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The Rural Support Programmes Network was registered in 2000, having originated as a 3-person core group within the National Rural Support Programme. RSPN is now the apex body of a 10-member country-wide Network.

The expansion of the RSPs, and the learning generated through working with local communities across the country, identified the need for a networking mechanism that could benefit the new RSPs and make it possible to share key lessons across the RSP community.

RSPN was established by the RSPs as a platform from which to coordinate, strategize, build capacities and engage in policy advocacy.

The RSPs currently work directly with 2.7 million rural households in 101 of the country's 124 districts in the four Provinces, and Azad Jammu and Kashmir, Gilgit-Baltistan and 2 Federally Administered Tribal Areas.

The members of the RSPN Board of Directors are the RSP Chairpersons and CEOs and nine other well-known development practitioners, academics and technical experts in various fields of development.

The RSPs' philosophy is to build people's organisations and thereby strengthen the ability of civil society to advocate a) greater accountability of the government to the people and b) effective participation through partnerships with government and other stakeholders.

Mobilising people enables them to undertake local-level development activities. It also gives them strength in numbers, in negotiating their rights. The RSPs work with more than 170,000 men's and women's Community Organisations across Pakistan.

The collective 'RSP brand' thus provides strength to the RSPs and the communities they work with, in their dealings with government, donors, the for-profit private sector and other partners who are interested in working with community forums.

RSPN is grateful to all of its supporters. Since 2001 RSPN has been fortunate in receiving unstinting support - both financial and as a generator of ideas and strategies - from the Department for International Development (DFID) of the Government of the United Kingdom. DFID support has enabled RSPN to establish and maintain a strong core capacity that today represents the largest civil society network in Pakistan.

As described throughout this review, The Government of Pakistan has shown consistent commitment to the RSP approach. RSPN also appreciates the support of other donors who have seen the value of working through RSPN to meet the needs of community members.

This report describes our work with our partners, the concrete lessons we have learned from our work with rural communities and how we strive to take this forward, at various levels.

Although the RSPs' scale is large, a great deal remains to be accomplished in order to reach out to all of the poor rural households of Pakistan and bring them into Community Organisations.

RSPN is indebted to the RSPs and the members of the rural communities we work with. What they have taught us, the distance they have traveled with us and the shared vision for the future are sources of strength to the RSPs and to the Rural Support Programmes Network.
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### Acronyms And Abbreviations

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<th>Acronym</th>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>INGO</td>
<td>International Non-Government Organisation</td>
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<td>IYF</td>
<td>International Youth Federation</td>
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<td>IED</td>
<td>Institute of Education and Development of the Aga Khan University</td>
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<td>LUMS</td>
<td>Lahore University of Management Sciences</td>
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<td>LDMT</td>
<td>Leadership Development Management Training</td>
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<td>LGO</td>
<td>Local Government Ordinance</td>
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<td>LSO</td>
<td>Local Support Organisation</td>
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<td>MS</td>
<td><em>Mandal Samakhyas</em></td>
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<td>MTDF</td>
<td>Medium Term Development Framework</td>
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<td>MFI/MFB</td>
<td>Microfinance Institution/Microfinance Bank</td>
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<td>MIP</td>
<td>Micro Investment Plan</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>MoE</td>
<td>Ministry of Environment</td>
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<td>MINFA</td>
<td>Ministry of Food and Agriculture</td>
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<td>MINFAL</td>
<td>Ministry of Food, Agriculture and Livestock</td>
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<td>MINLDD</td>
<td>Ministry of Livestock and Dairy Development</td>
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<td>MER</td>
<td>Monitoring, Evaluation and Research</td>
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<td>NADRA</td>
<td>National Database and Registration Authority</td>
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<td>NRB</td>
<td>National Reconstruction Bureau</td>
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<td>NRSP</td>
<td>National Rural Support Programme</td>
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<td>NWFP</td>
<td>North West Frontier Province</td>
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<td>PDHS</td>
<td>Pakistan Demographic &amp; Health Survey</td>
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<td>PDBP</td>
<td>Pakistan Domestic Biogas Programme</td>
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<td>PPAF</td>
<td>Pakistan Poverty Alleviation Fund</td>
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<td>PACOSAN</td>
<td>Pakistan Conference on Sanitation</td>
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<td>PSC</td>
<td>Poverty Score Card</td>
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<td>PRSPs</td>
<td>Poverty Reduction Strategy Papers</td>
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<td>Prime Minister’s Special Initiative for Livestock</td>
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<td>PDP</td>
<td>Professional Development Programme</td>
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<td>PRSP</td>
<td>Punjab Rural Support Programme</td>
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### Acronyms And Abbreviations

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<th>Acronym</th>
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<td>SRSP</td>
<td>Sarhad Rural Support Programme</td>
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<td>SHG</td>
<td>Self-Help Group</td>
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<td>SGA</td>
<td>Sindh Graduates Association</td>
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<td>SRSO</td>
<td>Sindh Rural Support Programme</td>
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<td>SNV</td>
<td>Netherlands Development Organisation</td>
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<td>SMRT</td>
<td>Social Mobilisation Resource Team</td>
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<td>SERP</td>
<td>Society for the Elimination of Rural Poverty</td>
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<td>SWM</td>
<td>Solid Waste Management</td>
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<td>SACOSAN</td>
<td>South Asian Conference on Sanitation</td>
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<td>SAMN</td>
<td>South Asian Microfinance Network</td>
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<td>SDPI</td>
<td>Sustainable Development Policy Institute</td>
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<td>TMA</td>
<td>Tehsil Municipal Administration</td>
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<td>TRDP</td>
<td>Thardeep Rural Development Programme</td>
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<td>TNA</td>
<td>Training Needs Assessment</td>
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<td>ToT</td>
<td>Training of Trainers</td>
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<td>UC</td>
<td>Union Council</td>
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<td>UCPRP</td>
<td>Union Council Poverty Reduction Programme</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNICEF</td>
<td>United Nations Fund for Children</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>VO</td>
<td>Village Organisation</td>
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<td>VDO</td>
<td>Village Development Organisation</td>
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<td>WAPDA</td>
<td>Water and Power Development Authority</td>
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<td>WLP</td>
<td>Women' Leadership Development Programme</td>
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<td>ZS</td>
<td>Zilla Samakhyas</td>
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chapter 1

introduction

Core Competencies of RSPN
Policy Advocacy
Social Mobilisation
Social Sector Services
Gender and Development
Monitoring, Evaluation and Research
Special Projects Wing
Chapter 1 - Introduction

In Pakistan, poverty is essentially a rural phenomenon: rural poverty is 27 percent; urban poverty of 13 percent (Pakistan Economic Survey 2007-08). Rural areas lag behind urban areas in terms of social indicators: rural literacy (49%) is less than urban (71%); the under-five mortality rate is 28 percent higher in rural areas and 43% of rural households do not have access to toilet facilities (Pakistan Demographic and Health Survey, 2008).

The total population of Pakistan in 2008 was estimated at 162.37 million; about two thirds of the population lives in the rural areas (Pakistan Economic Survey 2008-09). Household size is slightly higher at 7.3 persons in the rural areas as compared to 7 persons in urban areas (Pakistan Demographic and Health Survey, 2008).

Rural areas present a significant challenge for development work due to the nature of their geographic spread, diversity and, in many cases, their remoteness. Given this situation, traditional approaches to development do not and cannot reach individual households, where poverty is experienced on a daily basis.

The Rural Support Programmes Network is the largest civil society, development network in Pakistan. It consists of nine member Rural Support Programmes (RSPs) that espouse a common development vision, through a well-defined process of ‘social mobilisation’. The first of this family of RSPs is the well known Aga Khan Rural Support Programme (AKRSP), which began its operations in northern Pakistan in December 1982 under the leadership of Mr. Shoaib Sultan Khan. AKRSP’s successes of partnering effectively with poor, rural communities led to the replication of this approach, now covering 101 districts.

The RSP approach to social mobilisation centres around the belief that poor people have an innate potential to help themselves, that they have some resources which can be better managed and that they have honest and competent activists. What they need is a support organisation to catalyse the harnessing of their potential. The RSPs provide social guidance and technical and financial assistance to the rural poor. By organising rural households into Community Organisations (COs) and federating them into village-level Village Development Organisations (VDOs) and then agglomerating VDOs into Union Council-level Local Support Organisations (LSOs), the RSPs are able to provide them with a platform and the necessary capacities and support to make their unified voices heard. Community members play a leading role in transforming their own lives for the better.
While the RSPs are focused on working in the field, there was a need for a Network at the federal level to undertake activities to support them. When the RSPs set up RSPN, they envisaged it as a strategic, capacity building and coordinating platform. Given this mandate, RSPN’s work has included:

- Introducing innovations in the work of the RSPs
- Research and evaluations of RSP programmes
- Policy advocacy to government, donors and the private sector, based on RSP successes
- Networking with external stakeholders on behalf of the RSPs
- Investing in capacities and skills of the RSPs
- Resource mobilisation for RSPs

Core Competencies of RSPN

In order to fulfill its mandate as a network RSPN has developed competencies in the following areas:

Policy Advocacy

RSPN’s work in this area builds upon the lessons of the RSPs, taking these to federal and provincial level public policy bodies and platforms, in order to positively influence pro-poor and rural development policies. This includes working with government on frameworks such as the Poverty Reduction Strategy Papers (PRSPs), the Medium Term Development Framework (MTDF) and the 5 Year Plans, as well as sector-specific inputs into various Ministries.
**Social Mobilisation**

There are two hallmarks of the RSPs' approach to social mobilisation. The first is that the RSPs foster “organisations of the people” that are transparent, accountable and self-directed to lead and champion the process of social and economic development for their communities. The second is that the RSPs' primary aim is to create an enabling environment for the organisations of the poor through advocacy and fostering of partnerships with government, donors, civil society organisations and market institutions.

Strategic and capacity-building support to the RSPs is done through developing standard procedures, building community capacities and assessing CommunityOrganisations, particularly their federations. RSPN also provides support by building RSP staff capacities to support these federations. Newly fostered federations allow people to voice their needs more effectively and foster partnerships to meet their prioritised needs. The Local Support Organisations are also taking on more responsibility for supporting their member organisations.

**Social Sector Services**

Working in primary and adult education, health, sanitation and solid waste management, this section specialises in reviewing social sector policies, reviewing and piloting new approaches with the RSPs and improving public sector services through community involvement. This entails the creation of training modules, conducting RSP staff training and assessing lessons from pilots and models in the field. These in turn inform public policy and the work of the RSPs.
Gender and Development

This section works to mainstream gender into the RSPs and their programmes. This is done through gender training of RSP staff; holding workshops with the RSP Chief Executive Officers; analysing RSP programmes through an all-RSP Gender Resource Group; the drafting of RSP gender policies, and influencing donor and particularly government programmes through the RSPs, to improve their gender balance.

Monitoring, Evaluation and Research

This section tracks and disseminates the collective outreach and progress of the RSPs on a quarterly basis. It analyses the key initiatives of the RSP programmes and conducts baseline surveys and impact assessments of RSP programmes. In 2008, the Monitoring, Evaluation and Research Section assisted a third party impact assessment of the RSPN and RSPs that was commissioned by the UK Department for International Development and carried out by HTSPE Consulting Ltd. The report will be published later this year.

Special Projects Wing

This Wing generates resources for member RSPs as RSPN provides a ‘one-stop-shop’ for donors wanting to work with more than one RSP. RSPN partners with government and other donors on large-scale projects in areas of rural development including skills enhancement, health, education and livestock, for which implementation is done by the RSPs. Projects are bid for by the RSPN, with input from the RSPs, and with RSPN taking the role of fund management.

The following chapters present the highlights of the RSPN Sections’ work.
chapter 2

policy advocacy

2.1 Pakistan Medium Term Development Framework (2005-2010)
2.2 The Union Council Poverty Reduction Programme
2.3 Poverty Score Card
2.4 Ghazi Barotha Taraqiati Idara: A Case of Resettlement through Social Mobilisation
2.5 Health Micro Insurance
2.6 Alternative Financial Intermediation for the Poor: Innovative Approaches to Reach the Poor
Since its inception, RSPN has developed an excellent relationship with the policy-making bodies of government. RSPN has won recognition as a key institution in providing insights and evidence based recommendations to different levels of government for rural development and poverty alleviation. Senior staff of RSPN and the RSPs serve on a number of government committees. RSPN and the RSPs have had tangible input into the Government of Pakistan’s MTDF (2005-10) and PRSPs I and II, which recognise the central role of social mobilisation as a key approach to rural development and poverty reduction. RSPN has also contributed to the development of many government projects, making these more participatory in nature by adopting the social mobilisation approach.

RSPN’s policy-advocacy agenda is to continuously influence public, donor and private sector policies, to make these more pro-poor. This includes sharing lessons from the RSPs’ innovations with external stakeholders who are able to influence policy, and with policy-making bodies.

The following section discusses examples of RSPN’s policy advocacy work, most of which has been supported strategically by the RSPs at the provincial level.

2.1 Pakistan Medium Term Development Framework (2005-2010)

RSPN was approached in 2003 by the Planning Commission of Pakistan to undertake community consultations for the Pakistan Poverty Reduction Strategy Paper (PRSP). This was followed by similar consultations for the PRSP II in 2006, at the request of the Federal Finance Ministry. The purpose was to bring the voices of poor, rural people into the PRSPs by including their views on key government initiatives across multiple sectors.

