

RURAL SUPPORT PROGRAMMES NETWORK



First Dialogue – Sherqila, Northern Pakistan (1982)

RSPN Presentation December 2011

RSPs' Mission

The RSPs' aim is to reduce poverty and improve the quality of life of the rural poor by **harnessing the potential** of people to manage their own development, through their **own institutions**.

..... using 'social mobilization' as a tool

One of the major reason of Poverty in Pakistan:

- The public sector makes huge investments but does not create a grassroots mechanism for delivery of services:
 - As a result, Government services do not reach the people, especially the poor;
 - Commonly the public sector does not effectively involve poor communities when planning or delivering ‘development’.

Why RSPs?

- RSPs are autonomous and sustainable 'support organizations' - critical to undertake social mobilization of the poor.
- Social mobilization requires an institutional mechanism which has the credibility with government, donors and communities and flexible and sensitive to the needs of the communities.
- RSPs use participatory approaches, Grassroots organizations of the poor are a proven, powerful tool for poverty alleviation and social protection
- RSPs use targeted programs/products for the poor and poorest - Poverty targeting is KEY to identify the poorest
- RSPs work with grassroots organizations – grassroots organizations can make public service delivery more efficient and accountable through peoples organizations.

What are RSPs ?

- RSPs are registered under Pakistan's Companies' Ordinance, Section 42, as non-profit
- High level government ownership - five RSPs have Provincial and Federal Government seed funds (NRSP, GBTI, PRSP, SRSO and SRSP)
- Some senior Government officials are on RSP Boards
- National outreach
 - RSPs are present in 108 out of 131 districts and 2 out of 13 Federal Administered Tribal Area and Frontier Regions. - (Punjab RSP after restructuring in mid 2011, closed its operation in four districts, Chiniot, Nankana Sahib, DG Khan and Rajanpur).
 - RSPs have organized communities in 64% of the total rural Union Councils in Pakistan

How the RSPs Work?

The Rural Support Programs (RSPs) in Pakistan are based on the principle of direct participation by households through Community Organizations (COs).

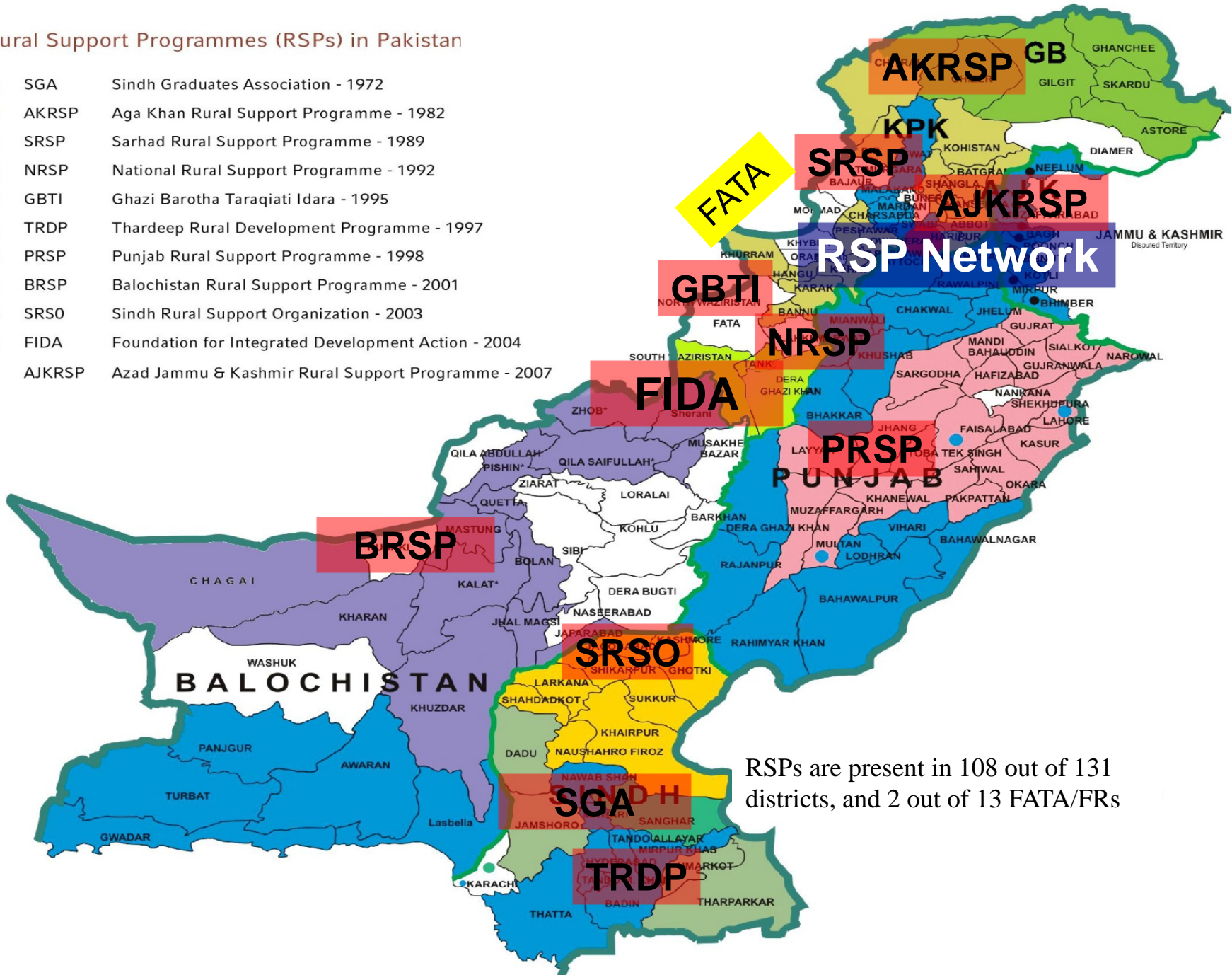
Rural Support Programs:

SM Process

- a. Organize the rural poor through social mobilization,
- b. Build capacity of indigenous community leadership,
- c. Train a large cadre of rural activists and service providers, and
- d. Foster a framework of grassroots institutions enabling them to:
 - improve and build community infrastructure;
 - access to social services and small loans;
 - develop human and natural resources; and
 - establish linkages with public and private sector agencies.

