, and markets. It is equally important to work with men in order to sensitise them on issues of gender equality and to have their support for a women's programme.

Gender equality and women's empowerment are a key part of RSPN's work. The Gender and Development sections of RSPN and the RSPs ensure gender equality and mainstreaming in their organisational structures and programmes. Of the 415,410 COs formed across the country, 204,153 are women's COs, with total women's membership of 3,763,891. Out of total 1,497 LSOs, there are 466 women-led LSOs. Since the past two years, the RSP emphasis on working exclusively with rural women has increased since the launch of the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme, which only mobilises women. The women membership in community organisations increased from 3.28 million (50% of total CO members) in December 2015 to 3.76 million (52% of total CO members) in June 2017.

RSPN believes that investing in women can bring revolutionary changes in making this world an educated, prosperous, and a peaceful place to live in. RSPN is committed to enhancing women's participation in decision making and all other fields through investing in rural women leaders and by encouraging them to form and manage their own institutions. The history of the RSPs demonstrates that women's organisation enables

them to take collective action against inequalities in their communities and address issues of child labour, harassment and anti-women customs. RSPs work with women's organisations on health, education, nutrition, conflict resolution and peace building, on their legal rights, and on natural disaster mitigation measures.

## WHAT WE DO

RSPN works closely with RSPs to formulate different strategies for effective engagement of women and men community members. The RSP community has worked with rural women since 1983 and is the largest, grassroots level initiative with the rural women of Pakistan. RSPs consider the social mobilisation of women, for social and economic uplift, a central and core part of their programme. RSPN works with the RSPs to mainstream gender issues in the RSPs and in the programmes they implement. This involves working at the RSP level as well as in programme development, with the RSPs. At the organisational level, RSPN has worked with RSP Boards and staff to adopt 'The Protection Against Harassment of Women at (the) Workplace Act 2010', which is mandatory for all registered entities. This law also requires the setting up of inquiry committees to address issues of gender and harassment. All RSPs set up these committees, since 2012. RSPs are now providing information and material related to this Act to the LSOs as well.

Within RSPN, an all-RSP Gender Resource Group (GRG) has been set up with the objective of reviewing organisational gender sensitivity mechanisms. This GRG also reviews and refines programmes and undertakes gender assessments of RSP programmes. The GRG meets every six months and provides feedback and lessons within the RSP community. The efforts of the GRG have resulted in new initiatives in



areas of Alternative Dispute Resolution (ADR) work, legal empowerment, peace building and conflict resolution and management.

RSPN has assisted each RSP in designing gender policies in the past. This year, the Gender and Development section of RSPN provided technical support to RSPs by reviewing their gender policies, and developing gender guidelines and sensitisation manuals for staff and community activists in Sindh. Awareness raising material on legal rights and specifically on women's rights was also developed. This includes awareness on civil documentation e.g. basic constitutional rights, CNIC registration, birth registration, death registration, and nikkah nama (marriage agreement) awareness and registration.

RSPN is an active member of End Violence against Women and Girls (EVAW), the Gender Humanitarian Taskforce (GHTF), and the Community Legal Services Forum (CLSF). These forums are important civil society platforms to share laws related to women and best practices amongst forum members.

### Networking:

The International Day of Rural Women marks an opportune moment for people around the globe to collectively amplify the experiences and strengthen the voices of rural women from different parts of the world. RSPN and the RSPs consider rural women as a significant and substantial contributor to the rural economy. These women are farmers and farm workers, behaviour change agents, market sellers, business women, and community leaders. Rural women are critical for the sustainable livelihood and provision of food security for their families and communities. They are not just the backbone of rural households and local economies, but also of Pakistan's national economy through their massive participation in agricultural work and related value chains. RSPN partnered with Potohar Organization for Development and Advocacy (PODA) for the conference and exhibition organised by PODA to celebrate International Day of Rural Women on October 19-20, 2016 at Lok Virsa, Islamabad.

The conference is attended by women leaders, politicians and policy makers, and the media in large number and is sponsored by Women's Parliamentary Caucus annually. One of the most significant aims of this event is to facilitate the rural women of Pakistan in meeting their sisters from other districts in order to share their experiences, reflect on lessons learnt and strategise collectively for local action in their respective areas. RSPN supported the staff and women artisans from SRSP, AKRSP, and NRSP to participate in the conference and exhibit their products. The women activists from all provinces also shared their struggle, problems and achievements while working with rural women regarding land rights, climate change awareness, and gender justice issues.

Ms Shamim from SRSP, Nowshera, shared her experience of working with rural poor women's legal issues as the president of a village organisation. She has successfully facilitated rural women in creation of their CNICs and has been supporting them to raise their voice on issues such as domestic violence, child custody, and maintenance with support of community paralegals. She also received an award for working for poor women of Khyber Pakhtunkhwa. In addition, RSPN also shared a solidarity message in the conference booklet.

RSPN participates in the 16 Days of Activism Against



Gender-Based Violence campaign which is an international campaign to challenge violence against women and girls. The campaign runs every year from November 25, the International Day for the Elimination of Violence against Women, to December 10, Human Rights Day. This year, to raise awareness on human and women rights, RSPN supported the RSPs in carrying out different activities to mark the '16 Days of Activism.' During this campaign phase, AKRSP undertook a series of awareness raising sessions in three districts of Baltistan (Rondu, Skardu, and Shigar) with a focus on gender based violence. The topics covered gender inequalities and their impact on households and societies, various forms of GBV in households, communities, the workplace, the role of men and youth in eliminating GBV, and the significance of the day in the local context. In total, eight awareness sessions were held with 234 community members (121 women and 113 men) in Baltistan region. AKRSP also held training and awareness sessions in Chitral district on gender sensitisation and protection of women against harassment with over 100 members of VOs, WOs, and LSOs. SRSP also held sessions with men and women members of CIs on awareness and implementation of Anti Sexual Harassment 2010 law in 25 union councils of Haripur and Abbottabad districts.