RSPN’s input into PRSP I showed that there was a clear role for social mobilisation to play in Pakistan’s development. As a result, in 2004 the Chairman RSPN was invited to chair the Planning Commission’s Working Group on Rural Development and Devolution as an input to the forthcoming MTDF. The Group’s report put social mobilisation at the centre of Pakistan’s rural development strategy. Based on this policy, RSPN was asked to design a social mobilisation project to be implemented by the government, through a public-private partnership.

The Participatory Development through Social Mobilisation (PDSM) Project was approved by the Central Development Working Party of the Planning Commission in May 2006, with the
government requesting support from the World Bank. The World Bank approved a loan of US$ 75 million for PDSM to be managed by the Pakistan Poverty Alleviation Fund (PPAF). The PDSM Project aims to organise 1.33 million rural households in 25 districts over two years (2008-2010) and is being implemented by partner organisations of PPAF, including six RSPs in 19 districts.

2.2 The Union Council Poverty Reduction Programme

Amidst growing poverty and severe impacts of rising food and fuel prices on the poor, in 2008 RSPN and the RSPs put what they had learned from 25 years of experience into a geographically concentrated intensive programme called the Union Council Poverty Reduction Programme (UCPRP).

The UCPRP seeks to have high and verifiable impact on poverty through a focussed programme for a specific administrative area (a Union Council). The Programme includes activities targeted at specific bands of the poorest, the poor and the non-poor. UCPRP encapsulates the RSPs’ experiences and learning from all over Pakistan, as well as incorporating the results of new pilot initiatives by RSPN, through DFID support. A significant example is the use of the Poverty Score Card which was initially piloted by the NRSP, then shared by RSPN with other RSPs. The Score Card is now used by the Benazir Income Support Programme (BISP) of the GoP. Another example is the Community Investment Fund piloted by RSPN and PRSP. This pilot was supported by RSPN and implemented by PRSP in the Southern Punjab district of Layyah exclusively through women’s organisations.

RSPN also first undertook a health micro insurance pilot with its RSP partners and Adamjee Insurance: this is now part of the UCPRP and has been scaled up by four RSPs, to cover almost 2 million clients. The components of the UCPRP are presented in Box 1.

**Box 1 - Components of the Union Council Poverty Reduction Programme**

1. Social mobilisation: Fostering CO, VDOs and LSOs (100% coverage of poor households and overall 70% of households in the Union Council)
2. Poverty score card census of all households in the Union Council for identification, validation and targeting
3. Asset creation small grants for the extremely poor households (identified through PSC and validated by the community)
4. Small flexible loans for chronically poor households through VDO-managed Community Investment Fund
5. Vocational skills training & scholarships for family members from the poorest households
6. Short-term job provision for members of poorest households through construction of Community Physical Infrastructure projects
7. Projects for improving village sanitation including solid waste management
8. Provision of health micro insurance to the poor and poorest households
9. Public-private partnerships for improving primary education in the Union Council
10. Training of community service providers in agriculture, livestock and health

Note: total cost of proto-type UCPRP: Rs 116.16 million over five years; total cost per household in Rs 34,520 over five years; per capita cost per year is Rs 986. These costs will vary from region to region and from donor to donor; they will also vary depending on the number of activities included in the UCPRP.
In 2008, the Planning Commission’s Task Force on Social Sectors invited Mr. Shoaib Sultan Khan, Chairman RSPN, to chair a Special Committee on Poverty Reduction, Social Protection and Women’s Empowerment. The membership of the Committee consisted of representatives from the Planning Commission, the Finance Ministry, provincial governments, the RSPs, civil society, researchers and the private sector. In its report, the Special Committee highlighted the importance of the UCPRP and noted that it offered a viable implementation strategy for countrywide rural poverty alleviation. The report was presented to the President of Pakistan on December 20, 2008, who approved the phased implementation of the UCPRP, starting with 35 districts. UCPRP is also incorporated into the PRSP II.

Following the government’s decision, Chairman RSPN and the RSP CEOs presented the UCPRP to all Provincial Chief Ministers. In NWFP there was a joint presentation by RSPN, SRSP and the Chief Executive of the Society for Elimination of Rural Poverty (SERP). SERP is an impressive initiative based on the RSP approach and replicated in the Indian State of Andhra Pradesh. The Chief Ministers of Sindh and North West Frontier Province took special interest in the UCPRP and approved its implementation in partnership with the Sindh Rural Support Organisation and the Sarhad Rural Support Programme.

Since January 2009, SRSO has been implementing the programme, known as the Union Council Based Poverty Reduction Programme, in 87 Union Councils of districts Kashmore-Kandhkot and Shikarpur.

The Government of NWFP has agreed to provide support for the implementation of UCPRP in 40 Union Councils of districts Mardan, Battagram, Upper Dir and Karak. Implementation is expected to begin in the second half of 2009.

In May 2009 RSPN commissioned the Sustainable Development Policy Institute to conduct a third party ‘process monitoring’ of the UCBPRP implemented by SRSO in Taluka Gari Yasin of Shikarpur district. The report is expected to be available in October 2009.
2.3 Poverty Score Card

The Poverty Score Card is a simple, low cost and effective instrument based on a limited number of easily verifiable indicators used to determine a household’s likelihood of being poor and its level of poverty. The first Poverty Score Card for Pakistan was developed by Dr. Mark Schreiner, a senior scholar associated with the Centre for Social Development of Washington University USA, for the Grameen Foundation, USA. Dr Schreiner carried out econometric analysis on the datasets of the Pakistan Integrated Household Survey 2001 to arrive at 10 indicators to estimate poverty. NRSP piloted the Grameen Foundation’s Score Card in a number of Union Councils across Pakistan.

Prior to the Poverty Score Card, the RSPs had encouraged communities to undertake a localised, participatory poverty ranking, according to indicators they had identified. Although locally effective, this ‘ranking’ did not enable the RSPs to undertake a comparison of poverty across villages, communities and provinces. There was also a concern that community-based poverty ranking is sometimes skewed to show a larger number of poor households. Using NRSP’s experience and expertise, RSPN decided to scale up the pilot, through the RSPs. This process led to the adoption of the PSC by the RSPs in 2008. One of the key findings of this process was the need to involve local communities and COs in a ‘validation’ process of Poverty Score Card results.

Box 2 - UCPRP Relevance to the Pakistan Poverty Reduction Strategy II

“The [UCPRP] plan complements the objectives of the PRSP-II in the areas of a Peoples’ Works Programme, employment generation, a social safety net, vocational training, micro-health insurance, and micro-finance for the poorest. The critical element of the plan is the methodology of identifying the various “bands” of the poor, through household-wise poverty ranking, with PRSP inputs relevant to each band (Chapter 5, page 69).
In 2008 the Government of Pakistan initiated the Benazir Income Support Programme (BISP), a large social protection programme aimed at ameliorating the effects of food and fuel inflation by providing cash grants to women in the poorest households. Based on the experience of the Poverty Score Card, RSPN and the NRSP advocated strongly with BISP and the World Bank, a key sponsor of BISP, to adopt the Poverty Score Card.

The World Bank experts subsequently created a new PSC for BISP. In early 2009, BISP decided to pilot test the PSC in 16 districts and invited RSPN, PPAF and the Population Census Organisation to carry out this exercise. RSPN conducted the census which covered half a million households in five districts: Mianwali in Punjab, Mirpur Khas in Sindh, Killa Saifullah in Balochistan, Karak in NWFP, and Ghanche in Gilgit-Baltistan. The data collected was provided to the National Database and Registration Authority (NADRA) which is uploading it into the national database for BISP.

In 2009 RSPN and the RSPs had completed PSC surveys in 10 districts - 5 in partnership with the BISP, 2 under UCPRP SRSO, and 3 in Sindh by NRSP. The Poverty Score Card is also being used by numerous Local Support Organisations to target the poorest households, working in partnership with the RSPs and with local governments.

2.4 Ghazi Barotha Taraqiati Idara: A Case of Resettlement through Social Mobilisation

With the approval of the Diamer-Bhasha Dam RSPN decided to draw upon the experience of the Ghazi Barotha Taraqiati Idara, an RSP set up in 1995 to assist the Government of Pakistan’s Water and Power Development Authority (WAPDA) in resettling people displaced due to the construction of the Ghazi Barotha Hydro Power Project. GBTI is responsible for addressing issues of land acquisition, compensation and conflict resolution and for meeting the immediate and medium term development needs of the displaced communities.
In 2008 RSPN commissioned Walkabout Films to make a documentary on GBTI’s experience, with a special focus on its role as an intermediary organisation between WAPDA and the GBTI affectees. The documentary was premiered in Islamabad on April 3rd 2009 and in Gilgit on the June 27th 2009. The premiere was attended by policymakers, senior officials of WAPDA and other government agencies, bilateral and multilateral donors (including the World Bank and the Asian Development Bank), civil society, media representatives, communities affected by the Ghazi Barotha Hydropower Project, members of the (then) Northern Areas Legislative Council and other notables from the Diamer-Bhasha Dam area. Mr. Muhammad Ismail Qureshi, Federal Secretary Establishment (former Secretary Water & Power) was the Chief Guest at the Islamabad ceremony and Mr Malik Mohammad Miskeen, Speaker Northern Areas Legislative Assembly was the Chief Guest at Gilgit. The event brought forward the complexities associated with the building of large dams, and demands by the public representatives, such as the distribution of royalty payments between Gilgit-Baltistan Region and the NWFP, fair compensation for land, a share in employment opportunities and other investments in the resettlement and development of affected communities.

2.5 Health Micro Insurance

According to a World Bank study titled *Social Protection in Pakistan* (October 2007), 54% of the vulnerability of the poor arises from the hospitalisation of one member of the family, as a result of which 40% of households are still in debt up to three years later. In 2005 RSPN and the Adamjee Insurance Company initiated a health micro insurance scheme covering hospitalisation and accidents for the members of Community Organisations. Within the first year, the coverage was extended to over 220,000 CO members. The demand rose rapidly: as of June 2009 the RSPs are providing health micro insurance to almost 2 million clients. The premium is Rs 100 per person per year.
To promote an understanding of the benefits of micro insurance, RSPN arranged the First Micro Insurance Workshop in Islamabad on 17th December 2008 in partnership with the Department for International Development, the Asian Development Bank, the Pakistan Microfinance Network and Adamjee Insurance. It was attended by a wide range of stakeholders, donors, NGOs, INGOs, MFIs, MFBs, insurance companies and the State Bank of Pakistan, as well as international delegates from Bangladesh, the United Kingdom, the Institute of Financial Management and Research (India), and the International Labour Organisation (Geneva).

2.6 Alternative Financial Intermediation for the Poor: Innovative Approaches to Reaching the Poor

Over the past decade, Pakistan’s microfinance sector has grown manifold. Despite this growth, it is still presented with numerous challenges. Apart from traditional micro-financing mechanisms not reaching the “bottom poor”, parts of the country require tailor-made solutions that would cut the costs of credit delivery, involve communities in managing micro-finance and take into account the cultural and religious contexts in which such programmes are implemented. The need to undertake Islamic financing is becoming stronger, with the RSPs having experienced problems in undertaking regular micro-financing in the NWFP. This has led NRSP and SRSP to re-think their strategies. For example, NRSP is implementing Islamic banking through LSOs in Mardan and SRSP has established 'village banking' through communities. Other (non-RSP) examples include efforts by the NGO Akhuwat to provide Qarz-e Hasna to the poorest.

In order to address some of the challenges of reaching the poorest women, RSPN and PRSP piloted a women-only Community Investment Fund (CIF) in District Layyah in southern Punjab in November 2007. The CIF is a revolving fund granted to a cluster of Community Organisations at the village level, i.e. to Village Development Organisations. The rules of business for lending, setting interest rates, etc., are determined by community members themselves, who revolve part of the CIF as loans to their members. The CIF has a 10% grant component which is provided to the destitute, who are not able to take loans. The Layyah pilot was completed in

1 A USAID report cites a figure of 64,000 borrowers in 1999. The Pakistan MicroFinance Network reported 1.8 million borrowers in 2009 (MicroWatch July - Sept. 2009).
2 “… helping someone in need with interest-free loans; these [loans] are preferred over charity” Zaidi et al. Social Impact Assessment of Micro Finance Programmes. 2007
December 2008 when the first cycle of loans under the CIF was repaid. Based on the learning from the pilot, CIF was incorporated into the Union Council-based Poverty Reduction Programme that SRSO is implementing.

SRSP has incorporated CIF into its UCPRP proposal to the government of the North West Frontier Province. In just over four months, since the start of the UCPRP in early 2009, SRSO has provided CIF loans to 4,982 women clients and CIF grants to 960 women clients. These community women were identified through the use of the Poverty Score Card and their poverty scores were validated through community meetings.

In order to bring together all alternative intermediation approaches being developed and practiced by the RSPs and other civil society organisations, RSPN organised an experience-sharing workshop on 'Alternative Financial Intermediation for the Poor' in June 2009 in Islamabad. Stakeholders from government, the RSPs, other CSOs, MFIs, commercial banks, research organisations and Community Organisations participated. Participants collectively stressed the need to replicate innovative approaches, particularly for remote rural areas and for the poorest. The RSPN’s primary contribution to the process of developing alternative approaches has been in developing Standard Operating Procedures, training staff members and developing manuals. The proceedings of the workshop will be prepared in the second half of 2009 for wide dissemination.

