RSPN Mission Statement
A prosperous Pakistan where people - especially the poor and women - are provided with equal livelihood opportunities and are not socially and economically excluded.
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RSPN Annual Report 2010
foreword

The Rural Support Programmes Network (RSPN) has come a long way in the nearly ten years since its inception as a three person group within the National Rural Support Programme (NRSP) in the year 2000. As the apex body of a ten member countrywide network of Rural Support Programmes (RSPs) covering over 3.8 million rural households, RSPN is now the largest civil society, development network in Pakistan.

This level of expeditious growth has without exception been reflected in the year RSPN has just had: between July 2009 and June 2010, RSPN has had many successes.

For example, RSPN’s advocacy over the last two years to improve poverty targeting received official recognition, when during 2009 the Benazir Income Support Programme (BISP) ceased beneficiary identification through parliamentarians and instead agreed to use the Poverty Scorecard (PSC). As part of its efforts to create an unprecedented all-RSP database of the Community Organisations (COs), RSPN has developed the Social Mobilisation Snapshot (SMS), which recorded an inventory of 145,828 COs, 93% of the total COs formed across the RSPs from 1982 to June 2009. As of June 2010, 330 biogas plants have been installed in Faisalabad, Sargodha, Jhang, Toba Tek Singh, Chiniot and Khushab by the RSPN implemented Pakistan Domestic Biogas Programme.

These successes are evidently only representative instances from within a much larger body of work RSPN continues to undertake with rural communities throughout Pakistan. Moreover, RSPN, as the platform from which RSPs can coordinate, strategize, build capacities and engage in policy advocacy, recognises that many challenges remain to be surmounted. While 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 COs.

Of course, the successful year was not possible without the support of others. RSPN is naturally indebted to the RSPs and the members of the rural communities it works with. RSPN is also grateful to the Department for International Development (DFID) of the Government of the United Kingdom, which has unfailingly provided financial, strategic and intellectual support to RSPN since 2001. Beyond DFID, the Government of Pakistan and donor organisations have also shown consistent commitment to the RSP approach and recognised the value of working with the RSPs through RSPN to meet the needs of local rural communities.

It is hoped that the following review of RSPN’s effort for the past year convey, both to the familiar and unfamiliar reader, the significance of organised rural communities, and the level of effort RSPN and its supporters have made to make these organised communities possible.
# Acronyms & Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACTED</td>
<td>Agency for Technical Cooperation and Development</td>
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<tr>
<td>AHKRC</td>
<td>Akhter Hameed Khan Resource Centre</td>
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<td>AKF</td>
<td>Aga Khan Foundation</td>
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<td>AKRSP</td>
<td>Aga Khan Rural Support Programme</td>
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<td>AKU</td>
<td>Aga Khan University</td>
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<td>ADB</td>
<td>Asian Development Bank</td>
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<td>BRSP</td>
<td>Balochistan Rural Support Programme</td>
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<td>BISP</td>
<td>Benazir Income Support Programme</td>
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<td>BCC</td>
<td>Biogas Construction Company</td>
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<td>BdD</td>
<td>Board of Directors</td>
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<td>CDWP</td>
<td>Central Development Working Party of the Planning Commission</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>CIF</td>
<td>Community Investment Fund</td>
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<td>CLTS</td>
<td>Community-Led Total Sanitation</td>
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<td>CLEW</td>
<td>Community Livestock Extension Worker</td>
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<td>CO</td>
<td>Community Organisation</td>
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<td>CRP</td>
<td>Community Resource Person</td>
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<td>CSA</td>
<td>Community Sustainable Agriculture</td>
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<td>CMP-II</td>
<td>Crop Maximisation Project - II</td>
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<td>DRID</td>
<td>Department for International Development</td>
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<tr>
<td>DVM</td>
<td>Doctor of Veterinary Medicine</td>
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<td>EEA</td>
<td>Education and Employment Alliance</td>
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<tr>
<td>EIS</td>
<td>Efficient Irrigation System (drip irrigation)</td>
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<td>EKN</td>
<td>Embassy of the Kingdom of the Netherlands</td>
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<td>FALAH</td>
<td>Family Advancement for Life and Health</td>
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<td>FATA</td>
<td>Federally Administered Tribal Area</td>
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<td>FGD</td>
<td>Focus Group Discussion</td>
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<td>GBTI</td>
<td>Ghazi Barotha Taraiqati Idara</td>
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<td>GoP</td>
<td>Government of Pakistan</td>
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<td>GRG</td>
<td>Gender Resource Group</td>
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<td>IFM</td>
<td>Institute of Rural Management</td>
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<td>IDRC</td>
<td>International Development Research Centre</td>
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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>LDVT</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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*RSPN Annual Report 2010*
<table>
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<tr>
<th>Acronym</th>
<th>Full Form</th>
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<td>MS</td>
<td>Mandal Samakhyas</td>
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<tr>
<td>MTDF</td>
<td>Medium Term Development Framework</td>
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<td>MIP</td>
<td>Micro Investment Plan</td>
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<td>MF/MFB</td>
<td>Microfinance Institution/Microfinance Bank</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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<tr>
<td>MINLDD</td>
<td>Ministry of Livestock and Dairy Development</td>
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<tr>
<td>MER</td>
<td>Monitoring, Evaluation and Research</td>
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<tr>
<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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<tr>
<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>PMSIL</td>
<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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<td>SACOSAN</td>
<td>South Asian Conference on Sanitation</td>
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<td>SAWN</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>SERP</td>
<td>Society for the Elimination of Rural Poverty</td>
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<td>SGA</td>
<td>Sindh Graduates Association</td>
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<td>SHG</td>
<td>Self-Help Group</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>Sindh Rural Support Programme</td>
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<td>SRSP</td>
<td>Sarhad Rural Support Programme</td>
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<td>SWM</td>
<td>Solid Waste Management</td>
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<td>TRDP</td>
<td>Thardeep Rural Development Programme</td>
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<td>TMA</td>
<td>Tehsil Municipal Administration</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>TTS</td>
<td>Toba Tek Singh</td>
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<td>UC</td>
<td>Union Council</td>
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<td>UCPPP</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>WAPDA</td>
<td>Water and Power Development Authority</td>
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<td>WLP</td>
<td>Women’s Leadership Development Programme</td>
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<td>ZS</td>
<td>Zilla Samakhyas</td>
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"The Rural Support Programmes Network (RSPN) is the largest civil society development network in Pakistan."

introduction

Core Competencies of RSPN
Policy Advocacy
Social Mobilisation
Social Sector Services
Gender and Development
Monitoring, Evaluation and Research
Special Projects Wing
Pakistan is predominantly a rural country, with two-thirds of its population of 163 million living in socio-economically deteriorating rural areas. The proportion of people living under the poverty line income is double in rural areas as compared to in urban areas. The poor are highly vulnerable to risks such as illness, disability, unemployment, floods, famine, earthquakes, drought, economic crisis and conflicts, and are constantly preoccupied with risk-averse coping strategies to avoid sinking further into poverty. There is also undeniable evidence that the rural poor have low education and skill levels, and are predominantly engaged in the agricultural sector.