### New Initiatives

In collaboration with Open Society Foundation, RSPN and NRSP started the 'Strengthening Legal Empowerment in RSPs through Community Based Paralegals' project in Bahawalpur and Rajanpur districts of South Punjab. The project was implemented with eight LSOs at union council level. The key output of this initiative is the training of 29 (15 women) village-based paralegals. Paralegals are volunteers with legal knowledge who assist their clients through legal advice, and also support in community conflict resolution, labour disputes, counselling, and aiding in the process of documentation

and providing assistance to access government services. This project also helps RSPN and RSPs to gain a pool of experts in legal awareness and legal aid to help the poor, especially women. This includes work on child rights, women rights, civil documents, labour rights, consumer's rights, environmental issues, property rights, etc. RSPN is incorporating learnings from these projects into RSPs mainstream work with communities.

The project aims to build in-house capacity of RSPN and NRSP staff on legal empowerment and build capacity of rural community women and men as community based paralegals to resolve their own legal issues and attain knowledge in holding local authorities accountable.

In this project, the staff members, LSOs and community based paralegals (selected by LSOs) were capacitated through series of trainings, dialogues, and exposure visits around topics which included, but were not limited to, code of ethics of paralegals, handling of cases and advice, counselling session, listening skills, mediation skills, women and minority rights and laws, child rights and laws, property laws, gender sensitisation, interaction with local authorities, social mapping for referral of clients and record keeping of cases, etc. All training is based on interactive techniques of learning.

After the training, community based paralegals conducted awareness raising sessions with 578 women and 123 men CO members in Bahawalpur and Rajanpur. The awareness sessions were categorised into two broad areas: civil documentation and family laws. The participants shared their legal issues, commonly issues related to NADRA, BISP, WAPDA, property, and civil documentation, and women issues especially domestic violence. The LSO staff members and Village-based paralegals have facilitated 592 individual cases and communal issues. These cases are related to; agriculture, community conflict, employer-employee disputes, debt, fraud, housing, property, civil documentations, inheritance, education, health,

abuse of power by formal authority, injustice in jirga/ panchayat decision, WAPDA, NADRA, domestic violence, forced marriage, underage marriage, sexual abuse and harassment, marital problems, etc.

As a result of this project, RSPs have created a cadre of trained and experienced staff enabling them to replicate the paralegals model to other RSPs. At grassroots level,

the eight project LSOs have trained women and men paralegals who can interact with women community members to support them in resolving their legal issues. Moreover, the LSOs and paralegals have developed linkages with the government departments, hence they understand the procedures and options available to them to effectively resolve their issues.

## Community paralegals join forces to free Parveen from the shackles of domestic violence\*

Ms. Parveen, aged 33, lives with her husband and five children in Chak No.23 BC, Tehsil & District Bahawalpur. Her husband, Ghulam Hussain, is a labourer and works on daily wages, whenever he is able to find work. He is a drug addict and spends most of his earnings feeding his addiction. Due to this, his income is not steady. So Parveen contributes to the household by working as a beautician and a tailor to make ends meet.

Despite their financial situation Ghulam Hussain did not approve of Parveen working as a beautician and this became the basis of countless feuds. One such argument took place in August 2016 and resulted in Ghulam Hussain being physically violent towards Parveen. He threw her out of the house along with the children and told her to go to her parent's house and await the divorce papers.

"I came home a little late that day because of my work at the salon. He didn't like that and started accusing me of cheating on him and insisted that I was with another man. I couldn't stand this kind of character assassination and told him he was wrong. This resulted in him physically assaulting me and throwing me and the children out of the house. I had no choice but to go to my parent's house," explained a tearful Parveen.

Parveen's parents could not bear the financial burden of her five children and things started getting difficult. Parveen had heard about the paralegal Farah Sohail

as she was also a resident of the same village. She decided to approach her with her problem. Paralegal Farah reported the case to LSO Kehkashan 24 BC. The matter was then brought to the LSO President who, with the help of a male paralegal and the Capacity Building Officer of NRSP, arranged a meeting with Ghulam Hussain. Together they counselled Ghulam Hussain regarding his role and duties as a father and husband. They also informed him of the laws regarding domestic violence and maintenance. He was made aware of the fact that he was obligated to pay maintenance for his wife and children even if he gets a divorce.

Soon after the meeting Parveen's husband Ghulam Hussain approached her and asked for forgiveness. She and her children returned home on the 21st of September, 2016 and there has not been an incidence of physical abuse since.

"He never raised his hand on me again. I am so glad that there is an LSO close to my mohalla and I could seek help. Its presence changed my life and the future of my children," stated a smiling Parveen.

This story is a testimony to the community paralegals empowering women by creating awareness amongst them regarding their legal rights and providing them with the tools and support needed to fight for these rights.

*\*Names of people in this story are fictitious and have been changed to maintain anonymity and privacy of the subjects*

# Social Sector

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

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

## Key Social Sector Indicators of Pakistan

Indicator	Description	Percent
Antenatal care (ANC)	Percentage receiving antenatal care from a skilled provider	73.1
Institutional Deliveries	Percentage delivered in a health facility	48.2
Contraceptive Prevalence Rate (CPR)	Percent use of any FP method	35.4
Vaccination	Fully Immunised children (12-23 months)	54.0
Open Defecation*	Percentage practicing open defecation in Pakistan	13
Household drinking water	Percentage using an appropriate treatment method prior to drink	8.0
Mortality Rate	Neonatal mortality (NN) Infant mortality (IM) Under five mortality	55 deaths per 1,000 live births 74 deaths per 1,000 live births 98 deaths per 1,000 live births
Nutrition of Children	Children under age 5	Stunted: 45 Wasted: 11 Underweight: 30

Source: Pakistan Demographic and Health Survey: 2012-13

\*[https://www.unicef.org/pakistan/media\\_9678.html](https://www.unicef.org/pakistan/media_9678.html)





where there is 'regular' RSP mobilisation, these sector-specific committees work closely with the wholistic three tiered community structure.

## WHAT WE DO

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

and a greater awareness of key issues particularly in the health and child rights areas. For example, under the Alif Ailaan (UKAid) project the number of school going children increased from 301,418 to 430,207, a dramatic increase from 45% to 65% of the total number of children of school-going age. The project was implemented in 154 union council of 14 selected districts across Pakistan during 2013-2016. Similarly, a major positive increase was witnessed under the DFID funded family planning programme in which the contraceptive prevalence rate of modern methods increased from 8% in the baseline to 61%, a net increase of 53% over a four years (2013-2017).

RSPN has formed the RSPs' Social Sector Resource Group (SSRG) that comprises Social Sector Programme Managers and Specialists from RSPN and the RSPs. The SSRG meets twice a year, hence providing a forum to RSPs to share and design key social sector interventions.