Rural Support Programmes (RSPs) in Pakistan

- SGA Sindh Graduates Association - 1972
- AKRSP Aga Khan Rural Support Programme - 1982
- SRSP Sarhad Rural Support Programme - 1989
- NRSR National Rural Support Programme - 1992
- GBTI Ghazi Barotha Taraqiati Idara - 1995
- TRDP Thardeep Rural Development Programme - 1997
- PRSP Punjab Rural Support Programme - 1998
- BRSP Balochistan Rural Support Programme - 2001
- SRSO Sindh Rural Support Organization - 2003
- FIDA Foundation for Integrated Development Action - 2004
- AJKRSP Azad Jammu & Kashmir Rural Support Programme - 2007



RSPs are present in 108 out of 131 districts, and 2 out of 13 FATA/FRs

Funding for Top 17 CSOs in Pakistan - 2009

S.No	Name of Organizations	Total USD Mil
1	RSPN/RSPs	252.20
2	Shaukat Khanum Memorial Cancer Hospital & Research Centre	33.96
3	Aga Khan Health Services	10.47
4	Marie Stopes Society	8.28
5	The Citizen Foundation	7.45
6	Bussinessman Hospital Trust (Shalamar Hospital)	6.97
7	Isra Islamic Foundation (guarantee) ltd	6.38
8	Fatima Memorial Hospital	6.05
9	World Wide Fund for Nature- Pakistan	5.53
10	The Layton Rahmatullah Benevolent Trust	5.52
11	Ittefaq Hospital Trsut	5.35
12	National Management Foundation	5.32
13	Al-Shifa Trust	4.89
14	Rahnuma Family Planning Association of Pakistan	3.71
15	Rural Education and Development Foundation	3.43
16	The Kidney Centre Institute	2.98
17	Streghthening Patricipatory Organization	2.89

Source for CSOs: Gateway to Giving (2010), Pakistan Centre for Philanthropy, Islamabad

Note: from the source, it is not clear whether the financial year is January to December or July to June.

Source for RSPN/RSPs: Rural Support Programmes Network (financial year: July-June)

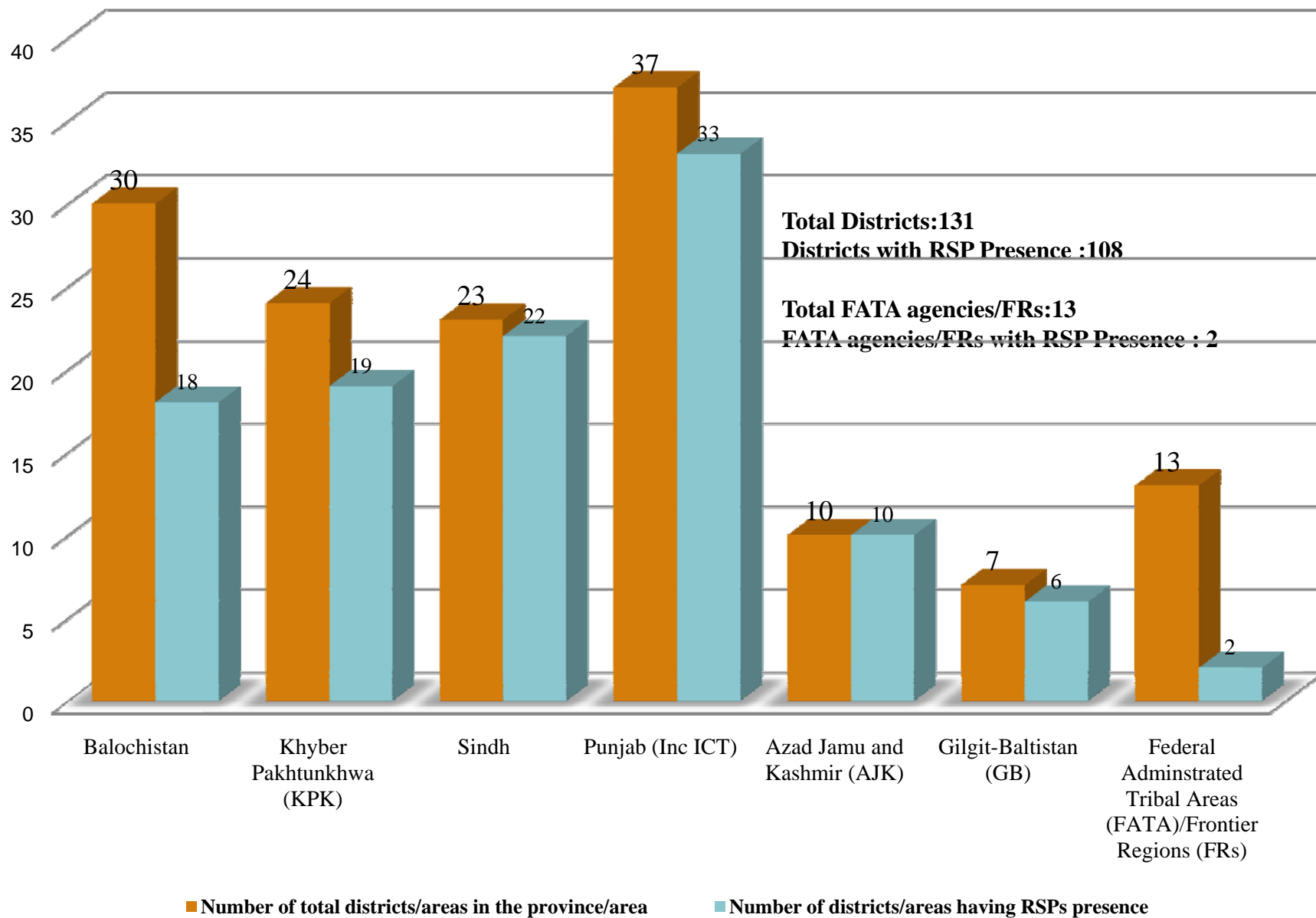
RSPN/RSPs figure is the total figure for all 11 RSPN/RSP organizations for 2008/09.