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 (RSPN) is the largest civil society development network in Pakistan. It consists of ten member Rural Support Programmes (RSPs) and the NRSP-Institute for Rural Management (NIRM), all of which espouse a common development vision for poverty reduction and rural development through a well-defined process of ‘social mobilisation’ and citizen empowerment. This approach was perfected through the
untiring efforts of Mr. Shoaib Sultan Khan in the form of the Aga Khan Rural Support Programme (AKRSP), which was started in early eighties and has now become a benchmark for community-driven development. AKRSP’s successes in partnering effectively with poor, rural communities led to the replication of this approach across the country, in the shape of the ten RSPs working in 105 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 organisational support 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 Organisations (VOs), and then agglomerating VOs into Union Council-level Local Support Organisations (LSOs) (See Figure 1 above), the RSPs are able to provide them with a platform, and the necessary capacities and support to make their voices univocally heard.

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:
a. Introducing innovations in the work of the RSPs
b. Research and evaluations of the RSP programmes
c. Policy advocacy to government, donors and the private sector, based on RSP successes
d. Networking with external stakeholders on behalf of the RSPs
e. Investing in capacities and skills of the RSPs
f. Resource mobilisation for the RSPs

1.1 Core Competencies of RSPN

In order to fulfilling its mandate as the network of the RSPs, RSPN has developed competencies in the following areas:

1.1.1 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 the government on frameworks such as the Poverty Reduction Strategy Papers (PRSPs), the Medium Term Development Framework (MTDF) and the Five Year Plans, as well as sector-specific inputs into various ministries.

1.1.2 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 the government, donors, civil society organisations and market institutions.

Strategic and capacity-building support to the RSPs is made possible through developing standard procedures, building community capacities and assessing COs, 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 LSOs are also taking on more responsibility for supporting their member organisations.
1.1.3 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.

1.1.4 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 (GRG), drafting of RSP gender policies, and influencing donor and particularly government programmes through the RSPs, to improve their gender balance.

1.1.5 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. The section also provides capacity building support to the RSP Monitoring and Evaluation (M&E) staff in terms of developing training modules, and conducting M&E training and organising experience sharing workshops.

1.1.6 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 in enhancement, health, education and livestock, for which implementation is done by the RSPs. Projects are bid for by RSPN, with input from the RSPs. RSPN also assumes the function of fund management for the projects.

The following chapters present the highlights of the RSPN sections’ work for the last reporting year from July 2009 to June 2010.
2 policy advocacy
"RSPN’s advocacy over the last two years to improve poverty targeting gained official recognition during 2009, the Benazir Income Support Programme (BISP) ceased beneficiary identification through parliamentarians and instead agreed to use the Poverty Scorecard (PSC)."

policy advocacy

BISP-Nationwide Rollout of Poverty Scorecard for the National Targeting System
Extension of the Union Council Poverty Reduction Programme (UCPRP)
Community Humanitarian Forum of Pakistan
Workshop on Youth Voluntary Organisations
Conclave on Community Activists on Community Led Total Sanitation
Participatory Development through Social Mobilisation
Conflict Areas and the RSPs
policy advocacy

Since its inception, RSPN has developed an excellent relationship with policy-making bodies of the government. RSPN has won recognition as a key institution providing insightful and evidence-based recommendations to different levels of government on rural development and poverty alleviation. Senior representatives from RSPN and the RSPs have had a tangible input into the Government of Pakistan’s MDTF (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 in order to make them more pro-poor. This agenda includes sharing lessons from the RSPs’ innovations with external stakeholders who are with policy-making bodies and are able to influence policy. The following section discusses samples of RSPN’s policy advocacy work, most of which has been supported strategically by the RSPs at the provincial level.

2.1 BISP-Nationwide Rollout of Poverty Scorecard for the National Targeting System

RSPN’s advocacy over the last two years to improve poverty targeting gained official recognition during 2009, the Benazir Income Support Programme (BISP) ceased beneficiary identification through parliamentarians and instead agreed to use the Poverty Scorecard (PSC) instrument, based on Proxy Means Testing. Earlier, RSPN partnered with BISP to carry out a test phase of the scorecard census, with 500,000 households in five districts. Beneficiary families identified in the test phase districts who fall below the cut-off score will continue to be BISP beneficiaries.

Following the test phase in 2009, BISP decided to conduct the nationwide rollout of Poverty Targeting Survey (PTS). RSPN is partnering with BISP to undertake PTS in three clusters: Upper Punjab and AJK, Sindh, and Khyber Pakhtunkhwa and Gilgit Baltistan. The three clusters include a total of 60 districts with 12 million households to be surveyed.

2.2 Extension of the Union Council Poverty Reduction Programme (UCPRP)

After the launch of the Union Council Poverty Reduction Programme (UCPRP) in 2009 by the Government of Sindh, with the Sindh Rural Support Organisation (SRSO) as the implementing partner, the Government of Sindh approved an extension of UCPRP to four more districts at a total cost of Rs 6.2 billion. Similarly, at a cost of Rs 1 billion, the Government of Khyber Pakhtunkhwa is supporting the Sarhad Rural Support Programme (SRSP) in implementing UCPRP in 40 union councils, in the districts of Mardan, Battagram, Upper Dir and Karak. The programme seeks to have high and verifiable impact on poverty, through a focused programme at the union council level. The programme includes activities targeted at specific bands of the poorest of the poor and specific activities for the benefit of women, including a women managed CIF.

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1. RSPN along with the RSPs was partner with BISP in the pilot phase to carry out the PSC census in 5 districts: Mianwali (Punjab), Mirpur Khas (Sindh), Killa Saifullah (Balochistan), Kaser (KP) and Ghangche (Gilgit Baltistan), covering a total of 500,000 households i.e. 100% of all households in these districts. The survey was undertaken by four RSPs (NRSP, SRS, BRSP, and ARSP) during April - June 2009.
Given the strategic partnership with the government, RSPN has put in place quality measures to ensure the success of the programme. In partnership with the RSPs, RSPN has developed standard operating procedures (SOPs) and an operational manual, and has provided Training of Trainers (ToT) to support RSP staff members in the UCBRP. In addition, RSPN has engaged the Sustainable Development Policy Institute (SDPI) to carry out a regular third-party process review of the UCBRP being implemented by SRSO. For each process review, SDPI randomly selects 12 union councils, and selects 2 VOs from each union council. All SRSO activities in the selected VOs are then reviewed. SDPI has undertaken three process reviews to date.

2.3 Community Humanitarian Forum of Pakistan

Given the recent recurring humanitarian crises in the country, several community and RSP leaders advocated the need to set up a Community Humanitarian Forum of Pakistan. In response to this demand, RSPN hosted the inaugural meeting of the Community Humanitarian Forum on May 11, 2010 in Islamabad. The meeting was attended by community members from 13 districts of Khyber
Pukhtunkhwa, Baluchistan, Sindh and Punjab as well as RSPs and RSPN staff. The purpose of the forum was to demonstrate that the RSPs and organised communities are the largest actors in relief and humanitarian programmes in Pakistan, and that the RSP approach is strongly rooted in local communities. The forum allowed the voices of the people to be heard at the provincial and national levels, in order to impact government, donor and INGO humanitarian policies.