2.7 Pakistan Conference on Sanitation 2009

Major stakeholders involved in the sanitation sector, including the Ministry of Environment, the World Bank’s South Asia Water and Sanitation Program, RSPN, UNICEF, WaterAid, Plan Pakistan, UN-HABITAT and USAID, organised Pakistan’s

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1 ShoreBank International has assessed the pilot project in early 2009
first Sanitation Conference (PACOSAN) on May 28-29, 2009 in Islamabad. Over 300 participants, including policy makers, public sector organisations, local governments, donor agencies, and civil society organizations, attended. The Conference led to the formation of a Steering Committee hosted by the Ministry of Environment, including RSPN. Its mandate is to:

a) develop a framework for an integrated sanitation and hygiene programme;

b) develop a sanitation 'roadmap' with concrete actions and milestones to achieve the national goals and MDGs; and

c) foster collaboration to mainstream sanitation across various sectors, government departments, civil society and other stakeholders.
chapter 3
social mobilisation

3.1 RSPN and Social Mobilisation
3.2 Emerging Concerns
3.3 Learning from SAPAP, Andhra Pradesh, India
3.4 Toward a Structured Approach - LSO and CIF Pilots
3.5 Assessment of the Community Investment Fund Pilot by ShoreBank International
3.6 Social Mobilisation Capacity Building and Coordination
3.7 First National Convention on Federations of Community Organisations
3.8 The RSPN Chairman’s Address to the United Nations General Assembly, May 2009
social mobilisation

There are two important hallmarks of the RSPs’ approach to social mobilisation: first, the RSPs foster “organisations of the people” that are transparent, accountable and self-directed to lead and champion the process of social and economic development for their communities. Second, the RSPs’ primary aim is to create an enabling environment for the organisations of the poor through advocacy and fostering of partnerships with government, donors, civil society organisations and market institutions.

The rural poor face many constraints in their efforts to improve their own lives. They lack basic capacities and skills as well as access to institutions and resources, and there is no catalyst to support them, to enable them to harness their own potential. Perhaps the most important constraint that the poor face is that they do not have their own organisations, wherein they can set an agenda, function in a transparent manner and be assured of accountability. This lack of organisational framework for the poor means that they are not able to have a ‘voice’ in matters that concern them. This organisational ‘disconnect’ between the poor and the broader institutional frameworks of the state, is the major reason for the poverty in the rural areas.

To create an enabling environment for the rural poor, whereby they can create their own institutions and foster linkages with other sources of support, the RSPs have developed the social mobilisation approach, which is based on the belief that rural community members want to improve their own lot; that they have some resources which can be better managed, and that they have honest and competent individuals who can be identified and enabled to take forward their communities’ agendas.

The RSP social mobilisation process begins when RSP Social Organisers hold a dialogue with community members. The basic purpose is to enlist community members’ willingness for self-help. After a successful dialogue, community members get together and form 15 - 20 member Community Organisations (COs) at the neighbourhood level. CO members democratically select a president and a manager. These community leaders then support CO members in the preparation of a household-level Micro Investment Plan in which each member household identifies and prioritises its potential and needs for improving their household’s economic status. CO leaders then begin the process of mobilising local resources as well as creating linkages with RSPs and other service providers to meet those needs. Most often,
the MIPs identify capacity building and skills development, as well as accessing capital for asset building and income generation.

To meet broader community needs, COs federate into village-level Village Development Organisations (VDOs), which then focus on improving village infrastructure, social services and other village level activities. CO leaders from men's and women's organisations are represented in the VDO's General Body. Members of a VDO democratically elect their leaders, usually a president, a manager and an accountant. The next stage is for the VDOs to federate at the Union Council level to foster a Local Support Organisation (LSO). Each VDO is represented in the LSOs' General Body. Members of the LSO democratically elect an Executive Committee and their office bearers. LSOs are legally registered either under Section 42 of the Companies Ordinance (1984), the Societies Act or the Social Welfare Act. The key role of the LSO is to act as an intermediary between other sources of support and the VDOs and COs. The LSO fosters partnerships with local government, local philanthropists, the private sector and other civil society organisations. The scaling up of social mobilisation locally creates visibility for the COs and VDOs, leading to their having an enhanced 'voice'.

![Figure 1: The RSP's Three-Tiered Social Mobilisation](image-url)

**Local Support Organisation - LSO**
- Federation of Village Organisations
- LSO Leaders, Executive Committee and General Body
- Exec Comt: all VO leaders
- General Body: All CO leaders
- All villages represented in LSO

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

**Community Organisations - CO**
- Participatory body (leaders and members)
- Separate COs for men and women
- Each CO to have 15-25 members
- 50% of all COs are women's COs
3.1 RSPN and Social Mobilisation

RSPN’s social mobilisation programme assists the RSPs by adding value to their social mobilisation work, which lies at the heart of the RSP movement. It does so through piloting new approaches, standardising systems and procedures, documenting lessons and best practices, and sharing experiences among the RSPs and with other stakeholders, both within the country and internationally.

The RSP programmes have grown exponentially over the past decade. This growth has been due to the generation of demand amongst rural stakeholders, through the demonstration effect of the RSPs’ work and the allocation of significant public resources to development, for example through PPAF and other funding agencies. Another significant reason for this growth is the recognition by government of the role of social mobilisation in community development. Various government and donor-funded programmes have included social mobilisation in their implementation strategies: for example, the Rural Water and Sanitation Project funded by DFID and the Government of NWFP; the Barani Area Development Projects I & II funded by ADB, IFAD and the Government of NWFP, the Sustainable Livelihoods in Barani Areas Project funded by ADB and the Government of Punjab; the Crop Maximisation Project of the Government of Pakistan, and the Mansehra Village Development Support Project funded by IFAD and the Government of NWFP. All of these projects included partnerships with the RSPs and COs.

Government and donor support has meant that while in 1995 there were only 4,213 COs (consisting of 120,298 households) by June 2009 there were 158,027 COs (2,491,701 households). The RSPs’ decentralised and well developed yet flexible management systems allowed for the expansion to take place in a smooth and orderly fashion.

3.2 Emerging Concerns

While these multiple and enhanced sources of support led to the rapid scaling up of social mobilisation in new programme districts, there...
was concern that the RSPs were becoming too focused on service delivery. A related concern was that while the RSPs may provide efficient service delivery, there was a danger of neglecting the rationale for the RSPs: that of fostering people’s own organisations, to capacitate communities to set their own agendas and take on greater responsibility for their own development. Another issue was that the growth was scattered, and not concentrated as achieved by AKRSP, where average household coverage in its programme districts is above 80%.

Starting in 2005, the RSPs began to seriously address these emerging concerns. Discussions took place at the RSPN BoD level as well as in the Annual Strategy Retreats organised by RSPN. As a result of these deliberations a consensus was reached within the RSPs for a staggered transfer of maximum power and responsibilities to the communities. Hence the idea of “institutions of the people” as opposed to “institutions for the people” was conceived, and the three-tiered structure of social organisation was developed as an alternative mechanism, in which the LSO would play the catalytic role of the RSPs. Moreover, a concentrated approach was adopted through which resources were made available by government and donors, whereby around 70% of the rural poor would be organised in at the UC level. This approach is discussed in more detail in the following sections.

### 3.3 Learning from SAPAP, Andhra Pradesh, India

AKRSP had begun its programme of federating VOs into LSOs at the Union Council level in 2005-06 and in the other RSPs there were a few examples of clustering COs around infrastructure schemes, but the other RSP’s social mobilisation efforts were focussed on the sub-village level and on household expansion. In order to address the issue of concentrated expansion and consolidation of the COs into village and Union Council level federations, RSPN organised an exposure visit in 2007 for senior RSP managers and government officials, to a social mobilisation programme

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1 The average rural household coverage in programme districts is 10-20%.
implemented in Andhra Pradesh (India) by the Society for Elimination of Rural Poverty under the South Asia Poverty Alleviation Programme. SERP was an excellent example of rapid vertical and horizontal growth, had had a positive impact on the lives of poor and marginal women, and had attracted the long-term support of the State government.\(^2\)

Once mobilised, the rural people, through their networks of organisations, are able to enter into partnerships with various State actors, donors, non-government and private sector agencies. These activities included carrying out lending operations through Community Investment Funds (provided by UNDP and the World Bank); accessing capital from the State-owned and Centre-owned banks; collective procurement and marketing of surpluses in agriculture, livestock and off-farm sectors; and initiatives in health, education and employment generation.

The experiences of SERP have clearly demonstrated that with a concentrated social mobilisation approach, poor people, through their own organisations, can influence the institutional framework in their own favour. Scaled up social mobilisation acts as an incentive for state, market and civil society organisations to reach out to the rural masses, who have a visibility that cannot be ignored and a voice that cannot go unheard. SHGs, VDOs and Mahila Mandal and Zilla Samakhya\(^{s}\) are also involved in local governance issues and in discouraging negative practices such as drinking and gambling. SERP provides a classic example of unleashing the potential of the poor and of what the poor can achieve through their own organisations with facilitation from a catalytic support organisation. SERP has adopted the AKRSP approach to social mobilisation, and taken it to an impressive scale.

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\(^2\) SAPAP was initiated by the UNDP in 1994. SERP began its social mobilisation programme in four districts and had mobilised over 100,000 households into women-only Self-Help Groups. This concentrated approach to social mobilisation soon attracted the attention of the State Government and the World Bank, which supported SERP in scaling up social mobilisation across the entire State of Andhra Pradesh. By 2008, SERP had organised 10.6 million women members into 933,585 SHGs. These have since federated to form 36,391 Village Development Organisations. The VDOs were then federated into 1,099 Mandal (Block, equivalent to Pakistan’s Thana) Mahila Samakhya\(^{s}\), which in turn came together to form 22 Zilla (District-level) Samakhya\(^{s}\). Organised communities in Andhra Pradesh have, since 2004, also participated in a large-scale Community Sustainable Agriculture programme. See www.serp.ap.gov.in for current details.
With the development and implementation of the Union Council Poverty Reduction Programme, the RSPs now have the opportunity to scale up social mobilisation both horizontally and vertically and to internalise the lessons learnt from SERP.

3.4 Toward a Structured Approach - LSO and CIF Pilots

The visits to SERP in 2007 and 2008 enabled RSP policy makers to see at first hand the potentials in scaling up (horizontal expansion) and forming federations (vertical consolidation). In 2008, the Executive Director of SERP visited Pakistan where he delivered the Akhter Hameed Khan Memorial Lecture and met key government officials. Following these interactions with SERP, RSPN and the RSPs decided that they too would have to think “out of the CO box” and to initiate efforts to scale up social mobilisation horizontally and vertically. With the announcement of the World Bank support to PPAF for the implementation of the Participatory Development through Social Mobilisation Project RSPN decided to support the RSPs with this vertical institutional development.

RSPN and the RSPs agreed to pilot federations of Community Organisations; that is, first forming Village Development Organisations and then agglomerating these into LSOs in 45 locations across the country. Through the RSPs, RSPN provided a small grant (an average of Rs 1.4 million) to each of those LSOs. While some LSOs have used this grant as an endowment fund to generate monthly income to meet their operational costs, others are using it as a Community Investment Fund (CIF) to provide small loans to poor women members.

The CIF is an alternative to traditional microfinance, which commonly does not reach the poorest. The LSOs and their members have autonomy in the management and decision making related to the CIF. Community members themselves decide all the procedures for CIF. The RSPs provide overall guidelines, i.e. that CIF is only for women from the poor households.

In November 2007, the RSPN-supported CIF pilot was initiated with the Punjab Rural Support Programme in Union Council Jamal Chapri, a remote and semi-desert part of district Layyah. There are 25 villages in the Union Council, with 3,451 households. PRSP first undertook a Union Council Poverty Score Card census. The PSC results showed that 33%, 22% and 45% of the households were in the poorest, poor and non-poor categories respectively. Female COs and VDOs used the PSC results while disbursing CIF loans to members. By June 2009, 60 new women’s COs had been fostered and federated into 14 VDOs. PRSP disbursed Rs. 2,958,041 to the VDOs for CIF, and these VDOs in turn disbursed CIF loans to 349 members (with an average loan size of Rs. 8,476). While most of the women members have used CIF loans for income generating activities, some loans have been utilised as smoothing loans for consumption and health.
3.5 Assessment of the Community Investment Fund Pilot by ShoreBank International

By February 2009, the first cycle of CIF loans had been completed in three VDOs of Jamal Chapri. RSPN commissioned ShoreBank International to undertake an assessment, in order to have an objective review. ShoreBank also reviewed the CIF operated by two LSOs in Multan and Khanewal, also funded by RSPN. A key finding of the assessment was that: “the CIF programme has had a substantial positive impact on the women. With this programme, women’s decision-making power has increased. ... In many cases, through utilization of CIF loans, women have been able to attain resources to increase their sources of income mainly through investing in livestock, agriculture and in some cases, entrepreneurship.”