## HEALTH

### Health Communication Component

RSPN is implementing the Health Communication Component (HCC) of USAID's Maternal and Child Health (MCH) Program in non-Lady Health Worker (LHW) covered areas of ten districts of Sindh (Mirpurkhas, Matiari, Nausheroferoze, Sanghar, Larkana, Shikarpur, Umerkot, Ghotki, Jacobabad and Sukkur). The Program consortium is led by the John Hopkins University's Centre for Communication Program (JHU-CCP) and includes RSPN, Mercy Corps, and the Centre for Communication Program Pakistan (CCPP). Under the project, RSPN has engaged three RSPs i.e. NRSP, TRDP, and SRSO. The RSPs' role is to create demand for MNCH and Family Planning (FP) services in non-LHW covered areas and a referral system to MNCH facilities upgraded by USAID's MCH Program. RSPN used the proven model of training local Community Resource Persons (CRPs), in this case Community Health Workers (CHWs), under the HCC. Through the three-tiered structure of organised communities RSPs identified, selected, and trained 1500 CHWs, which is an achievement in terms of performance against key indicators of the project. The actual impact of RSPN's work under HCC will be assessed through a third-party evaluation by USAID in early 2018. In addition, RSPN is also supporting JHU-CCP in effective implementation of the communication campaign called 'Hum Roshan to Kal Roshan' – Bright Stars, Working Together for a Brighter Future campaign, launched by JHU-CCP under the MCH Program. The main focus of this campaign is to recognise and highlight the work of community level workers and facility level health workers

who are doing good work and subsequently using their successes as examples to promote positive behaviour in their communities. Under this campaign, RSPN has worked with community members and helped JHU in identifying thousands of bright stars from the community. Most of them belong to the RSPs fostered community institutions and have been assigned responsibilities to promote positive behaviour through CI meetings.

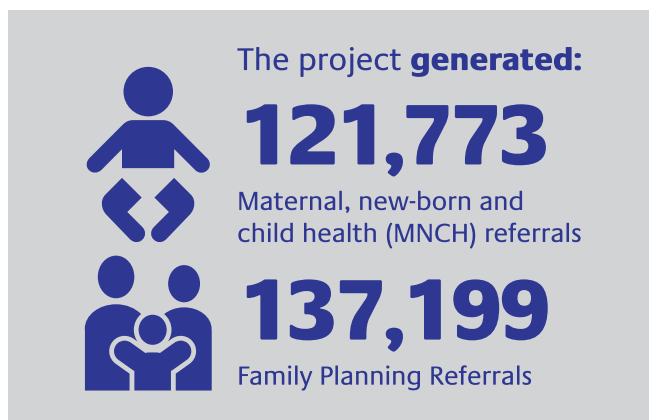
The International Health Day and World Population Day were celebrated across all ten intervention districts in which 3,144 community members (1,027 men and 2,117 women) participated. These days were celebrated in collaboration with the Department of Health, the LHW Programme and the Population Welfare Department, and with the support of MCH partners.

### MCHIP-EPI Community Support for Strengthening of Routine Immunization

RSPN, in collaboration with NRSP, TRDP, and SRSO, implemented the MCHIP/Jhpiego supported Community Support for Strengthening of Routine Immunization component of the Expanded Programme on Immunization (EPI) in Thatta, Sujawal, Tharparkar, Umerkot, Matiari, Tando Allahyar, Jacobabad, and Kashmore districts of Sindh.



The project was effectively implemented involving Community Organisations and Local Support Organisations fostered by the RSPs. As a result of the project the routine immunisation coverage (Penta-3) increased from 43% in April 2016 to 70% in August 2017 in the project areas. RSPN trained a cadre of 18,648 Community Focal Persons



who continue to reach out to communities for registration of new births, pregnancies, disseminate key messages about the importance of routine immunisation and to gather children and women for vaccination on the day of visit of vaccinators to their concerned villages. During the review year, the Community Focal Persons registered 321,090 children and 172,117 pregnant women in eight districts. The Health Departments of all project districts were assisted in micro-planning i.e. to access all villages for registering children and pregnant women for routine vaccination.

### Provision of Reproductive Health Services through Social Marketing

RSPN is implementing a UKAid supported project titled Provision of Reproductive Health Services through Social Marketing, in partnership with Population Services International (PSI). The project aims to create new contraceptive users and contribute to Couple Years of Protection (CYPs), to national figures. The CRPs encourage behaviour changing practices by sensitising Married Women of Reproductive Age (MWRA) and their husbands, on birth spacing practices and pregnancy services. They also set up a referral and follow-up system with designated healthcare providers. The project started in April 2013 and is being implemented in 55 union councils of three districts of Punjab i.e. Bahawalpur, Jhang and Rahim Yar Khan. The project was successful in increasing the contraceptive prevalence rate from 11% to 53% during three years period. The project was extended till June 2017, with a scaling up of the project to 88 union councils in the existing project districts and 293 new union councils in ten districts of Sindh i.e. Ghotki, Jacobabad, Larkana, Matiari, Mirpurkhas, Naushero Feroze, Sanghar, Shikarpur, Sukkur and Umerkot.

In Punjab, RSPN engaged 2100 CRPs, half of them women, to cover 1.5 million people who were not covered by the public sector. In Sindh, 1,471 women CHWs, hired under the Health Communications Component of the USAID MCH Program, were engaged to mobilise MWRAs to use reproductive health services. The CHWs referred 132,611 MWRAs for services, out of which 98,598 received family planning services from health care providers employed by RSPs under the PSI supported Family Planning project.



Business in a Box (BiB) is a micro social-entrepreneurship approach for women CRPs. They are given social marketing kits that include contraceptives (condoms and pills), health and hygiene commodities (folic acid, iodized salt, sanitary napkins, iron, zinc, vitamin-A, shampoo, toothpaste, pregnancy strips), and over the counter medicines (Panadol, Ponstan, ORS). As per the need of the community, other products may also be included in the BiB kit. The women CRPs conduct household visits on a daily basis for dissemination of health message and carry with them their BiB kits to sell their products. The BiB activity proved effective in not only creating referral for services but also as a source of income for the CRPs. RSPN pilot tested the innovative BiB model in Punjab, under its partnership with PSI for its family planning programmes. Under this activity, RSPN initially engaged 450 CRPs and conducted internal assessment of the model which showed that the BiB intervention was a source of income generation for 64% of the women CRPs engaged in this activity. A total of 750 CRPs were involved in the BiB intervention. The CRPs earn a monthly income ranging from Rs. 250 to Rs. 3,000.