2.4 Workshop on Youth Voluntary Organisations

RSPN collaborated with the Ministry of Youth Affairs to organise a one-day workshop on Youth and Civil Society. The event took place on March 18, 2010 in Islamabad and was attended by nearly 200 participants from organisations dedicated to youth development, government ministries, LSO representatives and donors. The purpose of the workshop was to highlight the different types of innovative activities taking place specifically for the development of youth in Pakistan. The chief guest of the workshop was Mr. Shahid Hussain Bhutto, Federal Minister of Youth Affairs. The event also gave an opportunity to the participants to provide their recommendations for the implementation of a national youth policy.

2.5 Conclave on Community Activists on Community Led Total Sanitation (CLTS)

RSPN convened a national level conclave on sanitation in Bhurban on December 23 to 24, 2009. The purpose of the conclave was to share lessons learnt, review the CLTS framework and prepare a strategy to achieve the desired outcome of Open Defecation Free (ODF) communities. The event was participated by the RSPs staff and community activists who have been involved in CLTS activities since 2007. A total of 61 participants attended the conclave, including 26 staff and 35 community activists from 22 districts of six RSPs. The key outcomes of the conclave were:

a. Better understanding of constraints and issues impeding the achievement of 100 percent ODF status of villages
b. Orientation of all relevant RSP staff working on the revised sanitation strategy and framework based on the review of CLTS strategy in 2009
c. Incorporation of the feedback of RSP staff and community activists on the revised strategy and framework, and
d. Preparation of action plans by RSP staff based on the revised sanitation strategy and framework.

2.6 Participatory Development Through Social Mobilisation

Through this World Bank-Government of Pakistan project, which is fund-managed by PPAF, the RSPs began social mobilisation in 19 districts, aiming to organise 1.33 million rural households into 66,498 COs (50% women’s), 4,706 VOs and 104 LSOs within a two-year period.

RSPN’s support to the project was through assistance to PPAF and the RSPs in developing project monitoring indicators, providing a Social Mobilisation Manual for the RSPs and PPAF, and sharing lessons from LSOs piloted by RSPs through RSPN support under its DFID phase.

RSPN was responsible for designing and bringing this project to the RSPs, with the Planning Commission and the World Bank. As of June 2010, over 600,000 households have been organised into more than 40,000 COs by 6 RSPs in 19 districts and 698 union councils.

2.7 Conflict Areas and the RSPs

Foremost among the challenges faced this year has been the deteriorating security situation in the country, particularly in the Khyber Pukhtunkhwa province. This has impacted the programmes of the RSPs, leading to a strategic re-think in areas of micro-credit, with the need to undertake ‘Islamic’ credit, women’s programmes, and programmes for youth, and to rely much more on the lead that community activists and LSOs can provide in areas where RSP presence now needs to be carefully planned. The RSPs have been at the centre of the work with the IDPs in Khyber Pukhtunkhwa and from FATA, undertaking distribution of food and non-food items there on behalf of the UN family. It is clear that disaster, relief and conflict are moving into the centre-stage of the RSP agenda in the north of Pakistan. These events are expected to lead to a new conversation between communities and the RSPs, one that will centre on issues of peace, tolerance and how to address conflict. In fact, this is a lesson RSPN is learning from the LSOs, some of which have already started an internal dialogue on these issues.
3

social mobilisation
"The number of COs has increased from 158,227 in June 2009 to 226,618 in March 2010 (a 43% increase). The CO membership has increased from 2.7 million to 3.8 million households, of which 42% are women."

social mobilisation

Investments in Building and Strengthening Civil Society Organisations in Rural Areas of Pakistan
Social Mobilisation Documentation, Research and Dissemination
Social Mobilisation Capacity Building and Coordination
social mobilisation

There are two important hallmarks of the RSPs’ approach to social mobilisation. Firstly, 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. Secondly, the RSPs’ primary aim is to create an enabling environment for the organisations of the poor through advocacy and the 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 in harnessing 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 one of the major reasons for the scale of poverty observed 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 communities 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’ agencies. The RSP social mobilisation process begins when RSP Social Organisers hold a dialogue with community members. The basic purpose is to enlist the community members’ willingness for self-help. After a successful dialogue, community members get together and form 15 to 20 member 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 (MIP) in which each member household identifies and prioritises its potential and needs for improving its own economic status. CO leaders then begin the process of mobilising local resources as well as creating linkages with the RSPs and other service providers to meet those needs. Most often, the MIPs identify room for 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 VOIs, 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 VOIs General Body. Members of a VO democratically elect their leaders, usually a president, a manager and an accountant. The next stage is for the VOIs to federate at the Union Council level to foster a Local Support Organisation (LSO). Each VO is represented in the LSOs General Body. Members of the LSOs 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 an intermediary between other sources of support, and the VOIs 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 VOs, leading to their having an enhanced ‘voice’.

3.1 Investments in Building and Strengthening Civil Society Organisations in Rural Areas of Pakistan

While the work of the RSPs to bring more rural households into community organisations has continued, RSPN’s focus has been on strategic, value added services to its partners i.e. guidance and training to the RSPs in building on social mobilisation through the LSOs and the support networks of LSOs at the tehsil and district levels. The number of COs has increased from 158,227 in June 2009 to 226,618 in March 2010 (a 43% increase). The CO membership has increased from 2.7 million to 3.8 million households, of which 42% are women. The formation of LSOs has picked up from 202 LSOs in June 2009 to 306 in June 2010. In Azad Jammu and Kashmir (AJK), Ghizer District, Chitral District and Dargai Tehsil of Malakand District, the LSOs have been further federated into LSO Networks (LSONs) at the tehsil and district levels. At present there are 6 LSONs. These community-based civil society organisations have taken on a variety of innovative initiatives. To cite some examples: LSOs in Gilgit Baltistan and Chitral are engaging government, other civil society organisations and community members in democracy and development dialogues. The Ghizer LSON has held a meeting with government officials and political representatives (members of the Gilgit-Baltistan Legislative Assembly – GBLA) to discuss the issue of ‘intrusions’ from Diamer District into Ghizer District. Historically there has been a problem of livestock theft and kidnapping of women by some people from neighbouring Diamer District who come through the mountain passes and ‘nallas’ into the Ghizer valley. The LSOs have made an effective video, with interviews of affected families, which they used as an advocacy tool to show the GBLA members. In addition to this, a group of 20 men from NGO Network Diamer (fostered by the IFAD-funded Northern Areas Development Project – NADP) were provided exposure by the Ghizer LSON which deliberately concentrated on showing their efforts in girls’ education and women’s projects. This exchange may have started a unique relationship and a pathway to change in a conservative area like Diamer District.

LSOs in Abbottabad and Rawalpindi districts have created linkages with several public agencies, including the Pakistan Baitul Mal, the Department of Education, the National Agriculture Research Centre, the Technical and Vocational Training Authority (TEVTA), and have accessed resources to construct latrines in girls schools, upgraded a middle school to a high school, received inputs in Natural Resource Management (NRM) and technical training. Similarly LSOs in the Malakand District have
The Rationale for Local Support Organisations

- The extent of ‘social mobilisation’ — helping people organise for the common good — was quite limited (a major point made by outsiders), given that it depended almost entirely on the limited human and financial resources of the RSPs. Also, it was both laborious and expensive.

- The community-based process of social mobilisation would have at least three advantages: (i) it would be relatively inexpensive and fast; (ii) it would ‘empower’ communities to do things on their own; and (iii) it would allow communities to own the process and the institution.