Individual organization figure for 2008/09 is: RSPN: USD 7.47 mil; SRSP: USD 45.97 mil;

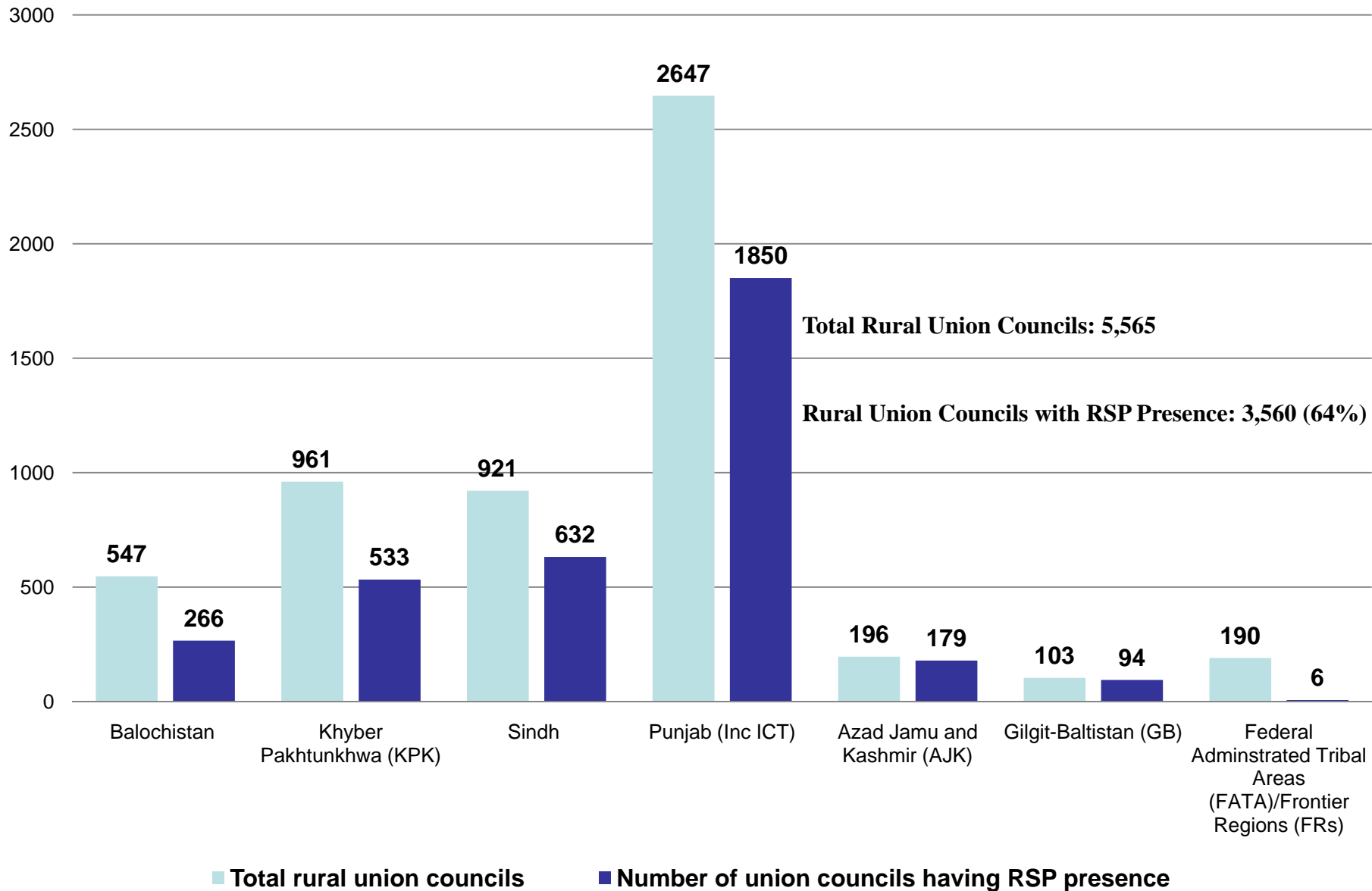
GBTI: USD 1.17 mil; AJKRSP: USD 1,46 mil; NRSP: USD 134.12 mil; BRSP: USD 4.75 mil;

SGA: USD 0.30 mil; PRSP: USD 21.72 mil; SRSO: USD 20.60 mil; TRDP: USD 10.29 mil; AKRSP: USD 4.37 mil

Province/Area wise number of districts/areas with RSP presence (As of Sept 2011)