## EDUCATION – NEW INITIATIVE

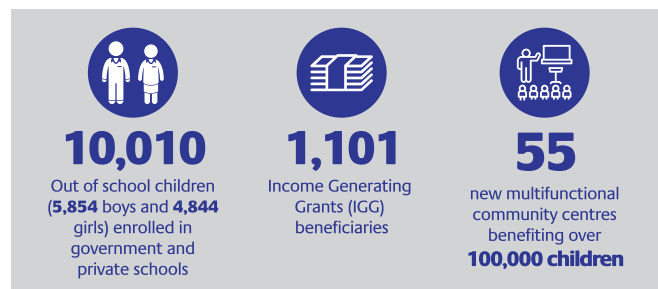
### Community Activism for Improved Access to Quality Education and Local Accountability (Article 25-A)

Over the last 3 years RSPN partnered with Alif Ailaan a DFID/UK Aid funded education campaign project. The hallmark of this work was the effort that LSOs put in to improve government education services and enrolment. The project resulted in increasing the school enrolment from 45% to 65% in the project target areas over a period of 3 years. Based on the success of the approach, RSPN was subsequently supported by the Foundation Open Society Institute, Pakistan, to start a one year project titled ‘Community Activism for Improved Access to Quality Education and Local Accountability (Article 25-A)’. This initiative aims to empower marginalised communities to raise their voice for improving access to quality education, accelerate the process of community led accountability for improvement in school conditions and learning outcomes, and support community actions in enrolling of out-of-school children. The project is expected to start on July 1, 2017, and will be implemented in six districts of three provinces (i.e. Bahawalpur and Rajanpur in Punjab, Jacobabad and Kashmore in Sindh, and Kohistan and Battagram in Khyber Pakhtunkhwa) through three RSPs i.e. NRSP, SRSO, and SRSP.

## CHILD RIGHTS

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

Promoting Child Rights in Cotton Farming Areas of Pakistan is a project that RSPN is implementing in five predominantly cotton growing districts of Punjab and Sindh. UNICEF engaged RSPN to implement this IKEA funded project in Bahawalpur, Rahim Yar Khan, and Rajanpur districts in Punjab province, and Ghotki and Khairpur districts in Sindh province. RSPN partnered with two member RSPs i.e. NRSP and SRSO, to reach out to communities and support initiatives to improve the lives of disadvantaged children in these areas. The project sensitised communities on the negative and lasting impact of child labour and motivated them to pull out their children from child labour (mainly in cotton picking) and enrol them in schools. By setting up a ‘social fund’ and offering poor women income generating grants, rural communities were given the opportunity to earn a better livelihood and stop engaging their children in labour and send them to school. Under the project, other initiatives



included the construction of safe play areas, access to safe drinking water in schools, the setting up of libraries, building culverts, and setting up computer centres. In addition, Multi-functional community centres were set up to provide adult literacy classes, and skills training for women in order to help people develop marketable skills which they can use to earn a better living and not send their children as labourers to earn income.

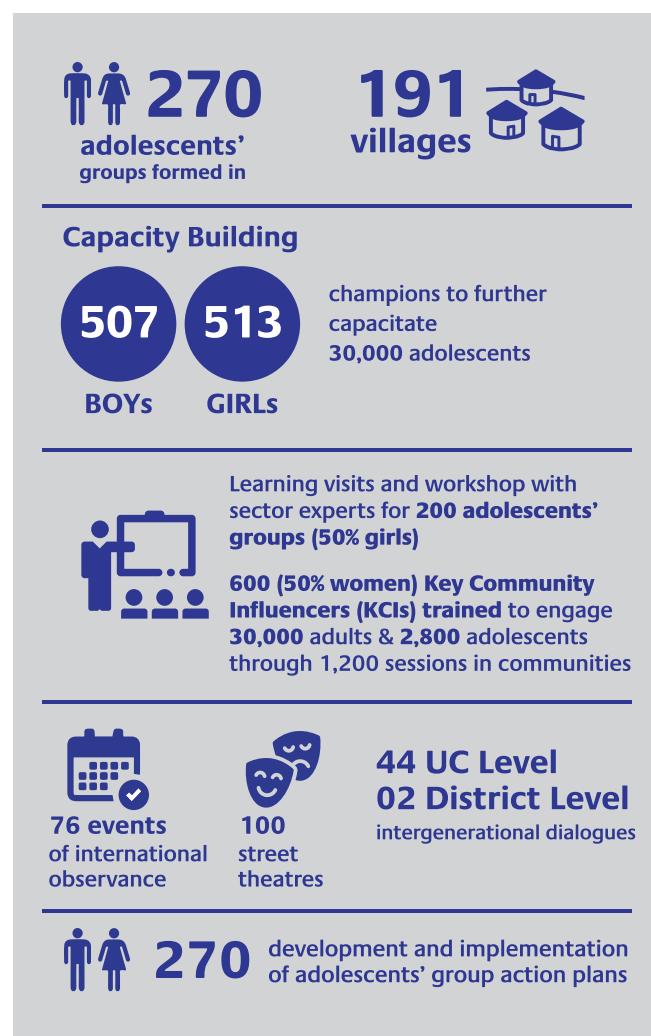
### Improving Adolescents' Lives in Pakistan

In November 2016, RSPN partnered with UNICEF for an IKEA Foundation funded project titled 'Improving Adolescent Lives in Pakistan' in Ghotki and Khairpur districts of Sindh. The primary focus of the project is to reduce child marriages, particularly of adolescent girls.

Adolescence is a life stage characterised by growing opportunities, capacities, aspirations, energy and creativity, but also significant vulnerability. The project highlights that the potential of adolescents is widely compromised because the state does not recognise or invest in youth and their rights. The project envisaged that if improving access to information and equipping adolescents with life skills is adopted as a key intervention,



it would strengthen the capacity of adolescents to form and express their opinions with confidence which would promote and protect the rights of the child to participation and freedom of expression. Moreover, the project highlighted the importance of making parents realise and understand the rights of adolescents, with support to parents from community-based structures. RSPN capitalised on the already established community institutions and engaged them in adolescent centred activities in a number of union councils of the project districts.