- A formally federated structure of rural communities would increase their capabilities to engage with the government to influence public policy and practices, and with the private for-profit (business) and not-for-profit (civil society) institutions and agencies. Also, it can greatly facilitate the development-oriented work of the public and private sector organisations and donors for the benefit of communities on a fair and efficient basis.

Mahmood Hasan Khan (2010)
initiated work in the following areas: supporting IDPs and promoting peace and security, poverty targeting, women’s empowerment, resource mobilisation, children’s and women’s rights, and developing linkages with government e.g. for social protection programmes, Zakat and Baitul Mal, etc.

3.2 Social Mobilisation Documentation, Research and Dissemination

RSPN continuously provides value added services and closely reviews these newly emerging civil society organisations through conducting internal and external assessments. In this connection RSPN, engaged two senior researchers, Dr. Mahmood Hasan Khan and Dr. Shaheen Rafi Khan, to conduct studies on the LSOs.

Dr. Shaheen Rafi Khan, associated with the Sustainable Development Policy Institute (SDPI), has been carrying out research on 18 LSOs in the RSPN’s areas. His study included LSOs from all parts of the country and also included women’s LSOs. Dr. Khan’s study looks into the benefits that LSOs have been able to provide to their communities in comparison to those communities which lack organisations such as the LSOs. Through a process of household surveys, Focus Group Discussions (FGDs), and key informant interviews with all the stakeholders, key findings of the study have shown that LSOs have been able to carry out developmental activities which have been much-needed by the communities and which have been both ambitious and innovative in their design. In addition to projects, the LSOs have been successful in bringing about awareness in the communities regarding negative cultural thoughts and practices such as feudalism and exclusion of the poorest. Regarding women’s empowerment, the study has found that there has been an increase in gender sensitivity because of the LSOs. Examples of this can be seen by the fact that LSOs, while carrying out their planning, have seen the importance of discussing women’s issues separately in order to ensure that the developmental agenda includes activities pertaining to the needs of both men and women.

Overall, Dr. Shaheen Rafi Khan’s extensive study has found that stakeholders from the grassroots rank LSOs as viable and productive organisations. Over four-fifths of the respondents have expressed satisfaction with the pace of the work of their LSOs, while the same numbers have also found LSOs to be highly effective. Four-fifths of women respondents have also found that their income has increased because of the presence and work that their respective LSO has been carrying out for them.
Local Support Organisations and Emergency Relief Support for Flood-Affected Victims

On the August 7, 2010, Pakistan was hit with torrential Monsoon rains. The most hard-hitting area was the province of Khyber Pakhtunkhwa, which witnessed the worst ever floods in over 80 years. However, in time, various other parts of the country were also affected by flood-water, areas within Punjab, Sindh and Balochistan.

It was at these most precarious times that the LSOs were the first to spring into action to come to the assistance of the victims of this terrible natural disaster. The first LSOs to mobilise their members were the ones in Khyber Pakhtunkhwa, notably in districts of Nowshera and Charsadda. A total of 25 LSOs from various union councils in and around Nowshera and Charsadda immediately started mobilising resources, both in cash and in-kind. Resources were used to purchase cooked food items and non-cooked food items. In addition to this, LSOs were also able to provide non-food items such as clothes, shoes, kitchen kits, hygiene kits, blankets, shawls, tents and mosquito nets. Besides the above, one of the biggest needs coming from those families affected by the floods was medical attention. Although the flood itself did not result in a massive loss of life, the aftermath of the flood has meant that millions of people are being forced to live in unhygienic conditions. As a result, water-borne diseases, skin ailments, diarrhoea and general malnutrition are slowly but surely spreading amongst the affected households. In this regard, several of the LSOs managed to set up free medical camps in and around the affected areas. These medical camps were only made possible at such short notice because of the linkages that the LSOs had developed over the years with various organisations. In addition to this, the RSPs in the affected areas were also able to provide much needed support and resources which the LSOs were ready to absorb and spread through their local knowledge and presence on the ground.

LSOs from remote areas have also provided much needed support to affected households. In Kohistan, LSO RADO managed to provide food and non-food items to over 1,000 households in its union council of Jilal and the surrounding union councils. The LSO provided shelter to the families in their own members’ houses and in a government school. In addition to this, the LSO organised its members into teams in order to make rope pullays to reach households cut off by flooded streams and to clear debris from key roads and lanes.

As of the August 14, 2010, over 146,000 flood-affected households have been supported in districts of Nowshera, Charsadda, Dera Ghazi Khan and Kohistan.
RSPN commissioned another study of LSOs, by Dr. Mahmood Hasan Khan, Emeritus Professor of Economics at Simon Fraser University, Canada. With a sample of 18 different LSOs, spread across Pakistan, his study focused on the formation and development of LSOs as representative entities (confederations) of the participatory COs in different parts of Pakistan. It also highlights the constraints and achievements of the COs and LSOs, and lay much emphasis on the partnership of the organised communities with the RSPs and RSPN in the transition from dependence to autonomy (self-reliance).

3.2.1 A Study on Savings Practices in COs and WOs

One of the roles of RSPN is to carry out research on current and emerging development issues in order to highlight their significance. One such study was commissioned by RSPN and carried out by ShoreBank International, on the practice of community savings in the RSPs’ COs. Increasingly, savings has been an area which has been neglected thus far by many organisations, which instead prefer to focus on micro-credit. To this end, the purpose of the study was to review best-practices of community savings and their utilisation in order to identify some further options for community-based mobilisation of savings, their management and utilisation. The study looked at over 30 COs covering five RSPs throughout the country. The study indicates that strong social mobilisation, monthly meetings on regular savings, unity and trust among members and office bearers, and accuracy and transparency in record keeping are the major elements that lead to high levels of savings in the community organisations.

Based on the result, the study documented different modes of saving and activities that promoted saving, such as internally lending savings within COs. The effect of this has been that members have been able to have access to micro-loans of a flexible nature while having their management capacities built as well. Other modes of encouraging and increasing savings have been through the “Committee” model (a form of ROSCA) in which an informal group meet for a defined period of time in order to save together. The study highlighted the fact that women were more regular and active in CO meetings and in saving. The effect of saving on women members was found to have been an increase in their confidence while the study also cited several cases where women have noticed a positive change in their status within the household.

3.2.2 Donor Directory for LSOs

In order to facilitate the development of linkages between LSOs and other organisations, RSPN has developed a directory of development organisations. The directory features over 275 organisations related to the field of development and also those organisations with funds/support for development initiatives. The directory includes international NGOs and foundations, bilateral and multilateral agencies, government-supported departments and organisations, and local NGOs. With this resource, it will be possible for the LSOs to reach to a larger number of organisations for developing linkages and also to create awareness within the LSOs about the different types of donors, funds and organisations that are currently working in Pakistan.

3.3 Social Mobilisation Capacity Building and Coordination

Building upon the lessons being learnt constantly through the field experiences of the RSPs, and the research and evaluations being conducted by RSPN, a manual on social mobilisation was developed by RSPN. In the manual, the three-tiered approach to social mobilisation was updated and elaborated upon. The manual itself has developed into a source of information for social mobilisation practitioners, both inside and outside of the RSPs. The reason for this can be found in the fact that the manual contains a step by step account of the social mobilisation processes and practices which have been honed in, refined and re-refined by the RSPs over a span of 27 years. In addition to this, the manual possesses detailed formats relating to the three-tiered approach to social mobilisation. Due to the diversity present within the RSPs, the manual was translated into both Urdu and Sindhi in order to aid better understanding of the approach and increase the usability of the manual in different parts of the country especially by the community activists. The manual itself was reviewed and developed in collaboration with the RSPs through the Social Mobilisation Resource Team (SMRT).