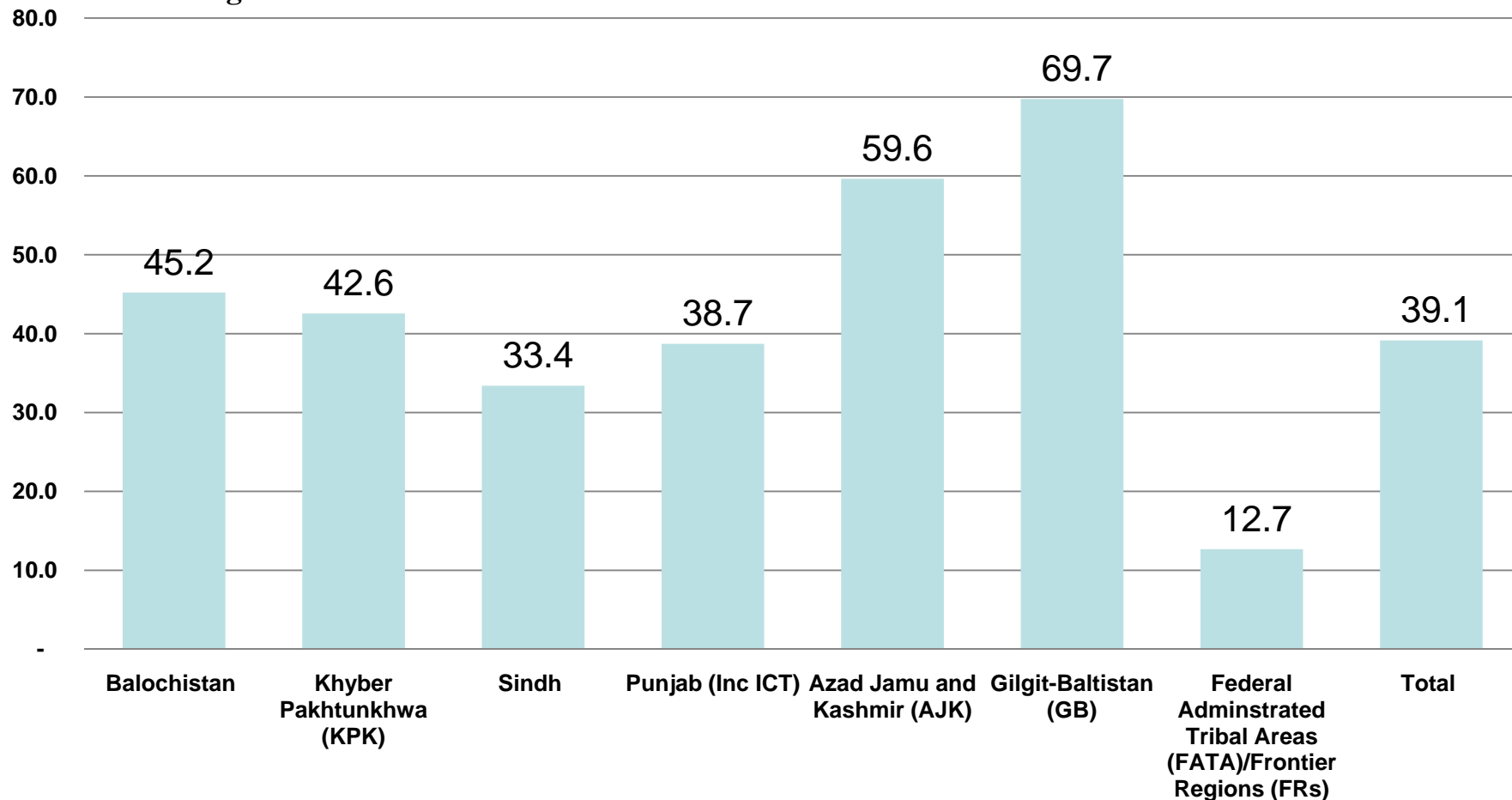


Province/Area wise number of union councils with RSP presence (As of Sept, 2011)