# Disaster Risk Management

Pakistan has experienced a wide-range of natural and man-made disasters, from floods to droughts, and it is considered to be one of the countries which are most susceptible to the effects of climate change. Climate change related disasters can cause massive destruction and can wreak havoc on entire communities, weakening the economic structure and hitting the development indicators of the country. Infrastructure is demolished, education system is uprooted, agricultural land is damaged, and loss to human life and livestock is massive. Statistics show that the great earthquake of 2005 in Pakistan caused infrastructure and economic losses of

around \$5.2 billion that was close to 20 percent of the national budget of the time. Similarly, super floods that hit parts of Pakistan in 2010 caused huge losses to human life, assets, and infrastructure.

Droughts are the third high impact hazards that the people of Pakistan face time and again. Frequent famines have badly impacted livestock, agriculture, surface and groundwater reserves, climate, and food security, eventually causing a drastic increase in poverty level. Although a disaster management system is in place in the country to deal with natural calamities at the national



level, but high volume and recurrence of disasters each year coupled with inadequate resources, the situation continues to put lives of millions of people at risk. Communities need to be supported so that they can adapt and adopt mitigation measures, employ systematic approaches to withstand disasters, and recover fast after incidents.

RSPN thus began focusing on building resilient communities through social, technical, financial and infrastructure support to communities to respond to any catastrophe in an organised and efficient way. Since 2012, RSPN is implementing the USAID Office for Foreign Disaster Assistance's (OFDA) supported community based disaster risk reduction project in four districts of Sindh i.e. Thatta, Badin, Tharparkar, and Umerkot. The project titled 'Tahafuz' (meaning 'protection') – Building Resilience through Community Based Disaster Risk Management (CBDRM) – aimed to build the resilience of local communities to withstand hazards and endure disasters in an organised manner and lead to an effective recovery. RSPN engaged NRSP in Thatta and Badin and TRDP in Umerkot and Tharparkar districts to implement the project.

## WHAT WE DO

RSPN and its member RSPs are committed to assist vulnerable communities that experience emergencies, by providing them preparedness and mitigation tools to reduce their vulnerability, and ongoing assistance to maintain and improve their quality of life.

During the reporting year, under the social mobilisation component of the project, 802 Village Disaster Management Committees (VDMCs) and 77 Union Disaster Management Committees (UDMCs) were formed. These VDMCs provide a platform to community members to interact with each other, engage in early preparedness planning, and increase their disaster preparedness by learning to respond to hazardous situations in an efficient and effective manner. Similarly, the UDMCs provide an opportunity for communities to proactively advocate and coordinate with district government and other social networks, NGOs, and civil society organisations to enable

them to present themselves at higher forums of disaster risk management. To ensure sustainability of the process, the VDMC/UDMCs have been integrated with the RSP mainstream social mobilisation structures of VOs and LSOs, working as subcommittee of LSOs. These are further linked with government institutions such as DDMA, district departments, as well as other DRR-relevant stakeholders, including local media.

Capacity building has remained one of the key objectives of the project. RSPN introduced various capacity building programmes for the communities and other stakeholders, including school teachers, media persons, elected members of local bodies and government officials, who play a vital role in disaster risk reduction. These specialised training sessions focused on Participatory Disaster Risk Assessment, Disaster Risk Management and Planning, Disaster Risk Management Plans, Organisational Management and Development and Advocacy & Networking. The capacity building initiatives undertaken include CBDRM training for 7,296 VDMC members, training of 838 UDMC members on Organisational Management & Development and Advocacy & Networking (OM&D and A&N), training of 691 local elected union council members on DRR, training of 621 school teachers on DRR, capacity building of 163 media personnel on DRR, capacity building of 325 government officials and LSO representatives on DRR, development of 802 Disaster Risk Management Plans (DRMPs), selection of 1,604 CRPs, and 120,428 people sensitised by CRPs.

Moreover, disaster mitigation measures were undertaken. On average one community critical infrastructure (CCI) was rehabilitated in each revenue village. A total of 916 schemes of earth link roads, culverts and school buildings were rehabilitated with the active involvement of VDMCs, and emergency toolkits comprising of various lifesaving tools were provided to forty UDMCs. Other achievements include development of linkages with concerned stakeholders through formation/strengthening of four District Disaster Risk Reduction Forums (DDRRF), celebration of International Day for Disaster Risk Reduction (twelve events), and integration of DRR into mainstream LSO structure – total 55 Union Council Disaster Management Committees linked to existing LSOs.

# Regional Cooperation

Since the 1990s, the RSP social mobilisation approach to Community Driven Development (CDD) has gained considerable traction in the South and Central Region. The Sixth SAARC Summit (Colombo, 1991) accorded the highest priority to the alleviation of poverty in South Asia and established an Independent South Asian Commission on Poverty Alleviation (ISACPA). A consensus on this agenda was arrived at, at the Seventh SAARC Summit (Dhaka, 1993) on the ISACPA report. The 1991 ISACPA report recommendations included that 'The centre-piece of a policy framework for poverty alleviation has to be the mobilisation of the poor in order to enable them to participate directly in the decisions that affect their lives and prospects.' Following this, in 1994, the UNDP's South Asia Poverty Alleviation Programme (SAPAP) was started in some of the SAARC countries. Mr Shoaib Sultan Khan, as Senior Advisor on Rural Development to SAPAP, assisted governments in India, Nepal, Sri Lanka, and Bangladesh to set up pilot projects with social mobilisation as the central pillar. In Pakistan, the pilot was the Lachi (Kohat) Poverty Reduction Programme (LPRP). These replicas were created from the learning of the Pakistan RSPs, with strong links to governments in the pilot countries.

In India, the Society for Elimination of Rural Poverty (SERP), was established to lead SAPAP in the State of Andhra Pradesh. Officials of the Government of India visited the RSPs and gained first-hand knowledge and exposure to the RSP social mobilisation approach. With further support from the World Bank, SERP scaled up its work across Andhra Pradesh. On the basis of the success of SERP, the Government of India set up the National Rural Livelihoods Mission (NRLM), with the objective to reach out to a population of 350 million in 13 States of India.