The report made a number of recommendations, including the need to develop comprehensive systems and procedures for CIF implementation. RSPN has commissioned ShoreBank to develop a comprehensive CIF systems and procedures Manual which is expected to be ready by the end of 2009. Lessons learnt from the CIF pilot in Jamal Chapri have been shared with the RSPs, particularly with SRSO which is implementing CIF as an integral part of the UCBPRP in two districts of Sindh.

Box 3: Community Resource Persons and Social Mobilisation

One of the key things learned from SERP was the value of identifying, training and utilising Community Resource Persons (CRPs) in the process of scaling up social mobilisation. CRPs are individuals from within the community who are both active and committed to the development of their areas. Specifically, they believe in bringing about betterment through their own initiatives and hard work. They are activists who are engaged on short-term contracts by their VDO/LSO (or by the RSP) to organise communities into COs.

As of June 2009, there are 1,048 CRPs (626 of them women) who have organised 103,285 people (including over 60,300 women) into 6,603 COs (3,214 of them women’s). In addition to organising households, the use of CRPs has resulted in several other positive developments, including:

- Greater ownership of communities in including households
- Lower social mobilisation costs compared to regular RSP social mobilisation practices
- Greater speed of social mobilisation as it is carried out by local people in their own localities
- Building up of local social capital through capacity building of CRPs.

Profile of a Community Resource Person

A Community Resource Person is an experienced activist who has demonstrated the ability to mobilize other community members. His/her CO is an active CO and he/she has benefitted from the CO in a transparent manner. The CRP also has the capacity to train other activists. The CRP can help the Social Organiser in, for example, awareness raising, training other activists as CRPs, creating linkages and doing surveys. The CO, VDO or LSO formalizes the CRP’s position by providing some financial incentive. As is the case for the Social Organisers, the CRP’s skills need to be enhanced through a continuous training programme and exposure visits to good COs/VO and LSOs and development institutions.
3.6 Social Mobilisation Capacity Building and Coordination

To share social mobilisation knowledge and experiences RSPN has created a Social Mobilisation Resource Team (SMRT), consisting of the social mobilisation heads of all the RSPs and RSPN. This group meets twice a year to discuss and reflect on social mobilisation practices. This year SMRT meetings discussed the three-tiered social mobilisation structure, the work of Community Resource Persons in social mobilisation, the Union Council Poverty Reduction Programme, and the use of Poverty Score Card for poverty targeted interventions.

Based on SMRT’s reviews of LSO pilots, RSPN synthesised the learning in the form of a Social Mobilisation Manual. Building on existing training resources, the Manual incorporates the three-tiered social mobilisation approach, the enhanced role of Community Resource Persons, and the management of Community Investment Funds. The Manual is expected to serve as a guidebook for the RSP field staff to ensure that the quality of social mobilisation is maintained. The Manual will be translated into Urdu and Sindhi. Later this year, RSPN will conduct a Training of Trainers based on the manual for RSP senior social mobilisation professionals, who will in turn train other professionals in their RSPs.

3.7 First National Convention on Federations of Community Organisations

To promote social mobilisation learning and experience sharing across the RSPs and with key development stakeholders, RSPN organised the First National Convention of the Federations of Community Organisations in Islamabad on 18-19th December 2008. It was attended by over 250 participants from diverse backgrounds. It was also attended by Representative from the Federal Government, local government Nazims and Councillors, civil society organisations, the corporate sector and community activists representing 30 Local Support Organisations from the four provinces and Azad Jammu and Kashmir and Gilgit-Baltistan.

Sardar Aseff Ahmad Ali, Deputy Chairman Planning Commission of Pakistan chief guest at the 1st National Convention on Federation of Community Organization, Islamabad, Dec 2008
Mr. Sardar Aseff Ahmad Ali, Deputy Chairman of the Planning Commission of Pakistan, was the Chief Guest.

LSO leaders presented their experiences, sharing with pride their achievements, the opportunities they had been able to tap into and the linkages they had forged with Government, the private sector and other service providers. The Chief Guest and other participants appreciated the contributions that the LSOs were making to address developmental challenges in their areas. The event led to renewed energy amongst policymakers and development professionals, especially the RSP staff, to foster and strengthen the LSOs as effective, responsive and sustainable institutions of the poor.

### 3.8 The RSPN Chairman’s Address to the United Nations General Assembly, May 2009

When the Chairman of RSPN was invited to make a keynote address to the United Nations General Assembly, he spoke of the need to maintain the basic principles and practices of social mobilisation that he and his mentor Dr. Akhter Hameed Khan had established and followed in their many years of working in rural development in South Asia. Those principles include i) engaging directly with local people, enabling them to articulate their needs and aspirations and involving local leaders in the development of their communities and ii) creating Support Organisations that provide guidance and support to these community-based organisations, as well as advocating on behalf of the rural poor across the country with policy-makers and donors.

Citing examples from the Rural Support Programmes in Pakistan and the Society for the Elimination of Rural Poverty in India, Shoaib Sultan Khan noted that the scale and depth of social mobilisation have grown phenomenally since the early days of AKRSP. The value of the approach has been acknowledged by the World Bank and other major international donors. Its value to previously economically-marginal rural villagers is evident in increased incomes, more sustainable and profitable livelihoods, the enhanced ability to influence local development and the knowledge that issues of concern to them are bring heard by decision makers.
chapter 4

social sectors

4.1 Assistance to RSPs in Social Sector Strategy
   Formulation and Programming
4.2 Community Led Total Sanitation (CLTS)
4.3 Solid Waste Management (SWM)
4.4 Mother and Child Health
4.5 Education
4.6 Pakistan Conference on Sanitation (PACOSAN)
Lack of access to social services, particularly education, health, water and sanitation, is one of the most pressing issues facing rural communities. According to the Pakistan Demographic and Health Survey\(^1\), the country has alarmingly high rates of maternal mortality (276 per 100,000 live births), infant mortality (78 deaths per 1,000 live births) and under five child mortality (94 deaths per 1,000 live births). Primary school enrolment rates and literacy rates are amongst the lowest in the world. Access to potable water is 93%, but only 24% of rural households have access to piped water, and more than half of Pakistan’s population has poor access to sanitation facilities.

These statistics represent national averages but the situation is considerably worse in the rural areas.

RSPN’s Social Sector Section assists the RSPs to enhance their work with and support to organised communities in overcoming these challenges. Key areas of RSPN Social Sector support include:

- assistance to the RSPs in social sector strategy formulation and programming;
- capacity building of RSP staff to implement social sector programme; documentation and sharing of RSP social sector initiatives and
- networking and partnership development and resource mobilisation through Government and multilateral and bilateral donors.

4.1 Assistance to RSPs in Social Sector Strategy Formulation and Programming

The RSPs have become increasingly involved in projects and public private partnerships aimed at improving social sector service delivery. While much of the growth has been incremental and driven by available opportunities, the need for a clear strategic vision and direction resulted in RSPN support to SRSO, TRDP and SGA to develop their Social Sector strategies. This involved consultations with Community Organisations and staff, as well as with public representatives, provincial and line departments, and civil society organisations. The strategies, developed in 2006-07, highlighted the need for the RSPs to facilitate organised communities in accessing services provided by the government, non-government and private service providers.

\(^1\) PDHS 2006-07
Pilot projects with the RSPs were then identified by learning from the RSP successes and from programmes in other regions of Pakistan and South Asia. The objective was to identify approaches that are innovative and cost effective and could be undertaken as independently as possible by the organised communities. Above all, the pilots had to have the potential to be scaled up. This process led to the identification and initiation of pilot projects in the following areas:

- Community Led Total Sanitation by TRDP, NRSP, AKRSP and PRSP
- Solid Waste Management by TRDP, NRSP, AKRSP and PRSP
- Low Cost Sanitation through component sharing by TRDP
- Capacity building of community school teachers by NRSP (AJK)
- Promoting Women Entrepreneurs in Education by AKRSP (Baltistan)
- Health Services to micro credit clients by NRSP.

4.2 Community Led Total Sanitation (CLTS)

CLTS is an approach to improving rural sanitation by raising community awareness about in-house and neighborhood sanitation through a ‘shock and awe’ process for behaviour change. The aims are: to generate affirmative community action to eliminate open defecation, which is prevalent in the rural areas and is a root cause of most diseases. CLTS also promotes the construction and use of in-house latrines, and household action to adopt hygienic and healthy habits such as hand washing and cleanliness. The CLTS process is led by community activists. External support (e.g. from the RSPs) consists of health and hygiene awareness raising, social mobilisation and technical assistance for the construction of low-cost latrines.
RSPN adopted the approach of the World Bank’s Water and Sanitation Programme, which has synthesised successful experiences from several South Asian countries and is promoting the replication and scale up of best practices. In 2007, a group comprising Government officials and RSP management and staff, led by the Chairman of RSPN, participated in the South Asia Conference on Sanitation. Learning from similar experiences in India and Bangladesh and the World Bank’s pilot project in Mardan (NWFP), RSPN initiated four CLTS pilots in 2007/08 in partnership with AKRSP, NRSP, TRDP and PRSP. In addition to the pilots, RSPN has built partnerships with UNICEF, the United Nations Development Programme, the World Bank’s Water and Sanitation Programme - South Asia, LEAD Pakistan, and IUCN (The World Conservation Union) for sharing knowledge, learning and experiences in the field of water and sanitation. Since 2008, RSPN has hosted the Water, Environment and Sanitation Network and has developed a web portal which will be launched by the Ministry of Environment. The RSPN Social Sector Specialist is a member of the Ministry of Environment’s Steering Committee for Water and Sanitation.

RSPN has developed a guidebook on latrine technology options in English, Urdu and Sindhi, which is being adopted by all organisations working in the sanitation sector. A training manual on social mobilisation tools and techniques in CLTS has also been developed in English and Urdu for use by CLTS trainers and community activists. The guidebook and manual include illustrations, training charts, and materials for promoting personal, household and community health and hygiene.

In 2008, RSPN requested a three-member team from the Lahore University of Management Sciences to assess the CLTS pilot. The assessment used two datasets: a baseline and a follow-up survey undertaken by community activists. It examined household health and hygiene behaviour, the status of latrine construction and disease incidence.
The assessment noted a marked increase in the number of households with toilets and significant improvements in hygiene behaviour. However, it observed a perverse relationship with disease incidence in UC Samaro, District Umerkot.

The assessment was followed by an in-depth review of the CLTS pilot in Samaro in July 2009 by a team comprising RSPN and sanitation experts from UNICEF, WSP-SA, WaterAid, Plan Pakistan and PIEDAR. The review found improvements in hygiene behaviour and in school children’s and community members’ willingness to build latrines. It also suggested that poorer households need focused technical assistance to build latrines as well as linkages and support to improve village sanitation infrastructure. Using the learning from the assessment and the review, RSPN is now improving the CLTS package and tools including, for example, information and communication materials for health and hygiene, linkages for improving sanitation infrastructure and a stronger monitoring function for further scale up by the RSPs.

4.3 Solid Waste Management

Solid waste management is another serious and widespread challenge facing the rural areas of Pakistan. Often there is no system for solid waste collection and disposal and households dump their waste in the village back lands or in the streets and drains. The situation is worse in larger villages, which are running short of space, with large unprocessed garbage dumps close to residential areas, leading to serious health problems.

The next step was to initiate Solid Waste Management pilots in four Union Councils: Mari (Sargodha), Danyore (Gilgit), Samaro (Umerkot) and Bhattian (Kotli Sattian). After consultations with community organisations, the Tehsil Municipal Administration staff, stakeholders and RSP staff, RSPN organised exposure visits by the project committees and
activists to three successful SWM initiatives: Green Gold (Faisalabad), Green Earth and Lahore Compost. The SWM pilot project committees then identified target villages and developed strategies for solid waste management, collection, sorting, processing, disposal and sale through existing channels. Initial results from the pilots are very encouraging as the communities have established effective systems for waste collection from households, sorting by category (organic, glass, plastic and paper) and trying different means of waste disposal that are profitable and sustainable by involving the private sector and the Tehsil Municipal Administration. RSPN plans to conduct a review of the pilots next year.

4.4 Mother and Child Health

This year also saw a surge in the RSPs' involvement in large-scale mother and child health interventions. In the past few years, the Social Sectors Section had lobbied with various donor projects and the Government to leverage the RSPs' capacities and coverage, and the strength of organised communities, for mother and child healthcare. Its efforts bore fruit in 2007 when RSPN was invited to participate in the USAID's Family Advancement for Life and Health Program (FALAH). This US$ 4 million, 5-year project promotes birth spacing as an acceptable strategy for addressing family planning and improving mother and child health. As part of the consortium led by the international NGO Population Council, RSPN and six RSPs are undertaking social mobilisation and sensitising over 85,000 married couples in 10 districts with a budget of US$ 1 million per year. In view of the RSPs’ performance, the Population Council has requested RSPN to expand the programme to six more districts in 2009. Using innovative Interpersonal Communication Materials for community mobilisation, the RSP field teams conduct advocacy campaigns and meetings with married couples, religious leaders and community notables, emphasising the importance of healthy timing and spacing in pregnancies and safe birth spacing methods.
The effort to enhance the RSPs' role in mother and child healthcare received another boost in 2009, when UNICEF and RSPN signed two agreements for community-based interventions in health and education, awareness raising and service delivery. The agreements include Rs 166 million to implement the programme in 10 districts in Sindh and Rs 27,990,635 in two districts of Punjab. Field implementation is carried out by SRSO, TRDP, NRSP and SGA in Sindh and PRSP in Punjab.