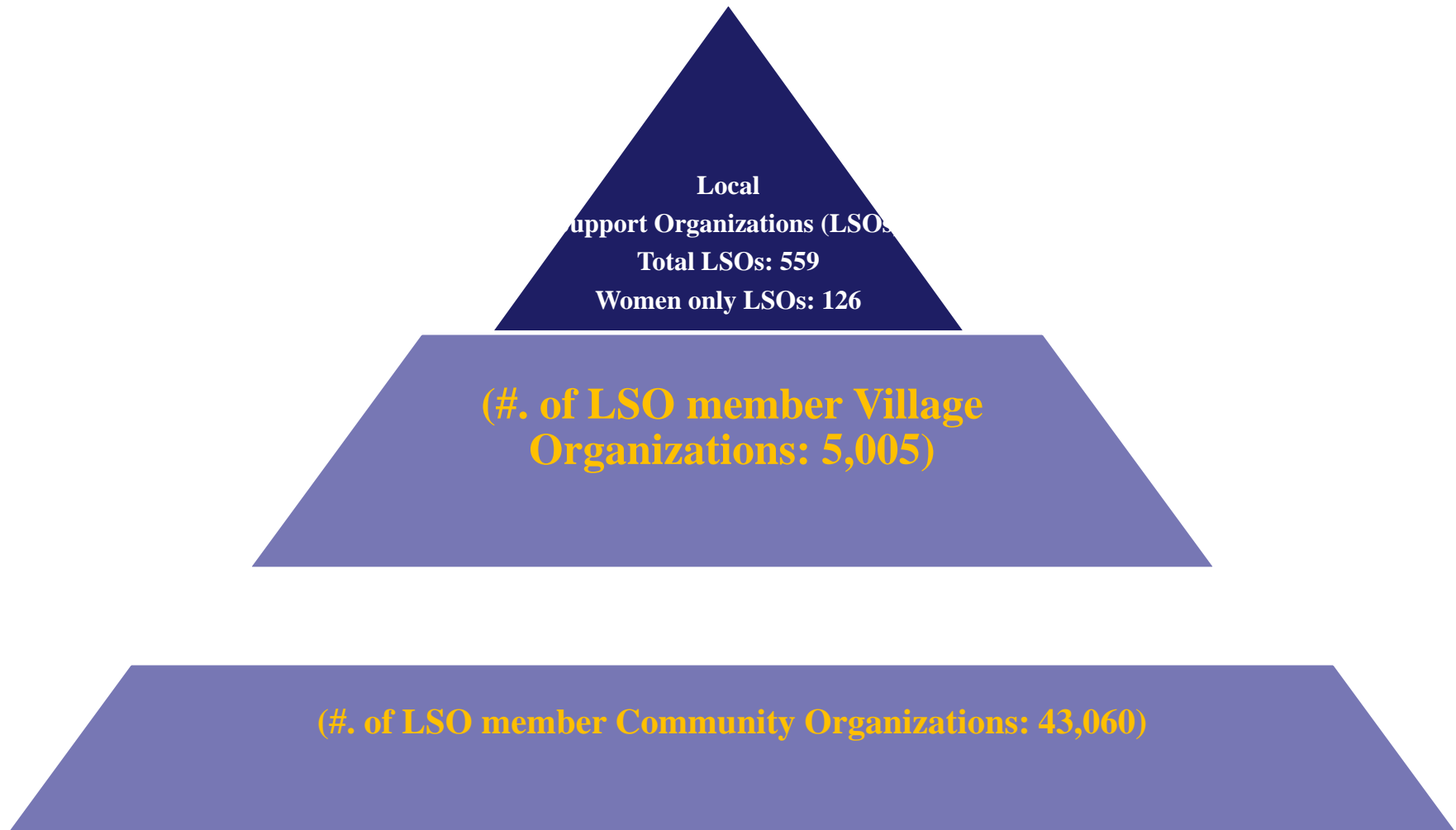


Province-wise organized households
(% of total rural households based on 1998 census data)
(As of Sept 2011)

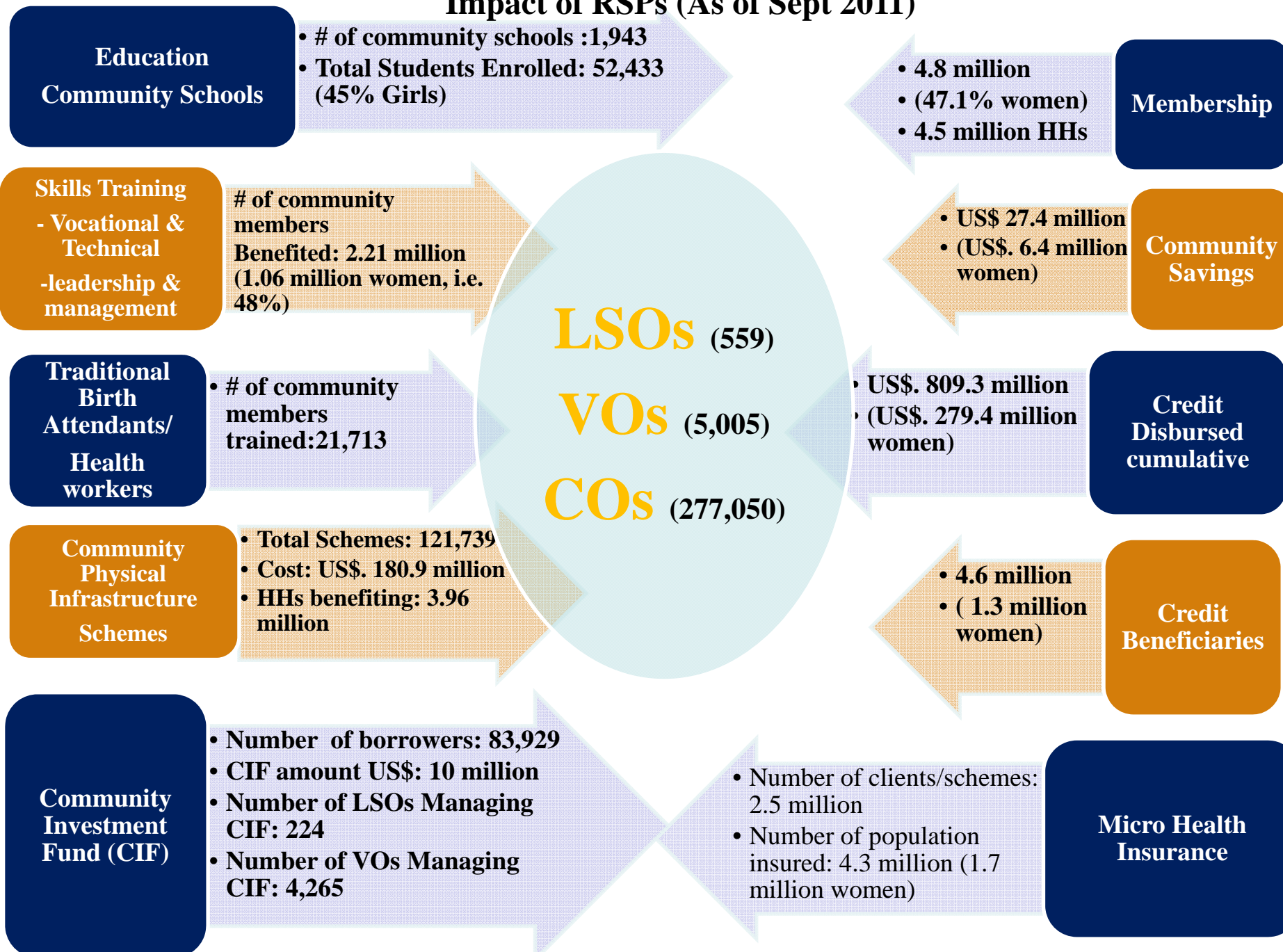
Total organized households: 4.5 million



RSPs Fostered Institution of the People



Impact of RSPs (As of Sept 2011)