The SMRT group consists of the social mobilisation focal persons from all the RSPs. The group meets on a quarterly basis to discuss upcoming issues in the field of social mobilisation. As mentioned before, it is also an opportunity for material to be developed which takes into consideration the varied environment and contexts of different areas in which the RSPs operate. This year, the SMRT group mainly discussed issues regarding the strengthening of
the three-tiered approach and of the LSOs especially. These concerns have been highlighted by the RSPN-commissioned LSO studies, and RSPN is accordingly in the process of developing an Institutional Development Manual for LSOs. In this regard, several meetings have been held with the SWRT group in which the outline and content of the manual have been discussed. The manual will provide a set of guidelines for the LSOs on how they can better organise and manage their organisations in order to become more effective for the communities which they serve. The Institutional Development Manual will also be translated into Urdu and Sindhi in order to become more accessible to people in all parts of the country.

Taking one step further, in the year 2009-2010, RSPN carried out ‘Training of Trainers’ (ToT) events. The training was based on the social mobilisation manual in which the three-tiered approach was detailed. Senior social mobilisation staff from all the RSPs participated in the event. The purpose of the ToT was to train a cadre of staff in this updated social mobilisation approach in order for them to roll out the training and train more staff in their own organisations. A total of 46 staff was trained in the ToT (including 14 women), out of which 20 returned for an experience-sharing workshop. The workshop included not only the ToT graduates but also the RSPs’ District Managers from their respective areas. In the workshop, feedback was provided back to RSPN on the manual, the ToT and on how effective it was to practically conduct the steps documented in the manual and demonstrated in the ToT.

As a result of the ToT, the RSPs have reported a wide replication of the training, with a total of 2,781 training events being held in the period of January to June 2010. Participants of these training events have included both RSPs staff and community members, coming to a total of 63,132 participants.

One of the ways in which RSPN promotes further learning is through exposure visits. In October 2009, a team comprising of five RSPN and RSPs staff, and two LSO activists, went to Bangladesh in order to see BRAC’s “Targeting Ultra Poor” (TUP) programme. The exposure visit resulted in the facilitation of tangible recommendations for the poverty-targeted programmes of the RSPs, such as the UCFFP programmes taking place in Sinch and Khyber Pankhtunkhwa.

Similarly, in March 2010, an RSPN staff member visited Ghana for taking part in a week-long training on community-managed savings and credit at the village-level. The training included various models of community-managed microfinance taking place in developing countries.
The over 300 participants who attended the two-day Second National Convention of Federations of Community Organisations in December 2009 in Islamabad. The mass of participants included over 200 participants coming from rural communities all across Pakistan, from districts such as Kohat, Multan, Tharparkar, Ganche, Skardu, Ghizer, Gilgit, Muzaffarabad, Haripur, Khaneval, Mastung, Turbat, Karak, Chakwal, Mianwali, Sialkot, Gujrat, Mardan, Swabi, Attock, Malakand, Gwadar, Bahawalpur, Bahawalnagar, Dera Ghazi Khan, Rawalpindi, Kashmore, Jhelum, and Chitral.

Throughout the world. Particular focus was given on the Village Savings and Loan Associations (VSLA) model being implemented by various INGOs, particularly Care International, in different countries. As a result of the training, discussion has opened up with some RSPs about piloting the model in Pakistan.

3.3.1 Second National Convention of Federations of Community Organisations

Following on from the success of the First National Convention of Federations of Community Organisations in 2008, RSPN held the “Second National Convention of Federation of Community Organisations” spanning over two days in December of 2009. The event boasted an impressive guest list of over 300 participants, out of which 200 participants were from LSOs from across the country. Other participants included representatives from both the federal and provincial governments, donor-agencies, INGOs and NGOs, and other civil society organisations. The guests of honour at the event were Mr. Qamar uz Zaman Kaira, Federal Minister for Information and Broadcasting, and Mr. Ismail Qureshi, Secretary Establishment Division.

At the convention, LSOs from across Pakistan presented their achievements in various development areas. These were areas such as peace and security, community-managed microfinance, women empowerment, inclusion of and support to the poorest, support to minority communities, promotion of literacy amongst children, resource mobilisation, implementation of self-help initiatives and the introduction of the concept of LSOs. The presenting LSOs hailed from across the country, from districts such as Kohat, Karak, Mustung, Malakand, Abbottabad, Haripur, Chitral, Skardu, Gilgit, Muzaffarabad, Tharparkar, Chakwal, Bhakkar, Multan and Jhelum.

As a result of the convention, great interest has been generated in the LSOs from within the government and civil society. It has also resulted in a regenerated enthusiasm and belief in the LSOs, and in their natural ability to achieve development goals for their communities. Events such as the Second National Convention of Federations of Community Organisations have led to the promotion of the three-tiered approach and of the potential that resides within rural communities.

RSPN Annual Report 2010
"RSPN developed IEC material specifically for its rural audience in all relevant languages, to change their behaviour on prevailing hygiene and sanitation issues."

social sector

Pilot Assessments and Technical Assistance in Community-led Total Sanitation (CLTS)
Conclave of Community Activists on Community-led Total Sanitation (CLTS)
Pilot Assessments and Technical Assistance in Solid Waste Management
Solid Waste Management Initiative of GBTI
social sector

While inadequate social sector development has been an enduring attribute of Pakistan in general, rural Pakistan in particular bears evidence of an extremely poor social sector. Compared to 95 percent of urban Pakistanis, only 87 percent of rural Pakistanis use improved drinking-water sources.¹ The case of improved sanitation facilities is starker: weighed against 90 percent of urban Pakistanis using improved sanitation facilities, only 40 percent of rural Pakistanis benefit from the same category of facilities.² More fundamental measures of healthcare in Pakistan betray an even graver state the country’s rural population is living in: the infant mortality rate is 79.4 against 66.5 among the urban population³, while the maternal mortality rate is 314 against 112 among the urban population⁴. Rural Pakistan also features as a cascading minority in benefitting from education. With national education averages of Pakistan already amongst the poorest in South Asia, rural Pakistan reveals education averages even poorer still. Therefore, for example, while national female literacy stands at 40 percent, only 33 percent of females qualify as literate in rural Pakistan, with the figure falling further still to an insignificant 15% in rural Baluchistan.

² ibid.
⁴ ibid.
From this representative statistical portrait of Pakistan’s rural social sector, it is evident that the state has persistently failed to ensure adequate social sector development. In this void of action, non-governmental grassroots entities such as community-based organisations have partially assumed the responsibility of undertaking social sector development in Pakistan. RSPNs, with their singular focus on COs, feature significantly in this movement toward grassroots action, and the Rural Support Programmes Network (RSPN)’s social sector section exists exclusively to assist the RSPs in their work with and support to organised communities. RSPN’s social sector section assists the RSPs in formulating and programming social sector strategy, in building capacity of RSP staff to implement their social sector programme, in documenting RSP social sector initiatives, in networking and partnering RSPs, and in mobilising resources through government and multilateral and bilateral donors.