The RSPs create demand for mother and child healthcare services, in particular antenatal care, tetanus shots, clean delivery, birth spacing, immunisation and de-worming of children. The RSPs also facilitate service delivery through the Department of Health and the National Programme for Family Planning and Healthcare. In 2008-9, the programme targets were to communicate mother and child healthcare messages to 2,246,443 people, to immunise 336,967 children, deworm 269,574 children and vaccinate 76,379 women against tetanus.

Additional details on the project are included under ‘Special Projects’ in Chapter 8.

Other health sector interventions have included support to PRSP in accessing resources from the Packard Foundation for capacity building of health care providers in reproductive health and family planning. The total cost of this initiative is US$ 1,963,377 of which the Packard Foundation is contributing US$ 650,047 (33%) for two years starting in October 2008.

4.5 Education

RSPN assisted PRSP in developing a training manual for capacity building of public School Councils, completing PRSP’s efforts under the Punjab Education Sector Support Programme. PRSP trained 750 School Councils using the manual. Other activities included support to the Sindh Graduates Association for commissioning the Aga Khan University’s Institute for Education and Development to evaluate the SGA’s 20 Roshan Tara (Bright Star) Schools. SGA is now...
following the recommendations made in the AKU-IED evaluation.

RSPN is also supporting an AKRSP project in Baltistan, through which several graduates have established private schools with the twin objectives of meeting the educational needs in their communities and earning a living.

4.6 Pakistan Conference on Sanitation (PACOSAN)

RSPN collaborated with the Ministry of Environment, the World Bank's South Asia Water and Sanitation Program, UNICEF, Water Aid, Plan Pakistan, UN-HABITAT and USAID, to organise Pakistan's first sanitation conference on May 28-29, 2009 in Islamabad. Over 300 participants, including policy makers, public sector organisations, local governments, donor agencies and civil society organisations, attended the conference. The conference led to the formation of a steering committee hosted by the Ministry of Environment, including RSPN as a member, to:

a) develop a framework for an integrated sanitation and hygiene programme;

b) develop a sanitation roadmap with concrete actions and milestones to achieve the national goals and MDGs; and

c) foster collaborations for mainstreaming sanitation across various sectors, government departments, civil society, and stakeholders.
chapter 5

gender and development

5.1 Gender Mainstreaming Trainings
5.2 RSP Gender Resource Group
5.3 Advocacy with RSPs for Gender Mainstreaming
5.4 Research Study on Gender, Power-relations and Decentralisation in Pakistan
Chapter 5 - Gender and Development

One of RSPN's key roles is to promote gender equality and equity in the RSPs at both the organisational and programme levels. This is based on the fact that in rural Pakistan, more often than not, women's strategic and practical needs and aspirations are not addressed. Many women are deprived of basic needs and entitlements as a result of patriarchal systems that exclude them from decision-making and asset-ownership. This exclusion often results in economic poverty, illiteracy, poverty of opportunity and lack of access to health care. When women are disempowered, their families and communities also suffer: when women are empowered through social mobilisation, awareness-raising and livelihood opportunities, their families and communities benefit. Including women in programmes and projects also contributes to ensuring the success of those endeavours.

The RSPN Gender and Development Section provides expertise within RSPN and to the Network's member RSPs. It adds value to national policies and strategies for gender equity and women's empowerment. The purpose is to create an enabling environment and to facilitate the RSPs in adopting effective methods of improving women's livelihoods, empowerment and participation in their communities. The Gender and Development activities are structured around three areas:

i) training programmes for mainstreaming gender in the RSPs and in communities;

ii) analysis of development projects and programmes; and

iii) the RSPs' Gender Resource Group and advocacy activities for gender mainstreaming.

5.1 Gender Mainstreaming Training

The recent growth in the RSPs’ portfolio, offices, staff and programmes, has meant that special efforts were needed to sustain the level of gender awareness among staff and to ensure that programme design and implementation remain responsive to the needs of women. Between 2001 and 2008 the number of women’s Community Organisations nearly trebled. The challenge for the RSPs was twofold:

(i) to ensure that the staff at all levels was able to objectively analyse the gender disparities that exist in society, particularly those barring women from achieving their potential and improving their lives and livelihoods, and
Chapter 5 - Gender and Development

(ii) to design and implement special programmes to address those constraints.

In 2007, RSPN began to conduct gender mainstreaming workshops for the senior management and professional staff of the RSPs.

Ten workshops were conducted, focusing on gender sensitisation and on ways and means of incorporating gender awareness into the RSP programmes. The workshops were facilitated by Ms Shazreh Hussain, a renowned Pakistani gender consultant and trainer.

RSPN then decided to expand the training through a ToT programme that would build a core group of RSP Gender Trainers who would conduct further gender-mainstreaming training in their organisations and act as in-house gender mentors and champions. This Gender ToT programme was developed by Ms Shazreh Hussain and the RSPN Gender and Development Section.

The first Gender ToT began in July 2008 with 14 participants from NRSP, PRSP, RSPN and SRSP and was completed in January 2009. This year a second ToT will train a group of 14 RSP staff members. This process will be completed in December 2009. RSPN has prepared profiles of the ToT Graduates and has shared these with the RSPs in a bid to strengthen the training roll-out plans and to encourage the RSPs to utilise the skills of the trainers.

The RSPs have developed plans to roll out the gender mainstreaming workshops using the Gender ToT graduates. The first group of Gender ToT graduates has begun the process and will conduct gender mainstreaming workshops for 500 RSP staff members.

Box 4 - Gender Training of Trainers

The Gender ToT is an intensive capacity building programme. It has two central objectives: the first is to provide participants with in-depth knowledge of gender and development, gender and Islam and the skills required for gender analysis. The second objective is to provide participants with the knowledge and skills needed to deliver training programmes themselves. Developing the Gender ToT required developing a written training manual, as well as tools and techniques for delivering and facilitating the entire process. The ToT members are mentored throughout the process and gradually take on full responsibility for delivering the training.

The gender ToT consists of four steps spread over six months.

**Step 1**
7-day training on the core concepts of gender and development

**Step 2**
3-day gender training for core RSP staff and the ToT participants who observe the Lead Resource Person as she conducts the training

**Step 3**
3-day training of RSP Regional and District managers observed by the ToT participants

**Step 4**
2-day training given by ToT participants from each RSP. The Lead Facilitator observes the entire training event and provides feedback to the ToT graduates

The RSPN Gender and Development Section, along with the Lead Facilitator, mentors the ToT participants throughout the training period. The graduates are enabled to deliver 2-3 day gender mainstreaming workshops to the RSP staff as well as to the community members.
professional staff by the end of 2009. As of June 2009, about 100 RSP staff members have attended roll-out workshops. The target for 2010 is an additional 500.

5.2 RSP Gender Resource Group

In October 2008, RSPN and the RSPs established a RSP Gender Resource Group (GRG) as a think tank and coordination and exchange mechanism for gender mainstreaming in the RSPs. Its members include the RSPs’ Gender Focal Persons, gender advocates and gender trainers. The GRG members have participated in various courses, including the Women’s Leadership Programme and the Gender ToT Programme, and have evolved into an informed and active group working towards gender equality in the RSPs.

The GRG meets on a quarterly basis to share gender action plans and activities, implementation progress and challenges faced as well as the strategies employed in achieving the objectives. GRG members are actively involved in the Gender ToTs and have also started to conduct gender analyses of the RSPN and RSP programmes. They are regularly invited to the RSPN Board of Directors’ meetings and the RSPs’ Annual Strategy Retreats, enabling them to share their findings and experiences. The RSPN Board is now much more directly informed of the challenges and opportunities for gender mainstreaming in the RSPs.

To enhance the GRG members’ capacities to make strategic inputs into programme design and implementation, RSPN invited external experts to deliver sessions for GRG on qualitative research methods, analytical skills and report writing. One GRG member also attended a month-long gender training organised by Sangat South Asia, and three others will attend Sangat South Asia’s 14th Feminist Capacity Building Course ‘Gender, Sustainable Livelihoods and Human Rights and Peace’ later this year.
At another level, the RSPN Gender and Development Section assisted the GRG members in conducting gender analyses of RSPN-RSP programmes with a view to maximising the impact of RSP programmes on women. As part of the review, the GRG members critically assess the design and plan of action through a 'gender lens', visit the target areas, hold meetings with women and men community members, and make recommendations for course correction.

This year the GRG conducted a gender analysis of two major RSP programmes: the Prime Minister's Special Initiative for Livestock (PMSIL) and the RSPN-NRSP Union Council Poverty Reduction Plan (UCPRP) model project in Mianwali. In the PMSIL project, the analysis identified a number of weak areas, including low women's participation in the Community Livestock Extension Workers' programme and mobility issues of women of Veterinary Medicine, and made recommendations for improvement. On the UCPRP, the GRG members recommended: that women's involvement in several trainings be enhanced; that women enumerators be involved in the PSC exercise, and that focus group discussions be held for conducting a situation analysis and preparing action plans. These were discussed and agreed to by NRSP and RSPN for the UCPRP model and will be incorporated into the upcoming UCPRP programmes.

5.3 Advocacy with RSPs for Gender Mainstreaming

Recognising that no changes in programmes would take place without having the senior management on board, RSPN held a gender dialogue with the RSPs' CEOs in December 2008. The subject was gender issues in Pakistan and more specifically how to mainstream gender in the planning and designing of RSPN and RSP projects and programmes. The session was facilitated by Ms Shazreh Hussain, RSPN Gender Consultant, and resulted in commitments made by the Chief Executives. These will be evaluated annually.
5.4 Research Study on Gender, Power-relations and Decentralisation in Pakistan

The Gender and Development Section implemented a research project, “Gender, Power Relations and Decentralisation in Pakistan,” commissioned to RSPN in July 2006 by the International Development Research Centre South Asia. The objective was to review and analyse the political decentralisation process in Pakistan which was initiated through the Local Government Ordinance (2001) and to assess its relevance to women councillors' roles as public representatives.

The research addressed the issue of whether electoral 'affirmative action' in Pakistan had granted legitimacy to women as political actors, with voice, agency and the capacity to respond to the expressed needs of their constituents. The study was carried out in partnership with the Young Sheedi Welfare Organisation (Badin, Sindh), the Aurat Foundation (Rawalpindi, Punjab), the Meirman Women Development Centre (Kohat, NWFP), the Sardar Bahadur Khan Women’s University (Quetta, Balochistan) and the Aga Khan Rural Support Programme (Skardu, Northern Areas).

The research was based on 345 individual structured interviews, Focus Group Discussions, Council Meeting observations and a number of 'Political Life Histories'. The findings indicated that in many cases, women councillors were proxies for men (e.g. relatives, Nazims, landholders and others); women councillors were unable to function effectively because they were held back by the Nazims' unwillingness to share power; most respondents held reserved seats on the Union Councils and, as such, were marginalised, rendered voiceless and deprived of agency by virtue of their gender and the fact that they were holding reserved seats on the least significant Councils. Some Councillors, however, were vibrant, active and politically aware. They were able to function well in meeting the needs of their constituents and building political capital. Notwithstanding the problems, the women councillors felt that with their involvement a new beginning had been made, and they were determined to build upon the strength of women's participation in the local government in the future.

The findings were presented at a national dissemination workshop held in July 2008 in Islamabad. Participants included public representatives, policy makers (including a member of the National Reconstruction Bureau), male and female community activists, researchers and academics. The sharing of the research findings resulted in useful comments and suggestions for the study's finalisation and for policy makers.
chapter 6

monitoring, evaluation & research

- 6.1 Strengthening the RSP M&E Systems and Capacities
- 6.2 Developing Simple and Cost Effective M&E Tools and Techniques
  - 6.2.1 Baseline Surveys
  - 6.2.2 Key progress indicators
- 6.3 Research, Impact Assessments and Case Studies
- 6.4 Third Party Evaluation of RSPN and RSP
monitoring, evaluation & research

The RSPs are large, multi-donor funded organisations implementing a wide range of sectoral and integrated programmes. These programmes present a challenge in terms of monitoring, evaluation and reporting to development partners and donors with varied requirements. The challenges for the RSPs are twofold: first, to set appropriate baselines and key performance indicators that track progress over time, especially when the flow of resources and the sectors of work vary over time and between target groups (i.e. Community Organisations); and second, to hire, train and retain the professionals to do the job, given the limited resources available for this purpose and given a rather dynamic job market for individuals with monitoring, evaluation and reporting skills.

Since its inception, RSPN has actively pursued capacity building, experience sharing, documentation, assessment and evaluation services for the RSPs. RSPN’s Monitoring, Evaluation and Research (MER) strategy has focused on improving the RSPs’ capacities to better track and assess their programmes for results and impacts. Core elements of the strategy are:

(i) strengthening the RSPs’ Monitoring and Evaluation systems and capacities to provide timely and accurate information to the RSP managements on programme performance and results;

(ii) developing simple and cost effective tools and techniques to assist the RSPs in carrying out poverty targeting, performance measurement and monitoring, baseline and impact surveys;

(iii) conducting research, impact assessments and case studies on development issues and RSP programmes.