RSPs response to Floods 2010

- **Organized response :** All the RSPs established emergency response cell in their head office and regional office;
- **Quick outreach:** RSPs were already present in majority of the flood affected districts (63/78 districts) with a network of grass roots organizations and trained cadre of activists;
- **Worked with various donors including:** USAID, AusAid, GTZ, UNDP, UNOCHA, PPAF, UNHCR, OSI, Government of Pakistan, WFP, Engro Foundation, Goal International, DFID, Plan Pakistan, FAO, USAID/OFDA, UNICEF, DIAKONIE, Packard Foundation, Concern World Wide, ILO, PIFERP, OXFAM, Save the Children and other individual philanthropists;
- **Response include:** distribution of food, NFIs, provided services in WASH, Health, livestock, Shelter and agriculture inputs.

Evaluations/Assessment of RSPs – Critical Conclusions

World Bank (OED), 2002: The Next Ascent -An Evaluation of the Aga Khan Rural Support Program, Pakistan

- **Efficiency :** Economic rates of return among the best compared to other similar programs internationally - (16% to 33% - these ranges are well above the opportunity cost of capital—assumed, for Pakistan, to be 12 percent) (Page 9)
- **Impact:** Average farm household incomes have more than doubled in real terms between 1991 and 1997 except in the more challenging Astore - earnings growth in villages with village organizations is about **one-third higher** than those without, possibly with a stronger effect on land-poor households than land-rich households. (Page 7)

UNDP, 1998: An Interim Evaluation of NRSP

- ‘In sum, the NRSP model is unique. It is highly responsive to community motives and aspirations within the context of community participation. NRSP has shown that institutional sustainability is an achievable goal through the creation of the endowment and access to a virtually unlimited line of credit [from a commercial bank]. Clearly, NRSP’s experiences suggest that it is feasible to unlock the productive and entrepreneurial potential of Pakistan's rural people’. (Page 6)

Evaluations/Assessment of RSPs – Critical Conclusions (Cont....)

UNDP, 2003: Pakistan National Human Development Report

- In terms of the comparative picture of NGOs, 68 per cent of NRSP respondents ate their fill daily and 65 per cent ate better now than earlier [before accessing credit]. (Page 93)
- The top performer is NRSP with 81.6 percent of its beneficiaries experiencing a sustainable increase in their income after receipt of a loan. However this must be qualified by the fact that NRSP also has the highest proportion of well off beneficiaries. (Page 94)

SDPI, 1998: Rural Water Supply Scheme Sustainability in Pakistan: A Comparative Institutional Analysis.

- A comparative study of 35 (15 PHED, 5 LGRDD and 15 NRSP) rural water supply schemes in Pakistan found that rural water supply schemes (RWSS) were more likely to be sustainable when the community is mobilized to make them work. (Page 2)

Novib 1998: End of Phase Evaluation of SRSC NWFP, Pakistan

- SRSC has functional linkages with government and non-governmental organizations. (Page 55)
- It has a comprehensive system of Project Monitoring, Evaluation & Research (PMER). (Page 57)
- COs, both male and female, and recipients of credit largely the poorest. (Page 58)
- Considerable progress has been made to integrate Gender into its programs. (Page 60)

Evaluations/Assessment of RSPs – Critical Conclusions (Cont....)

HTSPE/RSPN, 2010: Assessing the Impact of RSPs Social Mobilization in Pakistan.

- The RSPs have created an unparalleled network of participatory community organizations. (Page 57)
- A solid majority (65%) of the sample of 544 COs are functional and institutionally sound. (Page 44 & 60)
- RSP formation of WOs has supported wider changes in gender relations in Pakistan. It has helped:
 - Persuade men to allow women a right to organize and meet;
 - Strengthen women's existing right to undertake independent economic activity;
 - Show women what empowerment might look like. (Page 69)

HTSPE/RSPN, 2010: An Immediate Impact Assessment Survey of 241 RSPs' Community Physical Infrastructure Projects across Pakistan).

- ***Strong evidence of RSP capacity to help communities complete successful projects***

- All the sample CPIs built on time, budget and according to the specification.
- 90 % of the CPIs are fully utilised and 60% are in good condition.

- ***RSPs CPIs are cost effective and have high internal rate of return***

- Av. CPI Cost Per Beneficiary: Rs 4,700

- Internal Rate of Return (Low Case-conservative estimates)

– DWSS: Piped	19%	Un-piped	6%
– Irrigation	14%	Karez	49% (High case)
– Link Roads	-7%		58% (High case)

Rural Support Programmes Network (RSPN)

RSPN was set up by the RSPs and registered in 2000 as a non-profit company under Pakistan's Companies' Ordinance 1984 (Section 42). The RSPN Board consists of 22 Directors and 2 Advisors - people of high quality experience in government, academia and development.