Specifically for the reporting period of 2009-10, RSPN’s social sector assistance to RSPs focused primarily, though not exclusively, on two areas of assistance: Community-Led Total Sanitation (CLTS) and Solid Waste Management (SWM). As community-based approaches that encourage community members to take issues of sanitation and waste in their own hands in order to improve the overall health and environment of the population, both required RSPN in ensuring and improving their possibilities for scaling up. In order to extrapolate both approaches from small local scales to larger landscapes, RSPN has been assisting RSPs in their CLTS and SWM initiatives by deploying rigorous monitoring and documentation, by learning from experience, and by creating flexibility within the approaches to ensure their adaptability to different conditions and constraints for success and sustainability. Accordingly, RSPN undertook the following major activities toward assisting RSPs in scaling up CLTS and SWM.

4.1 Community-led Total Sanitation (CLTS)

4.1.1 Pilot Assessments and Technical Assistance in CLTS

The lessons learnt from the original four CLTS pilots conducted by RSPN during 2007-8 have played an important role in subsequent RSPN social sector activities. Following pilot reviews by LUMS and RSPN, with the latter also including input from UNICEF, World Bank WSP and others, it was revealed that the poorest households required, among other things, a substantive health and hygiene education component. RSPN accordingly decided to incorporate, under a UNICEF supported programme, an Information Education and Communications (IEC) strategy into its CLTS packages to be used for scale up by the RSPs. Over the course of the annual period under review, therefore, RSPN developed IEC material specifically for its rural audience in all relevant languages, to change their behaviour on prevailing hygiene and sanitation issues. The material developed included:

a. A guidebook on latrine technology options for communities (in English, Urdu and Sindi),

b. A booklet on personal, household and community hygiene (in Urdu and Sindi).

[5] Community Led Total Sanitation (CLTS) is an innovative methodology for mobilising communities to completely eliminate open defecation (OD). Communities are facilitated to conduct their own appraisal and analysis of open defecation (OD) and take their own action to become ODF (Open Defecation Free).
c. Leaflets and posters on hygiene and hand washing (in Urdu).

In order to saturate the environment of the targeted rural communities with hygiene and sanitation promoting messages, this material was widely disseminated at the community level, including to the RSPs, LSOs and other organisations involved in water and sanitation.

RSPN’s process of incorporating new lessons from the field and stakeholders has not ceased here. Another key finding of the CLTS technical review was to devise a mechanism to establish a Sanitation Marketing Model, which represents a system of sustainable linkages between the communities and the market for sanitary ware. In this regard RSPN, in consultation with community members of CLTS pilot project in Rana Wahlen, Mutan, is now developing a mechanism to orient the masons and activists on the latrine technology options and to address the issue of access to sanitation materials by devising a sustainable mechanism.

### 4.1.2 Conclave of Community Activists on CLTS

In order to share lessons learnt, to review the CLTS framework, and to prepare a strategy to achieve the desired outcome of Open Defecation Free (ODF) communities, RSPN convened a national level ‘Conclave on Sanitation’ in Bhurban on December 23-24, 2009.

#### Rural Support Programmes Working in CLTS

1,102 villages triggered with total 82,048 households, (approximate population 738,362)

330 villages achieved “Open Defecation Free” status with 42,615 households (approximately benefiting 289,073 population)

In the remaining 772 villages, triggering is in process with 39,433 households and approximate 449,284 population to be benefited.
Attending the conclave were a total of 61 participants: 26 RSP staff and 35 community activists from six RSPs engaged in CLTS since 2007 in 22 districts across Pakistan. The key outcomes of the Conclave were:

a. Updated information on RSPs activities in 7,44 villages as of November 30, 2009;

b. Better understanding of constraints and issues impeding the achievement of 100 percent ODF status of villages;

c. Orientation of all relevant RSP staff working on the revised sanitation strategy and framework based on the review of CLTS strategy in 2009;

d. Incorporation of the feedback of RSP staff and community activists on the revised strategy and framework; and

e. Preparation by RSP staff of action plans based on the revised sanitation strategy and framework.

4.2 Solid Waste Management (SWM)

4.2.1 Pilot Assessments and Technical Assistance in SWM

Similar to the reviews and responses emanating from its CLTS pilots, RSPN has also scrutinised and learnt from the RSP experience of implementing community-based solid waste management initiatives in Sargodha by PRSP and in Attock by GBTI. Recognising the need for the involvement of proficient trainers in future efforts, RSPN is now consolidating a comprehensive trainer programme that will specialise candidates in planning the implementation of community-based solid waste management. RSPN’s efforts to identify gaps in existing solid waste management projects and provide technical assistance to RSPs led it to arrange consultant visits to the sites in Sargodha and Attock, who conducted assessments and subsequently provided PRSP and GBTI technical assistance on the identified issues, including on how to market the manure and inorganic waste on profitable basis.

4.2.2 Solid Waste Management Initiative of GBTI

Incorporating the lessons learnt by RSPN from previous SWM initiatives, RSP GBTI initiated a solid waste management project in Union Council Ghurughasti in April 2010. The project staff and committee members, totalling ten persons, were oriented on the project’s proposed activities and their assigned roles and responsibilities. With the initial run of the solid waste collection started, a total of 140 households (out of a possible 1,200) have currently been incorporated into the project’s activities. By July 2010, GBTI will be extending the solid waste collection to 50 percent (of a possible 1,200) households in Union Council Ghurughasti and the RSP will also be establishing the project site for sorting the organic and inorganic waste.
gender and development
"The monthly incomes of women clients have increased substantially and 95% of the women are utilising the credit for their own productive purposes."

A GRG Finding on the SRSP Urban Micro Finance Programme
gender and development

One of RSPN’s key roles is to promote gender 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 healthcare. 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 also benefit.

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 for improving women’s livelihoods, empowerment and participation in their communities. The gender and development activities are structured around four areas:

1. Support to the RSPs for gender-focused programming and gender mainstreaming
2. The RSPs’ Gender Resource Group (GRG) and advocacy entity for gender mainstreaming
3. Gender focused research and documentation
4. Capacity building for gender mainstreaming

5.1 Support to RSPs for Gender-Focused Programming and Gender Mainstreaming

RSPN has provided funding and technical support for gender-specific activities and programmes in the RSPs since 2006. The programmes include: financial support to the AJK Women’s Business Association, support to the enterprise project implemented by BRSP in partnership with AHAN (Aik Hunar Aik Nagar) and the Badbaan enterprise programme. Some of the major gender-focused initiatives undertaken during 2009-10 are given below.

In 2009-10, RSPN funded a project titled “Enhancing community members’ awareness of women’s and children’s human rights and roles in local social organisations in Muzaffarabad District, AJK”. The objectives were to raise awareness of governance, gender equality and women’s rights issues in CDVs/VOs/LSOs, and to enhance the capacities of those local organisations by strengthening existing linkages with relevant local and regional NGOs and elected councils. As of June 30th, 24 sessions on rights-based awareness have been delivered and workshops on children’s rights have been held with members of 27 LSOs; five activists from each VO participated. The workshops have addressed women’s right to education, the need for good nutrition, protection against child labour and protection against sexual harassment. The resource persons were independent gender consultants.

A day-long seminar was organised in Tehsil Muzaffarabad in June 2010. Members from the Social Welfare Department, the local government and the LSO executive bodies participated. Here the issues raised included women’s rights to inheritance, the equality of men and women, women’s lack of involvement in decisions about marriage, and the control over assets.