6.1 Strengthening the RSP M&E Systems and Capacities

In 2006 RSPN engaged the services of Dr Mahmood Hasan Khan, an experienced economist who has intermittently worked with the RSPs since the 1980s, to undertake a needs assessment of the RSPs' M&E systems
and capacities. His extensive consultations with the RSP M&E professionals and with their top managements, resulted in an M&E Manual and Plan of Action for capacity building of the RSPs. The Manual was used to train a group of RSPN and RSP M&E professionals and was printed and widely shared. He also assisted RSPN in identifying the existing M&E capacity gaps of RSPN and the RSPs, and prepared a strategy for overcoming those gaps and systemic constraints.

As part of the strategy, a six-person Core Group was formed, with three MER staff from RSPN and the M&E Managers of NRSP, PRSP and SRSP. In 2008 the group attended a three-week long advanced training in Monitoring and Evaluation at the University of East Anglia in the United Kingdom. On their return the Core Group developed a training strategy for the RSPs' M&E staff, and delivered it in four modules to a group of 20 RSP M&E staff. The training evaluations have shown positive changes in the participants' grasp of M&E skills and have resulted in their improved performance. Some of the participants have used the skills to conduct case studies and assessments of RSP programmes, thereby contributing to organisational learning, while others have used the new skills to improve documentation, monitoring and reporting in their organisations.

In June 2009, four members of the M&E Core Group attended a week-long training workshop at the World Bank's International Programme for Development Evaluation Training course at Carleton University, Canada. This is expected to equip them to undertake analyses and assessments of RSPN and RSP programmes and thereby inform their managements on improved programme design and implementation.
The RSPN MER Section has also assisted the more recently formed RSPs, especially BRSP and SRSO, by reviewing their M&E systems and capacities, and in developing and implementing action plans, through technical guidance, training and mentoring.

6.2 Developing Simple and Cost Effective M&E Tools and Techniques

The evolving nature of RSP programmes requires that M&E tools and techniques be regularly fine-tuned to measure and track programmes, outputs and activities. RSPN synthesises and shares knowledge and learning from within and outside the RSPs through training and technical support.

In 2006, Dr Mark Schreiner\(^1\) developed a Poverty Score Card (PSC) for Pakistan with ten indicators of household poverty. The PSC was based on an econometric analysis of the datasets of the Pakistan Integrated Household Survey (PIHS, 2001). NRSP piloted the PSC with its Community Organisations and found it to be an effective and cost efficient tool for poverty targeting that could easily be used on a large scale. Building on NRSP’s experience, RSPN advocated the adoption and replication of the PSC by the RSPs and arranged trainings and workshops for their MER staff members. RSPN invited Dr. Schreiner to develop a PSC, while engaging with the World Bank and the Pakistan Poverty Alleviation Fund to formulate a Poverty Score Card that was

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Table 1: Summary of Findings of Baseline Surveys
acceptable to all of the RSPs. The Government of Pakistan’s largest social protection programme, BISP, adopted the PSC prepared by the World Bank, and piloted it in 15 districts in the first half of 2009.

6.2.1 Baseline Surveys

Using a methodology developed by Dr Mahmood Hasan Khan, RSPN has conducted sample baseline surveys in 11 RSP districts. Dr. Khan conducted the first survey of five districts of Sindh in 2004. The other 11 baseline surveys for districts from all four provinces were conducted by the RSPN MER team. Primary data collection was done by the RSP M&E staff and Social Organisers who were trained by RSPN. By involving them in the surveys, RSPN has tried to ensure that the process leads to improved understanding of impact assessment among the RSP M&E staff and that the process of conducting baseline surveys is internalised by the RSPs. SRSO and PRSP have since conducted baseline surveys for four additional districts. The baseline surveys include information pertaining to a range of socio-economic indicators including household demography, adult literacy, schooling of children, health status of household members, household incomes and sources, household consumption and expenditure, poverty and inequality, household assets and household loans and debt. Table 1 presents a summary of the findings of some of the important variables.

6.2.2 Key progress indicators

RSPN collects and publishes data on the RSPs’ Key Progress Indicators in the form of a quarterly update titled Social Mobilisation Outreach. This update gives a ‘snapshot’ of the geographical coverage of social mobilisation as well as the key activities.
Chapter 6 - Monitoring, Evaluation & Research

of the RSPs. It is both a useful advocacy tool - shared with government, donors and other stakeholders to demonstrate the scale, coverage and breadth of the RSPs social mobilisation work - and a resource for the RSPN and RSP Boards and managements, who use it while designing, planning and tracking programmes and interventions.

6.3 Research, Impact Assessments and Case Studies

The third key element of the RSPN MER activities is conducting research, assessments and studies on RSP programmes and on issues concerning the RSPs and the Community Organisations. The in-house expertise is supplemented, as required, by experienced development experts and economists.

The intent of the in-house studies is to assess and document innovative practices, with a view to sharing the lessons with other RSPs as well as with the wider development community. Some recent examples are:

1. Follow up Impact Survey of the SRSO Programmes in five districts of Sindh.
3. Case Study on NRSP’s ‘livestock bank’ project in Bahawalpur, Punjab.
4. A Profile of Poverty in Union Council Jamal Chapri (District Layyah, Punjab) - An Application of the Poverty Scorecard.
5. A Comparison of the Poverty Score Card and Quantitative Socio-Economic Survey Results: Evidence from Five Districts of Sindh.

In 2007, the RSPN Board set up a Research Advisory Board to guide the RSPN policy research agenda. The Board identified a number of topics, for which external experts were commissioned. The external studies conducted in recent years include:

1. Women’s Access to and Control Over Micro Credit by Dr. Shaheen Rafi Khan, Sustainable Development Policy Institute, Islamabad
2. Local Level Institutions in Rural Support Programmes by Dr Tariq Hussain, Enterprise and Development Consultants, Islamabad
3. Bonded Labour in Umerkot District, Sindh by Mr Farhan Sami Khan
4. Impact Evaluation of Community Led Total Sanitation by Dr Muhammad Farooq Naseer, Ms Manasa Patnam and Reehana Raza, Lahore University of Management Sciences
5. Manual for Planning, Design and Construction of Community Based Mini Dams based on the experience of Lachi Poverty Reduction Programme by Dr Ian Tod
6. Participatory Rural Development in Pakistan: Experience of Rural Support Programmes by Dr Mahmood Hassan Khan, Professor Emeritus Simon Fraser University, Canada (Oxford University Press, 2009).

6.4 Third Party Evaluation of RSPN and RSPs

DFID, which has supported RSPN’s core programmes since 2001, commissioned an
international consulting company, HTSPE Limited, to conduct a third party evaluation of RSPN and the RSPs. The evaluation was carried out in the second half of 2008 by a team led by Dr James F. Morton and including Mr Zafar U. Ahmad, Dr Saba Gul Khattak, Mr Claus Euler and Mr Mohammad Tariq. The team reviewed the programme literature on RSPN and the RSPs and their development impact, and held meetings with the RSPN and RSP Boards, managements and staff, and with selected stakeholders and some organised communities. The process culminated in a detailed report, Assessing the Impact of Community Driven Development: Twenty Six Years of Pakistan’s Rural Support Programmes. This report will be published later this year. Key recommendations for RSPN from the evaluation are presented in Box 5.
Box 5 - Key Recommendations of the Impact Evaluation of the Rural Support Programmes Network - 2008

1. RSPN’s mandate and logical framework should be revised to focus strictly on the strategic issues facing the RSPs and social mobilisation.

2. RSPN must act with urgency to re-establish an effective research capacity and to draw up a research strategy and a 2-year plan. That strategy will develop and strengthen the outline given in the Inception Report to ensure that all RSPN funded work completes a three stage process: Needs Assessment - Pilot - Extend and Advocate. Pilots will be designed to ensure that they produce clear evidence and useable lessons learned.

3. The demand for the Professional Development Programme should be reviewed on the basis of confirmed RSP staffing needs.

4. An RSP Benchmarking and Impact Assessment Strategy should be drafted, with priority given to performance, delivery, relevance, efficiency and beneficiary participation, not to long-term impact. An action plan to implement the first two years of the strategy should be prepared.

5. In consultation with its RSP members, RSPN should complete a Corporate Strategy which sets out what services it will provide to the members, which they will pay for, and what services it is appropriate to seek external funding for. On that basis, a Business Plan will be prepared and presented to all stakeholders in Pakistan’s social mobilisation - Government, International Donors, the private sector - to request their support for the strategy.
chapter 7

professional development & women’s leadership programmes

7.1 Professional Development Programme
   a. Leadership and Management Development Training (LMDT)
   b. Developing Core Competencies – Writing and Speaking Skills
7.2 Women’s Leadership Programme
The development sector of Pakistan has experienced substantial growth in the last decade. A major challenge facing the sector is the availability of qualified rural development professionals, who are able to work in remote rural areas and add value to development interventions. The challenge is compounded by the phenomenal growth in the number of RSP field offices and programmes in recent years. As the largest group of civil society development organisations in the country, the RSPs have been particularly affected by the influx of foreign relief and development organisations that most often hire the trained and experienced staff of the RSPs.

To address these challenges, in 2006 RSPN began a two pronged capacity building programme in collaboration with the NRSP Institute of Rural Management which is the largest non-profit training provider in the country. The programme has two components:

i) Professional Development Programme, offering specialised training in managerial, professional and technical skills to mid-career professionals of the RSPs; and

ii) the Women’s Leadership Programme, aimed at preparing a cadre of RSP female staff to assume managerial and leadership positions in the RSPs. The focus of both programmes is on individuals either at initial managerial levels (e.g. District Managers and Team Leaders) or those with the potential to become managers and leaders, especially those working in Regional, District and Field Offices.

7.1 Professional Development Programme

Building upon its experience of staff training programmes, the NRSP-IRM designed the Professional Development Programme in
consultation with the RSPs. A committee of Human Resource Development experts from all the RSPs was formed to oversee the process and provide guidance and facilitation for executing the programme. For course design and curriculum development, NRSP-IRM conducted meetings with all the RSPs, soliciting feedback from senior managers, heads of Human Resource Development departments and the programme’s target professionals. The following were set as the objectives:

a) Clarify the institution’s expectations of managers and strengthen the managers’ capabilities to deliver results through effective core managerial skills;

b) Increase the managers’ capabilities to create results in ways that support the organisation’s objectives;

c) Build managers’ knowledge and skills in leading change at their unit level and provide opportunities to apply their new knowledge to work situations.

Taking the objectives forward, NRSP-IRM conducted a Training Needs Assessment exercise. The result was the development of a 12-day, five-module Leadership and Management Development Programme, covering Leadership, Management, Gender and Development, Financial Management and Human Resource Management.

a. Leadership and Management Development Training

The LMDT was designed to enhance the professional competencies of senior and mid-level managers. In 2007-08, 14 LMDTs were conducted by NRSP-IRM. A total of 260 RSP managers, 41 of them women, graduated and returned to the RSPs as better skilled and empowered managers and development professionals. The training sessions were given by senior, experienced RSP professionals and expert trainers and professionals from other local and international institutions.

b. Developing Core Competencies in Writing and Speaking

After the first round of LMDT, the participants noted that they would benefit from training in written and spoken communication, in order to enable them to more effectively present to their progress and challenges higher management and external stakeholders. This led to the development of an additional six-day module titled, “Developing Core Competencies - Writing and Speaking.”

By the end of 2008, NRSP-IRM had conducted nine training events of the Developing Core Competencies module, attended by 151 RSP staff, 21 of whom were women.

7.2 Women’s Leadership Programme

Another key area identified by the TNA was the need for a specialised leadership and management programme for the women staff of the RSPs. It was felt particularly important by the RSPN and RSPs’ managements that despite having a sizeable number of women field staff members, few are able to attain managerial positions. The TNA included brainstorming sessions with the RSPs’ managements and women staff, as well as consultations with other NGOs and government officials. The sessions helped define the objectives, scope, target audience, methodology, selection criteria, timeframe and contents of the training module.

The result was a comprehensive Women’s Leadership Programme (WLP), spread over one year and comprising eight weeks of intensive workshops at NRSP-IRM and an international exposure visit. WLP’s contents cover training on
both managerial and leadership skills and on topics related to the work of the RSPs. The workshops include lectures, presentations and group exercises. After each workshop, the participants are given practical exercises that they must complete alongside their regular work and present in the following workshop. NRSP-IRM engages dedicated scholars, trainers, and consultants to provide online mentoring, coaching and guidance to the participants during the off campus time.

Since 2007, the NRSP-IRM has completed two sessions of Women’s Leadership Programme. 37 RSP women staff has graduated, 19 in 2007 and 18 in 2008. The third cohort is currently under training with 17 participants. The impact of the training programme on participants has been very encouraging, as it has led to higher motivation, confidence and competence and has resulted in 13 graduates of Cohort 1 and 7 graduates of Cohort II being promoted (as of June 2009).

The WLP curriculum, developed by a group of management and training experts, both external and from within the RSPs, is based on five modules and is a blend of conceptual, theoretical and practical information. The modules focus on developing critical thinking and analytical skills. The course is accredited by the Iqra University.