In 2007, a team of senior RSP leaders from Pakistan visited



Andhra Pradesh and drew many lessons for adaptation in Pakistan. After this visit, the RSP included in their strategy a more formalised three tiered social mobilisation approach, a financial access programme for the poorest through the Community Investment Fund, the scale-up of programmes through village-based Community Resource Persons and, in Sindh and South Punjab, the scaling up of the women's programme through a decision to work only through mobilised groups of rural women.

The RSP approach has also been adopted by the Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP), a flagship programme of the Rajiv Gandhi Charitable Trust (RGCT). Mr Shoaib Sultan Khan is Advisor to the Trust. The Trustees include Ms Sonia Gandhi and Rahul Gandhi. (See <https://rgmvp.org/meet-the-team-2/>)

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*Photo Caption: SUCCESS team and its partners visiting an LSO training center in Kulob district Tajikistan*





In 1998, the Aga Khan Foundation, in Tajikistan, through Mountain Societies Development Support Programme (MSDSP), adopted the RSP social mobilisation approach. Village Organisations (VOs) were fostered with membership from all households. In 2003, the process of federating VOs into sub-district level Social Unions for the Development of VOs (SUDVOs) was initiated. Social mobilisation was initiated in the Gorno Badakhshan Autonomous Oblast (GBAO), and later expanded to other regions. Over time, VOs/SUDVOs have developed excellent relationships with local authorities. In April 2017, a team from Pakistan under the SUCCESS Programme undertook an experience sharing and learning visit to AKF/MSDSP Tajikistan and visited the Rasht Valley region and the Khatlon province, to examine the links that mobilised groups have made with the government.

The CEO RSPN worked with the Aga Khan Foundation, Afghanistan from 2014-2016. During that period AKF's work on existing Community Based Savings Groups (CBSGs) was developed further, through their clustering. RSPN's Specialist for Social Mobilisation also undertook a

three week assignment with AKF Afghanistan in order to assist in the development of strategy and manuals for this clustering effort. The CBSG clusters are now an integral part of AKF Afghanistan's strategy. Two teams from AKF Afghanistan visited the RSPN and the RSPs, during that period.

In 2017, delegations from Tajikistan and Nepal also visited RSPN. The CEO RSPN visited the Poverty Alleviation Fund in Nepal to strengthen regional cooperation ties. In September 2016, a delegation of the Nepal Poverty Alleviation Fund (NPAF) visited RSPN. They were hosted by Chairman RSPN and included the CEO of NPAF and two officials from the office of the Prime Minister of Nepal.

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*Photo Caption: Members of NPAF delegation pose for a group photo with Chairman RPSN Mr Shoaib Sultan Khan and other officials after a meeting at RSPN head office on September 24, 2016. The delegation was headed by Executive Director NPAF Mr Nahakul KC and included three officials from the Prime Minister Office of Nepal, among others.*

# Communications



The Communications Section of RSPN specialises in internal and external communications, content development, handling social media, engagements with mainstream media and journalists, and event management. It seeks to promote experiences in the social mobilisation approach of the RSPs and programmes and innovations undertaken. The section works closely with the RSP community as well as with external stakeholders, including governments, donors, diplomats, the private sector, media, and the communities that the RSPs work with. The section captures and presents the significant achievements of the organised communities fostered by the RSPs.

## WHAT WE DO

RSPN communicates the wealth of RSP experience and the work of Pakistan's rural communities to multiple stakeholders and the wider public. Exposing stakeholders

to the work of rural communities is an integral and central part of RSPN's communications strategy. This work is done in close coordination with the RSPs.

RSPN's website, accessible at [www.rspn.org](http://www.rspn.org), provides information about the work of RSPN and the extensive outreach of the RSPs. RSPN publishes a quarterly 'Outreach' with updates of key RSPN and RSP projects and activities. Human interest stories and key learning through work with communities are published regularly. These include a series of LSO Initiatives which highlights the work of LSOs. RSPN encourages and works with the print media to share the work of rural communities, nationally and internationally. It also produces documentaries on the work of communities, which are screened in workshops, in LSO conferences and in RSP annual retreats. RSPN

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*Photo Caption: Group photo of the participants of the RSPs Annual Strategy Retreat 2017 in Bhurban*



produced two documentaries showcasing the work of organised communities under the USAID-OFDA supported Community Based Disaster Risk Management Tahafuz Project in Sindh and the UNICEF supported ‘Promoting Child Rights in Cotton Farming Areas Project in Punjab and Sindh’.

Social media is an effective platform to put across the work of rural communities to a variety of stakeholders. RSPN’s Facebook page ([www.facebook.com/RSPNPakistan](http://www.facebook.com/RSPNPakistan)) is replete with experiences from the field and the work of the RSPs and provides real time updates on our work. RSPN puts up regular updates about its work, the work of communities and career opportunities on its LinkedIn page, accessible at <https://pk.linkedin.com/company/rural-support-programmes-network>. RSPN has a Twitter account at <https://twitter.com/RSPNPakistan>.

The quarterly newsletter – RSPs Social Mobilisation Outreach – provides information about RSP coverage within provinces and districts, as well as highlighting new initiatives. During the review year, RSPN produced four issues of Outreach and disseminated it to stakeholders through print and electronic versions. Successes of organised communities are supported under a number of projects of RSPN and the RSPs, and this year two issues of ‘The Road to Success’ – household case studies of women supported by the Government of Sindh’s Union Council Based Poverty Reduction Programme (UCBPRP), have been produced and disseminated.

The Communications section is an integral part of RSPN’s event management team. It facilitates in organising

events for the RSPN. RSPN also engages with mainstream media and journalists and works closely with them to familiarise them with the work of RSPN and RSPs.

The Forum for Advancement of Communication Expertise (FACE) is an all-RSP resource group of RSP communications focal persons that meets twice a year. FACE includes a training for RSP communications staff in modern trends in communications, human interest stories, and hands-on training in photography. The members of FACE are encouraged to compete with each other and are given monitored tasks between group meetings, to hone their skills in the area of communications.