The other project currently being funded by RSPN is “Support to THDP for its Rights Based Gender Programme”. 

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With a budget of Rs 1,576,000, the project will run from April to September, 2010. RSPN is funding the Gender Action Learning System (GALS) ToT, which is part of a wider framework of gender-focused capacity building and programming. GALS is a process in which all literate and illiterate members can participate in individual and collective planning for development and livelihood enhancement. The project is based on inclusive and participatory principles, and simple mapping and diagram tools – these are used for three things: individual life and livelihood planning, institutional awareness-raising and changing power relations, and collective action and gender advocacy for change.

5.2 RSPN Gender Resource Group and Advocacy Activities for Gender Mainstreaming

5.2.1 Gender Resource Group (GRG)

The first quarter 2010 GRG meeting was held on April 15 and 16. The objective was to give input to the Bacha Khan Poverty alleviation plan being implemented by SRSP. This programme is the equivalent of the Union Council Poverty Alleviation Plan. On the first day, the NRFSP Gender Programme Manager presented the details of the pilot UC Plan which she had implemented in UC Kamar Mashani. The GRG member from SRSP then discussed the progress of and the issues arising from implementing the UC Plan in 5 districts of Sindh. The SRSP District Programme Officer for Marjan then presented the details of the Bacha Khan Poverty Alleviation Plan programme. The GRG members visited women’s and men’s COs to discuss the programme with them. So far, it has been possible to form 85 (of 483) women’s COs under the programme. SRSP is working in a cultural environment in which men traditionally lead the way, and working with women follows when this is deemed appropriate. The programme interventions for women include the Community Investment Fund (CIF) and skills training. The dialogues held at the time of social mobilisation highlight the benefits to the poor and marginalised, especially women, thus making their participation and organisation mandatory in the entire process.

Following the visit, the GRG members recommended a gender-balanced approach to staffing, regular ‘gender reviews’, baseline research on qualitative women-specific indicators, and a gender-focused review of the PC-1. During the field visit, women and men indicated their
willingness to work as Community Resource Persons (CRPs) and to take the social mobilisation message forward.

The women were eager to acquire non-traditional skills such as mobile repair, electronic assembly and cane weaving. The GRG recommended that the CMST and LMST modules be revised to integrate an understanding of gender; gender sessions have since been added and delivered. When it is culturally acceptable, exposure visits for men and women LSO and VO office bearers and CRPs will also be arranged.

At the second quarter 2010 GRG meeting, held on July 1, the objective was to share the new initiatives taken by the 30 members. Three of them presented a ‘gender analysis’ of programmes and projects; these are described in more detail below. The findings will be shared with the senior management of the RSPs.

5.2.2 GRG Members’ Research Initiatives

Women’s Empowerment: A GRG member from SRSP conducted a study of women’s empowerment as it relates to the SRSP Urban Micro Finance (MF) Programme. The study was conducted in Nowshera and Peshawar. The objectives were to gain an understanding of the cultural and socio-economic status of urban women micro-credit clients, the SRSP MF package and its value to low income urban women, and the exploration of women’s ‘empowerment’ in the MF package design.

The study focused on women’s mobility and their interaction with formal institutions, gaining technical and practical understanding regarding the credit process, and studying personality aspects such as confidence and interpersonal skills, vital for women if they are to interact in public with men and other women. Some of the main findings were:

a. The monthly incomes of women clients have increased substantially and 95% of the women are utilising the credit for their own productive purposes.

b. Many women have become to the SRSP Micro Finance branches for the first time, travelling by themselves.

c. The programme increases women’s interpersonal skills as well as their understanding of credit procedures.

Profile of a Women’s CO (WCO): Two GRG members, one from NRSP and one from SRSP, conducted a qualitative study which resulted in a profile of a 16-member women’s CO in the village Mora Daroga of UC Lodhra, in the NRSP Rawalpindi Region. The purpose was to learn the degree of empowerment made possible by the women’s CO membership. The women’s CO was formed 2 years before the men’s CO. Most of the villages (and CO members) are literate and the social context is one which does not restrict women’s mobility and interaction within the village.

The GRG members interviewed WCO members, the president and the activist, and held FGDs with members and non-members. They learned that, as with many women’s COs, savings, credit and trainings held in the village were attractive to the members. None of the CO members expressed any ‘mobility’ problems. The CO members cashed their own credit cheques at a commercial bank, which is a significant indicator of mobility and control over this resource. Two CO members are LHWs and one is a teacher. All are literate. The CO members were aware of a small number of other development organisations, including PAIMAN, which provides health awareness. The activist and two members belonged to a health management committee and one member was interacting with the NGO Al-Huda. Several of the CO members were in contact with the school management, but none had interacted with the local Government. CO members who have borrowed have found it valuable. Most women have bought livestock.

The members were asked to rank several ‘quality of life’ indicators. All of them noted that their incomes had increased as a result of access to micro-credit. Some indicated they were better aware of their own abilities and now found it easier to discuss issues within their homes. Some also said their opinions were now sought on household decisions, although ultimate control remained with the men. Their knowledge of the credit and banking systems and procedures had increased, which they found significant. A number of men CO members were asked the same questions about the women; they indicated that the women had become more aware of community problems and that their role in household management (including budgeting) and decision making had improved.

LSOs in Chitral: A GRG member from Chitral analysed LSOs in the area, with a view to aiding the AKRSP management in improving the gender-equity strategies for LSOs. Her focus was on women’s roles in decision-making at village and UC level organisations. She found
that there are fewer women in the LSG boards, because of social constraints (e.g. women are unable to travel without men, and transportation costs are high), because of traditional assumptions about men being the rightful decision-makers, and because of the fact that there has been no proactive effort to ensure that women are equipped to play a role in decision-making bodies. She also noted that the strong focus on women’s activities has meant that the men, particularly the younger men, are being left out of development activities. The analyst recommended gender sensitisation and analysis sessions for the LSO board of directors.

5.2.3 Conference on Policies and Legislation Affecting Women

On June 30, RSPN held a conference on legislation, policies and projects intended to protect and/or benefit women. The conference was based on the premise that a dialogue between RSPN, the RSPs, the government, the Women’s Parliamentary Caucus, and key projects (for example, the UNDP Gender Justice and Protection Programme and the Punjab Gender Sensitive Policing Project) would be of benefit to all involved. The chief guest was the advisor to the Prime Minister on women development, Ms. Yasmeen Rehman, MNA, Dr. Donya Aziz, MNA and member of the Women’s Parliamentary Caucus spoke about legislation that has been enacted recently or is in the process of being enacted. A leading member of the Alliance Against Sexual Harassment (AASHA) spoke about the decade-long effort to enshrine protective measures in legislation which recently came to fruition. Another panel examined gender and poverty, with one speaker discussing efforts to mainstream gender into the PRSPs and another describing UCPRP, whose beneficiaries are all women.

The afternoon session focused on ‘Improving the State’s Ability to Protect Women’. The speakers provided details of the UNDP Gender Justice and Protection Programme, the Gender Responsive Policing Project (Punjab) and the Aurat Foundation’s nation-wide Legislative Watch Programme.