The participants are selected through a two stage process. The RSPs first select a number of women staff who are highly motivated, have the potential for professional development, have two years of experience, are able to travel to Islamabad for the training, are committed to both completing the full course and continuing to work with the RSPs after the training. Each RSP commits to contributing 10% of the training cost. In the second stage, NRSP-IRM screens the candidates through a written exam and a final interview.
chapter 8
special projects

a. Prime Minister’s Special Initiative for Livestock (PMSIL)
b. Social Mobilisation Component of the Crop Maximisation Project - II
c. Family Advancement for Life and Health (FALAH)
d. Mother and Child Health Programme: United Nations Children’s Fund
e. Pakistan Domestic Biogas Programme (PDBP)
f. Poverty Score Card Survey - Benazir Income Support Programme
g. Financing Development - Capacity Building and Economic Cooperation for South Asia’s Micro Finance Institutions
h. Education and Employment Alliance: International Youth Foundation, USA
i. Harnessing Threads of Change
RSPN’s stature as a national network gives it a unique advantage in its work in development policy and practice in the country. RSPN is able to leverage the RSPs’ collective outreach, scale and capacities to positively influence donor and Government strategies and programmes. While this advocacy primarily materialises in the form of new partnerships and resources for the RSPs, in some situations RSPN is called upon to act as a coordination and fund-management agency between the donor and the RSPs. These programmes and projects are managed by the Special Projects Wing (SPW), a dedicated unit with a separate cost centre, strategy and business plan.

SPW works with the dual objectives of adding value to the RSPN and RSP programmes through programme design and resource mobilisation and contributing to RSPN’s financial sustainability and portfolio diversification. It takes the lead in preparing concept notes and proposals for funding under various government and donor funded programmes, drawing on the expertise and experience available within the RSPN and the RSPs.

SPW became active in the wake of the Northern Pakistan Earthquake of 2005, initially in assisting the RSPs to carry out relief activities and subsequently through resource mobilisation for early recovery and rehabilitation activities. In recent years, SPW has engaged with the Government of Pakistan and with bilateral and multilateral donors, especially USAID, DFID, the
World Bank and the Asian Development Bank. Some recent programmes in which SPW has been actively involved are listed below.

a. **Prime Minister’s Special Initiative for Livestock (PMSIL)**

PMSIL is one of the key livestock sector public-private partnership projects funded under the Government of Pakistan’s Medium Term Development Framework. The initiative aims to improve access to veterinary services in the RSP areas in order to increase livestock productivity and asset creation, and to alleviate poverty. In this initiative, the Ministry of Food, Agriculture and Livestock - MINFAL - (now the Ministry of Livestock and Dairy Development) and RSPN signed an agreement to leverage the RSPs’ coverage and outreach to improve the delivery of veterinary services by building a cadre of 7,250 self-employed Community Livestock Extension Workers (CLEWs).

CLEWs are supported and mentored by Doctors of Veterinary Medicine who work closely with the RSP Social Mobilisation teams. This five-year project (2007-2011) is being implemented by eight RSPs in 1,963 Union Councils in 80 Districts, with a budget of Rs. 1.67 billion. As of June 2009, the RSPs have recruited 290 DVMs and 290 Clinic Assistants, established 290 clinics and trained 2,320 CLEWs and 2,320 Women Livestock Farmers. The project has also held numerous one-day awareness raising workshops, attended by close to 3,000 women, in which they have learned how to improve feeding practices and how to vaccinate their animals. The DVMs and CLEWs have vaccinated 3,577,014 animals and treated 1,388,361 animals. RSPN is in the process of commissioning an independent assessment of the CLEWs in the second half of 2009.

b. **Social Mobilisation Component of the Crop Maximisation Project - II**

The Special Programme for Food Security and Productivity Enhancement of Small Farmers (Crop Maximisation Project-II) is a five-year, Rs 8 billion project of the Ministry of Food, Agriculture and Livestock (now the Ministry of Food, Agriculture and Livestock) involving eight RSPs. This project aims to improve access to agricultural services in the RSP areas in order to increase crop productivity and asset creation, and to alleviate poverty. In this initiative, the Ministry of Food, Agriculture and Livestock (now the Ministry of Agriculture and Livestock) and RSPN signed an agreement to leverage the RSPs’ coverage and outreach to improve the delivery of agricultural services by building a cadre of 7,250 self-employed Community Agriculture Extension Workers (CAEWs).

CAEWs are supported and mentored by Doctors of Agricultural Extension who work closely with the RSP Social Mobilisation teams. This five-year project (2007-2011) is being implemented by eight RSPs in 1,963 Union Councils in 80 Districts, with a budget of Rs. 1.67 billion. As of June 2009, the RSPs have recruited 290 DVMs and 290 Clinic Assistants, established 290 clinics and trained 2,320 CLEWs and 2,320 Women Livestock Farmers. The project has also held numerous one-day awareness raising workshops, attended by close to 3,000 women, in which they have learned how to improve feeding practices and how to vaccinate their animals. The DVMs and CLEWs have vaccinated 3,577,014 animals and treated 1,388,361 animals. RSPN is in the process of commissioning an independent assessment of the CAEWs in the second half of 2009.

---

1. RSPs included in the PMSIL project are: Aga Khan Rural Support Programme (AKRSP), Balochistan Rural Support Programme (BRSP), Ghazi Barotha Taraqai Idara (GBTI), National Rural Support Programme (NRSP), Punjab Rural Support Programme (PRSP), Sarhad Rural Support Programme (SRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP).
Food and Agriculture). CMP-II aims to foster Farmers Associations that federate to form Village Organisations (VOs), which are registered as cooperative societies, in the project’s 1,012 target villages in 26 districts. In June 2007, RSPN was selected to implement the CMP-II’s Social Mobilisation Component. RSPN has partnered with six RSPs (AKRSP, BRSP, NRSP, PRSP, SRSO and SRSP) to undertake social mobilisation, the formation and capacity building of the FAs and VOs, monitoring their activities and status checks of the revolving fund that they receive from CMP-II for lending to their members. The FAs and VOs receive technical guidance, training and support in input and product sale and marketing from the Agriculture Line Departments and private service providers engaged by the CMP-II. In 2008, the International Fund for Agricultural Development (IFAD) showed an interest in partnering with MINFA to provide revolving funds to VOs as well as to include more activities for the poor and women in CMP-II communities. This project is expected to be finalised and approved in the second half of 2009. The total value of this project will be US $ 18 million.

c. Family Advancement for Life and Health, 2008-12

FALAH is a five year USAID-funded project, implemented by a consortium led by the Population Council, with the objective of promoting birth spacing among married couples so as to achieve sustainable family planning. RSPN has engaged six RSPs for the social mobilisation, awareness raising and counselling work with a target of reaching out to 57,000 married couples in 10 districts. The RSPs work in tandem with the service delivery partners of the consortium including Green Star Marketing and the Government’s Family Planning Departments.
d. Mother and Child Health Programme: United Nations Children’s Fund

Early this year UNICEF and RSPN signed two agreements for community-based interventions in health and education, awareness raising and service delivery. The agreements include Rs 166 million for implementing the programme in 10 districts of Sindh and Rs 27,990,635 for two districts of Punjab. Field implementation is carried out by SRSO, TRDP, NRSP and SGA in Sindh and by PRSP in Punjab. In this programme, the RSPs create demand for mother and child healthcare services, particularly antenatal care, tetanus shots, clean delivery, birth spacing, immunisation and de-worming of children, while facilitating service delivery through the Department of Health and the National Programme for Family Planning and Healthcare. In 2009, the programme targets are to communicate mother and child healthcare messages to 2.2 million people, immunise 336,967 children, de-worm 269,574 children and vaccinate 76,379 pregnant women.

e. Pakistan Domestic Biogas Programme

In 2007 Winrock International, the Netherlands Development Organisation (SNV) and the United Nations Development Programme conducted a feasibility study on the potential of domestic biogas in Pakistan. The study found that Pakistan has high potential for domestic biogas as a low cost, clean and environmentally friendly fuel, and recommended that a countrywide programme be developed based on SNV’s success with domestic biogas in Nepal, India and China. RSPN piloted the ‘fixed dome domestic biogas technology’ in two locations, Sialkot (with PRSP) and Dera Ismail Khan with FIDA, a local NGO. The pilots were successful and led to the design and subsequent launch of the market driven Pakistan Domestic Biogas Programme (PDBP),
which is managed by RSPN with SNV and Winrock as partners. A Memorandum of Understanding for PDBP will be signed with the Ministry of Environment to act as overall 'patron' of the programme. The RSPs and local NGOs are involved to identify and generate demand. Construction is undertaken by private Biogas Construction Companies which are trained by the PDBP. The central Punjab component of PDBP began in January 2009 and negotiations have begun with the Embassy of the Kingdom of the Netherlands to develop a proposal for the installation of 14,000 biogas plants. RSPN is also working with MoE to link PDBP with the international Clean Development Mechanism. In the latter part of 2009, RSPN will work with partners to develop a proposal for the southern Punjab component of PDBP.

f. Poverty Score Card Survey - Benazir Income Support Programme

The adoption of the Poverty Score Card as a poverty targeting instrument by BISP was followed by a test rollout of the PSC in 16 districts. BISP requested RSPN to conduct a PSC census in 5 districts: Mianwali (Punjab), Mirpur Khas (Sindh), Killa Saifullah (Balochistan), Karak (NWFP) and Ghanche (Gilgit-Baltistan) between April and July 2009. RSPN engaged AKRSP, BRSP, NRSP and SRSP, involving about 800 field staff and activists, to complete the PSC census of over 485,000 households. The data was submitted to the National Database and Registration Authority (NADRA) for uploading and linkage with the national database. BISP will use the database to identify the poorest families for its cash grants programme and other interventions.

g. Financing Development - Capacity Building and Economic Cooperation for South Asia’s Micro Finance Institutions

RSPN joined a consortium led by the Agency for Technical Cooperation and Development (ACTED) to implement a regional European Commission project, aimed at building the capacities of South Asian Microfinance Institutions (MFIs), enhancing mutual cooperation among the MFIs and improving their linkages with European investors. In this 18-month project, which ended in December 2008, RSPN worked with five MFIs - NRSP, SRSP, DAMEN, ASASAH and SAFWCO - and assisted them in developing strategic business plans, and training staff in fund management, work processes, information systems, and financial reporting. The project also arranged learning and exposure visits for the MFIs to India, where they interacted with other South Asian MFIs, and to France, where they participated in an investment fair that was attended by European financial institutions, private equity funds, venture capital funds, donor agencies and socially motivated investors. Under the overall project, ACTED has developed the South Asian Microfinance Network2

h. Education and Employment Alliance: International Youth Foundation, USA

In 2006, RSPN entered into partnership with the International Youth Foundation, a US-based NGO,
to implement the Pakistan chapter of the Education and Employment Alliance Programme over two years with US$ 0.8 million. Funded by USAID, the EEA objective is to promote public private partnerships for market-driven youth skill development and employment. EEA-P created five innovative partnerships:

i) between the CNG Association of Pakistan and the NGO Sabawon to train young boys as CNG station workers

ii) between the Hospitality Association of Pakistan and the Aga Khan Foundation to train young girls and boys in cooking and hospitality skills

iii) between Engro Chemicals and the Sahara Welfare Society to train young girls in sewing and embroidery

iv) between ASK Training and Consulting and the Sukhi Development Organisation to train young girls and boys in secretarial and office management skills, and

v) with the NRSP Institute of Rural Management to develop and provide ‘life skills for employability’ training for young boys and girls.

The EEA-P programme improved employment prospects for the trainees, while creating awareness among stakeholders and knowledge in the form of training design and curriculum for future programmes. USAID Pakistan used EEA-P’s strategy and learning in the design of a US$ 80 million programme for Pakistan, “Empower Pakistan: Jobs.”

i. Harnessing Threads of Change

Between 2006 and 2008 the Commonwealth Secretariat (London) in collaboration with RSPN, piloted an initiative aimed at opening direct market access opportunities for rural women
artisans, with a focus on the medium to high-end textiles goods industry at the national and international levels. RSPN, AKRSP, TRDP and SRSP were involved in this initiative. The Commonwealth Secretariat provided the services of two international consultants, one for design and one for institutional development. Student interns from the Central St. Martin’s College of Art and Design, London, were based in RSPN on a rotational basis. Five international designers also contributed to the programme.

Over the course of the project ten skills development workshops were held, four in the south and six in the north of the country. These were conducted by RSPN staff and the international design interns. The artisans were taught quality control and time management, along with the skills to identify high quality materials and colour coordination. During the project the artisans worked on 60 design briefs to produce 32 final products. An exhibition of these products, along with traditional crafts and an audio-visual documentation of the projects, was subsequently held in November 2008 at the Prince’s School of Traditional Arts in London. Prince Charles, the Prince of Wales officially launched the exhibition on Tuesday 18th November 2008.

A key lesson drawn from this initiative was that while the rural women artisans have the potential to earn extra income from producing quality products, the RSPs should focus on linking these skilled artisans with national rather than international markets.
chapter 9

Akhter Hameed Khan
resource centre
The Akhter Hameed Khan Resource is a repository of knowledge on rural development and poverty alleviation. It was established to commemorate the life-long services of Dr. Akhter Hameed Khan. The main objectives of the Centre are: to accumulate, generate and disseminate research-based knowledge for policy advocacy with the Government; to influencing public opinion; to create and provide reading materials for higher education and to assist policy makers and civil society organisations in their programming endeavours.