RSPN's Mandate

- To serve as a **one-stop-shop in undertaking projects** with government, donors and others, that are in turn sub-contracted to RSPN partners;
- To bring strength to the **RSP brand name** and that of social mobilization, by acting as a common, national level platform for RSPs;
- RSPN provides national outreach to 4.8 million community members in Pakistan;
- To encourage a meeting of the minds of the RSPs and bring out a commonality in **strategic direction**;
- To provide **back-up support in selected sectors**, to the RSPs i.e. M&E, gender, social mobilization;
- To **document knowledge** and lessons learnt from the RSPs and advocate these within the RSP community, to government, donors and other interested parties;
- To undertake **assessments and evaluations**, based on RSP demand and to learn lessons within the RSP community;
- To undertake **innovations** for broader replication;
- Policy Advocacy.

Key Achievements

1. Impacting Public Policy
2. Leading the Process of Innovation and Learning (for RSPs)
3. Resource mobilization for RSPs
4. RSPN has long-term vision and effective corporate governance strategy

1. Impacting Public Policy

- **Inclusion of social mobilization in government's national policies** : e.g. two Poverty Reduction Strategy Papers (PRSP-I and II), Local Govt. Ordinance, Medium Term Development Framework (MTDF), Union Council Plan in Sindh (Rs. 3.2 billion \approx US\$ 37 million) and KP (Rs 1.5 billion \approx US\$ 17million).
- Largest public sector **investment in social mobilization** through World Bank Social Mobilization project – i.e. US \$ 75 million for the period July 2008- June 2011.
- Khyber Pakhtunkhwa Government provided Rs 200 million \approx US\$ 2.3 million to Sarhad Rural Support Programme for Federally Administered Tribal Areas operations in 2007.
- Khyber Pakhtunkhwa Government provided Rs 500 million \approx US\$ 5.8 million endowment to Sarhad Rural Support Programme and Union Council Plan funds in 2009.
- Government has **adopted innovations by RSPN** e.g. federating Community Organizations, Community Investment Fund in Union Council Plan, Poverty Scorecard, Community Led Total Sanitation.
- Inclusion of RSPs in disaster relief and rehabilitation operations as critical, local actors (by Earthquake Reconstruction and Rehabilitation Authority, National Disaster Management Authority military, provincial and local governments).
- Assisted the provincial governments of Punjab, Sindh, Khyber Pakhtunkhwa, Balochistan, Azad Jammu and Kashmir, and Gilgit Baltistan in the formulation of provincial drinking water & sanitation policies, strategies and action plans.

2. Leading the Process of Innovation and Learning (for RSPs)

A scale of 4.5 million organized household across the country is the largest civil society mobilization effort

- **Local Support Organizations:** RSPN piloted 45 LSOs, there are now 559 (with 126 women only) LSOs. Piloting Tehsil and District Level LSO Networks (with 14 LSONs).
- **Community Investment Fund (CIF):** RSPN piloted CIF in 3 villages, there are now 224 LSOs and 4,265 VOs managing a total of Rs. 905.1 million \approx US\$ 10 million CIF.
- **Poverty Scorecard:** RSPN piloted in one union council now Poverty Scorecard is being implemented nationwide by BISP.
- **Community-Led Total Sanitation (CLTS):** Piloted in 3 union councils has spread to 998 villages in 61 union councils.
- **Biogas:** Piloted in two sites with 10 plants in 2007. In 2009, EKN funded a four year Pakistan Domestic Biogas Programme and as of Dec 2011 1416 plants have been constructed in 6 districts of central Punjab.
- RSPN in partnership with NRSP Institute of Rural Management introduced the Women Leadership Programme (WLP) - 77 RSP women staff trained as Managers.
- Gender infrastructure in the form Gender Resource Group (GRG) exists for all RSPs—provides regular input on mainstreaming gender in RSP programs.

3. Resource mobilization for RSPs –Special Project Wing

- Between 2005-2011 RSPN has raised Rs 12.72 billion \approx US\$ 148.2 million for RSPs.
- Initiated 28 projects under the Special Project Wing of RSPN.
- RSPN undergone pre-award assessment by USAID and currently manages US \$ 22.30 million USAID project with 7 RSPs as well as a US \$ 19 million ASP project.

Thank You

Social Mobilization Process

- Series of dialogues to assess people's willingness to form Community Organizations (COs) to undertake development work;
- Poverty ranking (through Poverty Scorecard) of all households in the village to ensure inclusion of poor in COs;
- CO forms and selects activists, start regular meetings and savings program;
- CO prepares Micro-Investment Plan for each member households;
- Accordingly the RSP provides technical, financial support and;
- Facilitates linkages with line agencies & other service providers (e.g. Banks, NGOs, etc).

Three-Tiered Social Mobilization

Local Support Organization (LSO):