#### RSPN/RSPs in the press



# Financials

## AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed Balance Sheet of **Rural Support Programmes Network** (the Company) as at **30 June, 2017** and the related Income and Expenditure Account, Statement of Comprehensive Income, Statement of Changes in Funds and Cash flow Statement 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 conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit, provides a reasonable basis for our opinion and, after due verification, we report that:

- (a) in our opinion, proper books of account have been kept by the Company as required by the Companies Ordinance, 1984;
- (b) in our opinion:
  - (i) the Balance Sheet and Income and Expenditure 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 account and are further in accordance with accounting policies consistently applied except for the changes as stated in note 2 to the financial statements, with which we concur;
  - (ii) the expenditure incurred during the year was for the purpose of the Company's business; and
  - (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;

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- (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, Statement of Changes in Fund and Cash flow Statement together with the notes forming part thereof conform with the 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, 2017** and of the surplus, its cash flows and changes in unrestricted funds for the year then ended; and
- (d) in our opinion, no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

**Other Matter**

The financial statements of the Company, for the year ended 30 June, 2016, were audited by another auditor who expressed an unmodified opinion on those statements on 25 November, 2016.

*EY Firdaus*

**Chartered Accountants**

**Audit Engagement Partner's Name:** Khayyam Mushir

**Date:** 22 November, 2017

**Place:** Islamabad

**RURAL SUPPORT PROGRAMMES NETWORK**  
**(A Company licensed under Section 42 of the Companies Act, 2017)**  
**BALANCE SHEET**  
**AS AT 30 JUNE, 2017**

	Note	2017 -----Rupees-----	2016
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	6	14,633,275	19,690,980
Long-term deposits and prepayments	7	3,482,327	4,241,381
		18,115,602	23,932,361
<b>CURRENT ASSETS</b>			
Project receivables	8	42,969,826	6,527,280
Advances, prepayments and other receivables	9	25,692,763	35,662,261
Accrued mark-up		12,844,520	14,965,293
Short-term investments	10	475,000,000	440,000,000
Income tax refundable	11	121,091,662	120,708,291
Cash and bank balances	12	202,305,787	219,159,652
		879,904,558	837,022,777
<b>TOTAL ASSETS</b>		<b>898,020,160</b>	<b>860,955,138</b>
<b>FUNDS AND LIABILITIES</b>			
<b>FUNDS</b>			
Reserve fund	13	97,500,000	94,500,000
Accumulated fund		616,653,371	580,535,484
		714,153,371	675,035,484
<b>NON-CURRENT LIABILITIES</b>			
Deferred capital grants	14	7,138,280	10,970,972
Restricted grants	15	126,002,836	79,791,742
Deferred liability - staff retirement benefits	16	-	43,852,259
Security deposit		180,000	-
Long-term liability	17	1,694,000	2,800,900
		135,015,116	137,415,873
<b>CURRENT LIABILITIES</b>			
Payable to related parties - unsecured	18	24,227,286	9,141,629
Project and other payables	19	24,624,387	39,362,152
		48,851,673	48,503,781
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>898,020,160</b>	<b>860,955,138</b>
<b>CONTINGENCIES AND COMMITMENTS</b>	20		

The annexed notes, from 1 to 36, form an integral part of these financial statements.

  
 CHIEF EXECUTIVE OFFICER

  
 DIRECTOR

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

	Note	2017 -----Rupees-----	2016
<b>INCOME</b>			
Grant income	21	793,619,246	867,971,519
Consultancy and management fees	22	71,231,215	75,520,130
Exchange gain		25,115	330,973
Other operating income	23	68,209,119	52,660,004
		<b>933,084,695</b>	<b>996,482,626</b>
<b>EXPENDITURE</b>			
Programme costs	24	797,412,484	869,199,187
Operating costs	25	97,656,052	82,197,420
Consultancy services costs	26	-	275,158
		<b>895,068,536</b>	<b>951,671,765</b>
<b>SURPLUS FOR THE YEAR</b>		<b><u>38,016,159</u></b>	<b><u>44,810,861</u></b>

The annexed notes, from 1 to 36, form an integral part of these financial statements.

  
 CHIEF EXECUTIVE OFFICER

  
 DIRECTOR

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

	Note	2017	2016
		-----Rupees-----	
<b>SURPLUS FOR THE YEAR</b>		38,016,159	44,810,861
<b>OTHER COMPREHENSIVE LOSS FOR THE YEAR</b>			
Other comprehensive loss not to be reclassified to Income and Expenditure Account in subsequent periods:			
Re-measurement loss on employees' defined benefit plan	16	(1,898,272)	(1,370,030)
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		36,117,887	43,440,831

The annexed notes, from 1 to 36, form an integral part of these financial statements.

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

  
 \_\_\_\_\_  
**DIRECTOR**

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

		UNRESTRICTED FUNDS		
		Reserve fund	Accumulated fund	TOTAL
		-----Rupees-----		
<b>Balance as at 30 June, 2015</b>		91,500,000	537,094,653	628,594,653
Total comprehensive income for the year		-	43,440,831	43,440,831
Contributions by Rural Support Programmes made during the year				
Funds received during the year ended 30 June, 2016	13	3,000,000	-	3,000,000
<b>Balance as at 30 June, 2016</b>		94,500,000	580,535,484	675,035,484
Total comprehensive income for the year		-	36,117,887	36,117,887
Contributions by Rural Support Programmes made during the year				
Funds received during the year ended 30 June, 2017	13	3,000,000	-	3,000,000
<b>Balance as at 30 June, 2017</b>		97,500,000	616,653,371	714,153,371

The annexed notes, from 1 to 36, form an integral part of these financial statements.