AHKRC has developed, maintained and expanded a collection of unpublished field reports, published documents and video footage of rural development initiatives in various parts of Pakistan and selected areas of South Asia from 1982.
onwards. All these resources are being catalogued, digitised and placed on the AHKRC website (www.ahkrc.net.pk). This is intended to provide access to interested readers, researchers, development professionals and policy and public opinion makers. In addition AHKRC subscribes to national newspapers and national and international magazines and journals. Clipping files are maintained on issues of interest to low income communities and development professionals. Quarterly Public Forums on the emerging trends identified in the print media are held for professionals and politicians.

AHKRC also holds an annual Memorial Lecture to commemorate the services of Dr. Akhter Hameed Khan and to review the impact of his legacy on social development in Pakistan. On this occasion, an annual award for the best written book on social development in Pakistan is also made, in collaboration with the Council of Social Sciences Pakistan.

Screening documentaries on participatory development in local universities is a regular feature of AHKRC’s work. This is meant to create awareness and to generate debate and research on issues of interest to development practitioners. The AHKRC library’s collection increased to 10,619 items in 2009. It includes published books and reports and photocopied materials. Annotated cataloguing of these materials according to international conventions is under way. The collection’s audio visual archive contains more than 1,500 digitised documentaries, a large number of audio-video digital recordings and a wealth of digitised photographs dating back to the late 1980s. These cover the evolution of the RSP movement in Pakistan. The AHKRC web
A Masters Degree programme on rural development was started in 2008 in collaboration with IIU, with 35 students enrolling in the first year. The programme will foster higher learning with a primary focus on learning from the field. The curriculum will change in response to emerging issues. During the second quarter of 2009, the Director of AHKRC was inducted as a member of the University’s Board of Studies in the Masters in Rural Development Programme.

An important objective of AHKRC is to facilitate and promote rigorous research on participatory development practices. A peer group of researchers from local universities has been created to decide on a research agenda and to develop the knowledge resources of AHKRC. During January-June 2009 two Public Forums were held, one on Sustainable Water Resource Management and the other on Housing Rights in katchi abadies in Islamabad. These forums were well attended, with participants including policymakers, practitioners and students. The Centre also screened rural development documentaries at nine local universities and training institutes.

The Case Study forums create an opportunity for presentations and discussions on innovative development initiatives. They also contribute to a culture of research by bringing together people from all circles of life. Four case study forums were held in the review period:

1. Effectiveness of spending on Education;
2. Poverty Score Card;
3. Education in Pakistan, what works and why?
4. Drinking Water & Environmental Impact Assessment of the Kuri Landfill Project.

The work of editing and publishing a Valedictory Volume on the tenth death anniversary of Dr. Akhter Hameed Khan is underway. The volume will commemorate his remarkable intellectual, social and literary achievements. It will consist of articles written by and about him on issues of critical significance in poverty alleviation and human development in the contemporary global context. His essays and reports on his work at the Rural Development Academy in Comilla (Bangladesh), the Daudzai Integrated Rural Development Programme in NWFP, the Aga Khan Rural Support Programme (AKRSP) in the...
Northern Areas (now Gilgit-Baltistan) and the Orangi Pilot Project in Karachi will form the major part of the volume. It will also contain narratives about him as a scholar, poet, teacher, social reformer and concerned citizen. Ms. Rina Saeed Khan has been commissioned to edit the Valedictory Volume, which will be published by Vanguard.

Mr. Shoaib Sultan Khan's book *The Aga Khan Rural Support Programme: a Journey through Grassroots Development* has been published by Oxford University Press. AHKRC has assisted in the various stages of research, publication and promotion of this book, including the serialization of the first chapter in *The Friday Times*. AHKRC is also assisting in promoting and distributing Dr. Mahmood Hasan Khan’s book *Participatory Rural Development in Pakistan*, also published by Oxford University Press.

The Centre has developed an excellent relationship with the media, which has, for example, published numerous articles about the work of the RSPs in national newspapers. A number of television channels have broadcast interviews with Mr. Shoaib Sultan Khan and senior RSP leaders.
### RSPN STAFF

**Shandana Khan**  
Chief Executive Officer

**Khaleel Ahmed Tetlay**  
Chief Operating Officer

**MONITORING, EVALUATION & RESEARCH**

- **Aadil Mansoor**  
Specialist

- **M Saleem Baluch**  
Sr. Programme Officer

- **Fazal Ali Saadi**  
Rural Economist

- **Beenish Kulsoom**  
Programme Officer IAU

**Shehzad Khalil Awan**  
Programme Associate

**SOCIAL SECTOR**

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Specialist

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- **Ayesha Amina Askari**  
Programme Officer Education

**POLICY ADVOCACY**

- **M Hasnain Khalil**  
Programme Officer

**GENDER AND DEVELOPMENT**

- **Virginia Khan**  
Programme Manager

- **Sadaf Dar**  
Programme Associate

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- **Erum Wali Khan**  
Senior Programme Officer

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Manager

- **M Nadeem Akhter**  
Programme Officer

- **Hafiz Idrees Zia**  
Sr. Internal Auditor

- **M Bilal Anwer**  
Internal Auditor

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- **Syed Sheraz Ahmad**  
Accounts Assistant

**HUMAN RESOURCE AND ADMINISTRATION**

- **Waqar Haider Awan**  
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- **Abdul Rauf**  
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- **Ali Akbar Qureshi**  
Programme Officer Admin

- **Hamid Ashraf Khan**  
Programme Assistant Events & Workshops

- **Jawad Khan**  
Programme Assistant Personnel

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- **Usman Ali Khan**  
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- **Nasir Abbas**  
Admin Assistant

- **Umar Draz Khan**  
Admin Assistant

- **Farhat Shaheen**  
Receptionist
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Ayesha Nawaz  
Programme Officer

PAKISTAN DOMESTIC BIOGAS PROGRAMME

Sajjad Haider  
Programme Manager

Rana Aamir Shafique  
Area Manager

Ghulam Farid  
Finance Officer

PRIME MINISTER’S SPECIAL INITIATIVE FOR LIVESTOCK

Dr. Zia Ahmed  
Coordinator

CROP MAXIMIZATION PROJECT – II

Abid Anwar  
Project Manager

Shahbaz Khattak  
MER Officer

Irfan Ali  
Finance Officer

FALAH

Bashir Anjum  
National Coordinator

Aasim Nazeer  
Programme Officer

Waqs Munir  
Finance Officer

MOTHER AND CHILD HEALTH CARE INITIATIVE

Rafique Ahmad Tunio  
Provincial Coordinator Sindh

Manzoor Hussain  
MIS Officer

Abdul Salam  
Project Officer

Zahid Hafeez  
Finance Officer

Members of BoD RSPN

Chairman  
Mr. Shoaib Sultan Khan

Directors

Mr. Ali Noor Mohammad Rattansey  
Mr. Sardar Naseer Tareen  
Mr. Izhar Ali Hunzai  
Mr. Khalid Mohtadullah  
Mr. M. Masood ul Mulk  
Mr. Nadir Gul Barech  
Mr. Ahsun Khan

Mrs. Munawar Humayun Khan  
Mr. Sono Khangharani  
Mr. Khalid Ghaus  
Mr. Muhammad Sakib Sherani  
Mr. Ghulam Sarwar Khero

Mr. Nazar Memon  
Mr. Arif Hasan  
Mr. Faiysal Ali Khan  
Dr. Khalida Ghaus  
Mr. Ahsun Khan

Advisors

Dr. Pervez Tahir  
Dr. Rashid Bajwa

Mr. Agha Ali Javad  
Mrs. Munawar Humayun Khan

Mrs. Munawar Humayun Khan  
Mr. Sardar Naseer Tareen  
Mr. Izhar Ali Hunzai  
Mr. Khalid Mohtadullah  
Mr. M. Masood ul Mulk  
Mr. Nadir Gul Barech  
Mr. Ahsun Khan

Mr. Nazar Memon  
Mr. Arif Hasan  
Mr. Faiysal Ali Khan  
Dr. Khalida Ghaus  
Mr. Muhammad Sakib Sherani  
Mr. Ghulam Sarwar Khero

Dr. Pervez Tahir  
Dr. Rashid Bajwa
Rural Support Programmes in Pakistan

- SGA  Sindh Graduates Association - 1972
- AKRSP  Agar Khan Rural Support Programme - 1982
- SRSP  Sarhad Rural Support Programme - 1989
- NRSP  National Rural Support Programme - 1992
- GBTI  Ghazi Barotha Taraqiyat Idara - 1995
- TRDP  Thardeep Rural Support Programme - 1997
- BRSP  Balochistan Rural Support Programme - 2001
- SRSO  Sindh Rural Support Organization - 2003
Auditors’ Report To The Members Of RSPN

We have audited the annexed balance sheet of Rural Support Programmes Network ("the Company") as at June 30, 2009 and the related income and expenditure account, cash flow statement and statement of changes in funds together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

We 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 mis-statement. 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 financial 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 the accounting policies consistently applied;

(ii) the expenditure incurred during the year was for the purpose of the Company’s business; and

(iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company.

(c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account, cash flow statement and statement of changes in funds 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 June 30, 2009 and of the surplus, its cash flows and changes in funds for the year then ended; and

(d) in our opinion no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).
## Balance Sheet
**As at 30 June 2009**

### Tangible

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<th>Description</th>
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### Long term security deposits

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### Total non current assets

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### Current assets

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<td>Advances, prepayments and other receivables</td>
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### Total current assets

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<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>217,659,916</td>
<td>106,918,298</td>
</tr>
</tbody>
</table>

### Total assets

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>279,189,673</td>
<td>168,461,476</td>
</tr>
</tbody>
</table>

### Restricted funds

<table>
<thead>
<tr>
<th>Description</th>
<th>Note</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9</td>
<td>95,617,521</td>
<td>47,708,152</td>
</tr>
</tbody>
</table>

### Accumulated surplus

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>110,521,398</td>
<td>75,109,891</td>
</tr>
</tbody>
</table>

### Deferred liability for staff retirement benefits

<table>
<thead>
<tr>
<th>Description</th>
<th>Note</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>11,798,946</td>
<td>9,063,909</td>
</tr>
</tbody>
</table>

### Deferred grant

<table>
<thead>
<tr>
<th>Description</th>
<th>Note</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11</td>
<td>11,519,944</td>
<td>7,431,457</td>
</tr>
</tbody>
</table>

### Current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Note</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term running finance - secured</td>
<td>12</td>
<td>912,617</td>
<td>-</td>
</tr>
<tr>
<td>Accrued expenses and other liabilities</td>
<td>13</td>
<td>48,819,247</td>
<td>29,148,067</td>
</tr>
</tbody>
</table>

### Contingency and commitments

<table>
<thead>
<tr>
<th>Description</th>
<th>Note</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14</td>
<td>49,731,864</td>
<td>29,148,067</td>
</tr>
</tbody>
</table>

### Total current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>279,189,673</td>
<td>168,461,476</td>
</tr>
</tbody>
</table>

---

The annexed notes 1 to 23 form an integral part of these financial statements. These financial statements were approved by the Board of Directors in their meeting held on 26 OCT 2009.

[Signature]  
**Director**

[Signature]  
**Chief Executive Officer**
### Income and Expenditure Account

**For the year ended 30 June 2009**

<table>
<thead>
<tr>
<th>Note</th>
<th>2009 Rupees</th>
<th>2008 Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income/grants</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>15</td>
<td>608,189,597</td>
</tr>
<tr>
<td>Funds received from RSPs</td>
<td>16</td>
<td>4,000,000</td>
</tr>
<tr>
<td>Profit on deposit accounts</td>
<td></td>
<td>7,712,887</td>
</tr>
<tr>
<td>Exchange gain</td>
<td></td>
<td>1,584,163</td>
</tr>
<tr>
<td>Consultancy and management fee income</td>
<td></td>
<td>18,567,439</td>
</tr>
<tr>
<td>Institutional fee</td>
<td></td>
<td>4,499,929</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td></td>
<td>644,554,015</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme cost</td>
<td>17</td>
<td>428,285,334</td>
</tr>
<tr>
<td>Operating cost</td>
<td>18</td>
<td>124,225,900</td>
</tr>
<tr>
<td>Consultancy expenses</td>
<td>19</td>
<td>7,152,200</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td></td>
<td>559,663,434</td>
</tr>
<tr>
<td>Other income</td>
<td>5.2</td>
<td>84,890,581</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td></td>
<td>2,812,906</td>
</tr>
<tr>
<td>Transferred to restricted funds</td>
<td>9</td>
<td>87,703,487</td>
</tr>
<tr>
<td>Transferred (to)/from deferred grant</td>
<td>11</td>
<td>(56,174,263)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(4,088,487)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(60,262,750)</td>
</tr>
<tr>
<td><strong>Net surplus for the year</strong></td>
<td></td>
<td>27,440,737</td>
</tr>
</tbody>
</table>

The annexed notes 1 to 23 form an integral part of these financial statements.

---

**ISLAMABAD**

26 OCT 2009

[Signature]

**Director**

[Signature]

**Chief Executive Officer**
Rural Support Programmes

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.