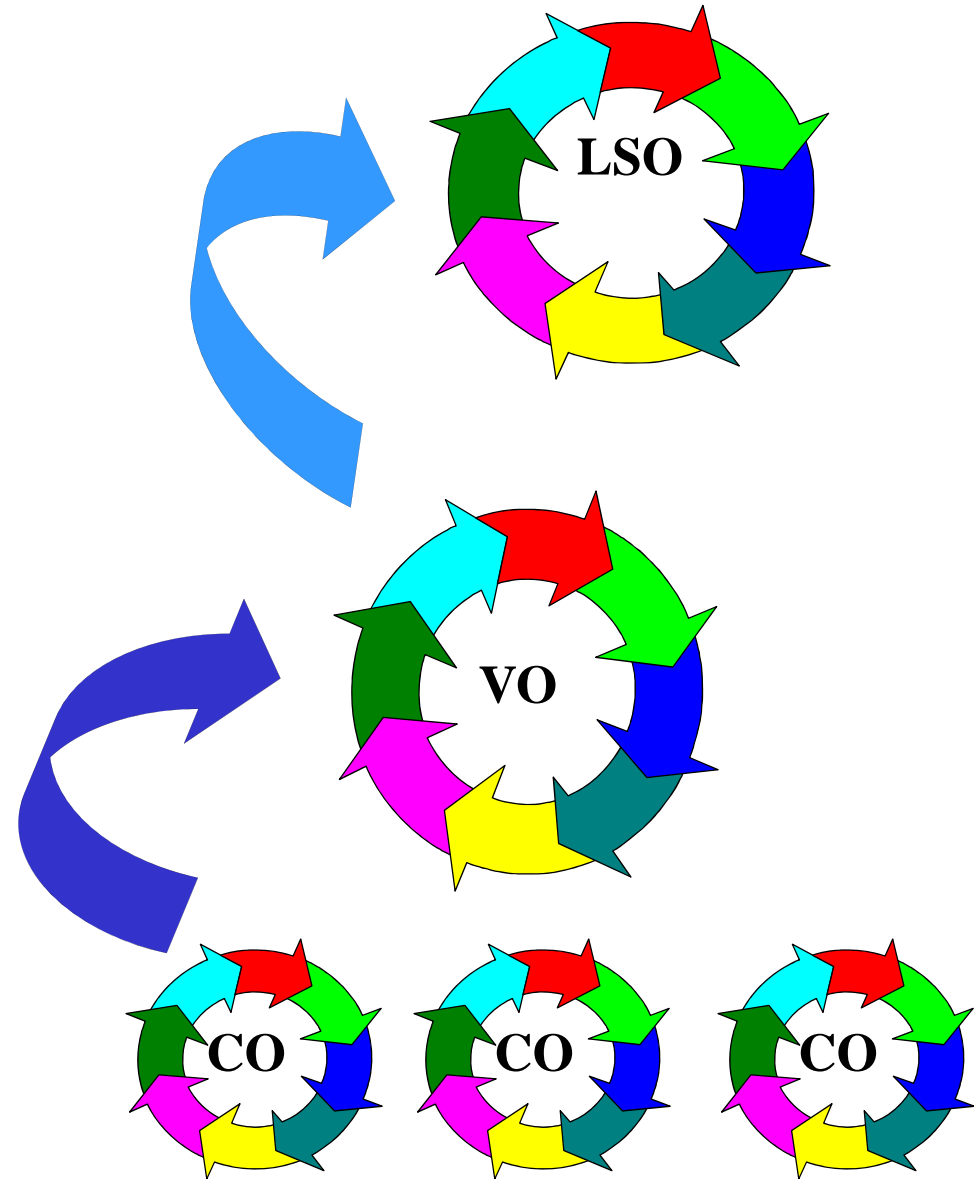
- Federation of Village Organizations at UC level
- LSO Leaders, Executive Committee and General Body.
- Exec Comtt.: all VO leaders; General Body: All CO leaders
- All villages represented in LSO

Village Organization (VO):

- Federation of Community Organizations
- Leaders and General Body (all CO Presidents and Managers)
- All mohallas/settlements represented in VO
- 100% inclusion of poorest households through COs

Community Organizations (COs):

- Participatory body (Leaders and Members)
- Separate COs for Men and Women (if required)
- Each CO to have 15-25 members



RSPs Flood Relief Operations Summary (As of June 2011)

RSP	Food	NFI	Shelter	WASH	Agriculture Input	Cooked Food	Medical Treatment	Livestock care
	Number of Beneficiary Household					Number Beneficiary (Individual)		
SRSO	578,436	19,807	11,382	193,203	83,156	1,451,758	458,254	192,796
SGA	236,949	927	3,625	5,923	4,644	84,740	137,863	2,322
TRDP	168,133	47,162	11,855	49,656	44,306	5,750	29,244	72,337
SRSP	27,584	107,840	45,612	71,883	-	2,790	23,299	9,818
BRSP	44,594	43,118	9,775	41,731	22,518	101	14,764	87,496
AJKRSP	8,165	200	200	5,470	13,872			
PRSP	28,426	6,150	4,524	6,282	58,024	19,162	437,321	341,020
NRSP	517,973	80,557	77,860	100,519	12,486	48,082	185,386	45,522
Total	1,610,260	305,761	164,833	474,667	239,006	1,612,383	1,286,131	751,311



USAID- RSPN project partnerships

(As of Dec 2011)

Project Name	Duration	Approved Budget US \$ (millions)
Rewarding Innovations at District Level in Pakistan	Oct 2003 – Mar 2006	2.00
Establishing Tent Schools and Cash for Work Program	Dec 2005 – Jun 2006	2.39
Education and Employment Alliance	Dec 2006 – Mar 2009	0.77
Family Advancement for Life And Health (FALAH)	Feb 2008 – Sep 2011	2.65
Small Grants and Ambassador’s Fund Program (SGAFP)	Sep 2010 – Aug 2015	1.37
Assessment and Strengthening Program for CSOs & GOP	Oct 2010 – Sep 2015	19.98
Emergency Relief Items to Communities Affected by Floods in Pakistan	Aug 2010 – Nov 2010	2.30
BAHAL – Emergency Relief and Early Recovery for Flood Affectees Across Pakistan	Oct 2010 – Mar 2011	8.23
Sindh Agriculture Recovery Project	Nov 2010 – Jun 2011	15.00
Total		54.69