  
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**CHIEF EXECUTIVE OFFICER**

  
 \_\_\_\_\_  
**DIRECTOR**



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

	Note	2017 ------(Rupees)-----	2016
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating deficit before working capital changes	27	(780,196,848)	(838,661,096)
<b>Working capital changes:</b>			
<b>(Increase) / decrease in current assets</b>			
Advances, prepayments and other receivables		10,563,123	(10,078,883)
<b>(Decrease) / increase in current liabilities</b>			
Payable to related parties - unsecured		15,085,657	(35,783,037)
Project and other payables		<u>(14,737,765)</u>	<u>1,477,510</u>
		<b>10,911,015</b>	<b>(44,384,410)</b>
Decrease / (increase) in long-term deposits		759,054	4,001,723
(Decrease) / increase in long-term liability		(926,900)	(2,406,700)
Grants received during the year (including interest income and foreign exchange gain)		799,799,371	979,922,254
Income tax paid during the year		(383,371)	(351,563)
Payments made to Employee's Provident Fund		(8,620,868)	(10,205,869)
Staff retirement benefits paid - gratuity		<u>(61,603,231)</u>	<u>(8,425,559)</u>
<b>Net cash (used in) / generated from operating activities</b>		<b>(40,261,778)</b>	<b>79,488,780</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure		(4,031,160)	(12,449,358)
Proceeds from sale of fixed assets		4,418,173	212,000
Short-term investments made during the year		(35,000,000)	(40,000,000)
Profit on short-term investments and bank deposits		55,032,245	49,426,438
<b>Net cash generated from / (used in) investing activities</b>		<b>20,419,258</b>	<b>(2,810,920)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Amounts received in respect of reserve fund	13	3,000,000	3,000,000
<b>Net cash generated from financing activities</b>		<b>3,000,000</b>	<b>3,000,000</b>
Net (decrease) / increase in cash and cash equivalents		<u>(16,842,520)</u>	79,677,860
Cash and cash equivalents at beginning of the year		219,159,652	139,661,669
Effect of changes in exchange rate		(11,345)	(179,877)
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	12	<u><b>202,305,787</b></u>	<u><b>219,159,652</b></u>

The annexed notes, from 1 to 36, form an integral part of these financial statements.

  
 CHIEF EXECUTIVE OFFICER

  
 DIRECTOR

# Our Team

## BOARD MEMBERS

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

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**Advisors to the Board of Directors**

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

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**Company Secretary**

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Mr. Assad Ali Hashmi

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**CORE TEAM**

Shandana Khan	Chief Executive Officer
Khaleel Ahmed Tetlay	Chief Operating Officer

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**Monitoring & Evaluation**

Khurram Shahzad	Specialist
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**Social Mobilisation**

Mohammad Ali Azizi	Specialist
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**Social Sector**

Bashir Anjum	Specialist
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**Gender & Development**

Sadaf Dar	Programme Officer
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**Communications**

Habib Asgher	Programme Officer
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**Internal Audit**

Qazi Haseeb Rauf	Chief Internal Auditor
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**Compliance**

Bader ul Islam Siddiqui	Manager
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**Finance & Accounts**

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

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**Human Resources & Administration**

Jawad Khan	Manager
Ali Akbar Qureshi	Programme Officer Administration & Procurement
Umar Daraz Khan	Admin Assistant

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**Information Technology**

Junaid Arif Mufti	Programme Officer
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<b>Special Projects Wing</b>	
Bashir Anjum	Manager
<b>Chairman Office</b>	
Abdul Rauf	Programme Office Manager

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

Fazal Ali Saadi	Programme Manager
Ghulam Sarwar Khero	Programme Coordinator
Dr. Abdur Rehman Cheema	Team Leader Research
Zara Jamil	Documentation & Reporting Officer
Filza Nasir	Monitoring & Evaluation Officer
Asad Ejaz Umer	Administration & Procurement Officer
Muhammad Abdullah Bin Javaid	MIS Officer
Saman Sardar	Communications Officer
Nadir Ali Shah	Field Researcher
Sultana Kori	Field Researcher

#### European Union: Balochistan Rural Development and Community Empowerment Programme (BRDCEP)

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

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

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

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

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

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

Dileep Kumar	Project Manager
Imtiaz Ali	Monitoring & Evaluation Officer
Rukhsana Rind	Field Monitoring Officer
Waqas Munir	Finance Officer
Zia ul Qamar	Admin Assistant

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

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

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

Nadir Ali Khoso	Project Manager
Syed Saleem Ali Shah	Monitoring & Evaluation Officer
Nasreen Naz	Training Officer
Muhammad Akram	Finance Officer

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

Khalid Ishaque	Project Manager
Qadir Bux Abbasi	Project Manager (EPI Component)
Munawar Alee Kapri	Program Coordinator (EPI Component)
Imran Masih	M&E Officer (EPI Component)
Fahad Ullah Khan	Finance Manager

**Unicef: Improving Adolescents Lives in Pakistan (IALP) Project**

Anis Bibi	Project Manager
Imtiaz Hussain Roonjho	Monitoring & Evaluation Officer
Abdul Ghani	Finance Officer

**FOSI: Strengthening legal empowerment in rural communities through community based Paralegals Project (Punjab)**

Dilawar Khan	Project Manager
Sundas Ahmed	Project Assistant

**FOSI: Community Activism for Improved Access to Quality Education and Local Accountability (Article 25-A)**

Humera Hussain	Education Campaign Manager
Tahseen Ahmad	Monitoring Officer
Shayaah Raza	Finance Officer
Osama Shaikh	Admin Assistant

# Acronyms

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

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

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



# OUR PARTNERS IN DEVELOPMENT

 EUROPEAN UNION	 USAID FROM THE AMERICAN PEOPLE	 unicef	 UKaid from the British people		
				 Nurturing Women Empowerment	
 ACTION AGAINST HUNGER	 AGA KHAN FOUNDATION	 jhpiego Saving lives, improving health. Transforming futures.	 JOHNS HOPKINS UNIVERSITY	 jica	 World Learning
 ISET	 KPCS Khyber Pakhtunkhwa Provincial Council	 psi Healthy lives. Measurable results.	 SNV	 UN-HABITAT FOR A BETTER URBAN FUTURE	 DTCE Empowering People
 IDRC   CRDI	 JSI	 RAF Working Towards Millennium Development Goals Research & Advocacy Fund	 HTSPE International Program Management	 BRITISH COUNCIL	 greenstar health • prosperity • future
 Vitol	 UNDP 50 YEARS Empowered lives. Resilient nations.	 TE MAINTIENDRAI	 Save the Children	 WINROCK INTERNATIONAL	 international youth foundation
 AMERICAN PAKISTAN FOUNDATION	 POPULATION COUNCIL Ideas. Evidence. Impact.	 KfW	 ICIMOD	 OPEN SOCIETY FOUNDATIONS	 الف اعلان Alif Ailaan
 ACTED	 THE WORLD BANK IBRD • IDA • IFC • MIGA	 50 YEARS ADB	 b p f british pakistan foundation	 JSDF Japan Social Development Fund	

## THE NETWORK OF THE RURAL SUPPORT PROGRAMMES



National Rural Support Programme



### RURAL SUPPORT PROGRAMMES NETWORK

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