An extensive discussion concluded the conference, with a focus on how to incorporate what had been learned into the RSPs’ social mobilisation practices. The recommendations included: RSPN increasing its advocacy for national policies and legislation concerning women, translating legislation into easily understood terminology and into Sindhi, Punjabi and Balochi for community members, and holding sessions to inform LSO members about the laws that affect them. The need was noted for sharing information widely among the RSPs and the community organisations they foster, with the GRG as being a good mechanism for this. Another suggestion was to increase the knowledge of the RSP staff and management about the legal environment and to design training courses about legal and social matters for community members. The conference was recorded by Radio Pakistan, and two, hour-long programmes, were produced and broadcast. An overview of the conference, and a link to the Radio Pakistan recordings, are available on the RSPN website.

5.2.4 Networking Activities

RSPN participated as a sponsor in the 2009 International Day of Rural Women on October 15. This country-wide initiative was led by the Potohar Organisation for Development Advocacy. NGOs and RSPs from across the country attended, including NHSP, SRSD and SHSP. In addition to presenting their points of view, some LSO members displayed the goods they had produced or harvested at one of the outdoor stalls.
5.2.5 Roshan Mustakbil Ki Janib: A Video Documentary on Women Activists

RSPN commissioned Walkabout Films (Islamabad) to make a video documentary showing how women's involvement in CSOs, NGOs and LSOs has contributed to changing their own lives and those of other women in their communities. The documentary highlights the effectiveness of the RSPNs' efforts to involve women in development activities. The documentary will be used in community-related trainings, such as the Community Management Skills Training and Leadership Management Skills Training. It is particularly intended to encourage women from conservative areas, where women's participation is low, to participate actively in development activities. The documentary is available in Urdu (with English subtitles), Pashto, Punjabi and Sindhi, and is thus widely accessible. The video has been used as an advocacy tool and has been distributed to all the RSPNs, the Ministry of Women Development, and several NGOs and donors.

RSPN has also initiated a Community-Based Video Documentation project, initially for members of five women's LSOs: Chatorkhah in Gigit, Gindaar in Mastung, Balochistan; Mirza Ali Mohammad Organisation in Kotli Sattian and LSO Dawn in Sindh. The objective has been to enable women activists and community members to document their own ideas about projects, programmes and local issues. So far, the LSOs have filmed their own meetings, interviewed their members who have taken credit, and started small businesses. LSO Chatorkhah in Gigit has documented people's views about the situation of the people affected by the landslide and subsequent flooding in Aattabad, Hunza.

5.3 Gender-Focused Research and Documentation

5.3.1 Gender and Social Mobilisation Study

The RSPN Gender and Development section recently initiated the first qualitative case study of the impacts on women CO members of social mobilisation. Drawing on intensive discussions with women and men from all four provinces and Gilgit-Baltistan, the study will provide perspectives on the different ways in which the socio-economic situations of women are understood and responded to by the RSPNs in the process of social mobilisation. The study will also address changes over time in the lives of CO members as well as comparisons with non-CO members. For example, it will address: whether and to what extent women's social and economic well-being has been affected by their participation in a CO, the opportunities that experience in a CO make possible that would not be available otherwise, and the extent to which women CO members are now empowered and able to function as agents of change. The findings of the study will be disseminated in October 2010.

5.3.2 Development of a Gender Policy for RSPN

The Gender and Development section has developed a gender policy for RSPN. The policy identifies three objectives:

1. Defining and addressing discrimination against women using the CEDAW definition.

2. Ensuring that, to the fullest extent possible, gender-sensitive principles and practices are integrated into the organisational structure of RSPN and into any programming (including large scale projects) and advocacy initiatives into which RSPN has input, and

3. Establishing and maintaining an equitable and supportive professional environment for women and men staff members. The policy recommends the adoption of the AASHA Zero Tolerance for Sexual Harassment code of conduct. Once the RSPN legal advisor has approved it, the AASHA Code of Conduct will be incorporated into the RSPN service rules.

5.3.3 Gender Mainstreaming in the National Domestic Biogas Programme

As part of an agreement with Energy Minrock, the RSPN Gender and Development section has formulated a gender mainstreaming strategy, action plan, and monitoring and evaluation plan for the Pakistan Domestic Biogas Programme, which is one of the special projects being implemented by RSPN. These planning tools will be incorporated into the Biogas Programme, as successive project proposals are designed and implemented over the next several years.

5.4 Capacity Building for Gender Mainstreaming

5.4.1 Women's Leadership Programme (WLP)

Over time, it has been recognised by the RSPN senior management that, despite having a sizable number of women field staff members, very few are able to attain
managerial positions. To address this issue of organisational gender disparity, RSPN in partnership with N-IRM, designed a comprehensive Women’s Leadership Programme (WLP), spread over one year, and comprising of eight weeks of intensive workshops at N-IRM and an international exposure visit. The programme thus specifically focuses on preparing a cadre of RSP female staff to assume managerial and leadership positions in the RSPs.

The WLP curriculum developed by a group of management and training experts, both external and internal to 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 Iqra University.

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 subsequently present in the following workshop.

N-IRM engages dedicated scholars, trainers, and consultants to provide online mentoring, coaching and guidance to the participants during their off-campus time.

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, and are committed to both completing the full course and continuing work with the RSPs after the training. Each RSP commits to contributing 10% of the training cost. In the second stage, N-IRM screens the candidates through a written exam and a final interview.

Since 2007, a total of 77 RSP staff participated in the WLP programme, out of which 54 women staffs in the three cohorts have graduated. The fourth cohort, with 23 participants, is in progress and will graduate in December 2010. The impact of the training programme on participants has been very encouraging, as it has led to higher motivation, confidence and competence. It has also resulted in 25 graduates being promoted to higher level positions within their organisations (as of June 20).

RSPN and N-IRM also organised the first WLP Alumni
Participant Testimonial

"As the name of the course indicates, the Women's Leadership Programme (WLP) is aimed at developing patterns which will help women develop strong leadership qualities. This is exactly what the course achieved for me. Meeting with leaders, and especially with women leaders, not only helped me become aware of my own strengths and qualities but also motivated me to overcome the difficulties which a woman can be faced with when trying to climb up the leadership ladder.

With the start of every new phase of the WLP training, I learnt new things. I belong to the Monitoring, Evaluation and Research Section at NRSP and my job responsibilities include report writing and research. The course has taught me important skills that added value and quality to my work, giving me technical knowledge of various things and making concepts like Project Cycle Management, Financial Management, Audit, Governance and Advocacy more clear to me. These skills are now helping me in my professional life. Moreover, the course has helped me in developing and honing some skills like positive thinking, research and analysis, communication and conflict resolution. These skills are helpful not only in my professional life but have also helped me manage my personal life better. I am now sure that these skills will help me determine my path towards a brighter and more successful future.

While the assignments given at the end of each course were lengthy I always found the workload manageable. Exposure visits were not only a breeze of fresh air during the hectic coursework but were also a source of great learning and motivation.

I am very thankful to NRSP for giving me this opportunity to learn and to improve my knowledge and skills for strong personal and professional development.

Irum Malik (WLP 2009)
Programme Officer Monitoring Evaluation and Research NRSP"
Meet on June 29, 2010, 53 WLP alumni from cohorts I to IV participated in the event. The objectives of the meet were to bring back the participants so that they could share their experiences with the CEOs of RSPs and also to seek their feedback for the future of the programme.

5.4.2 Gender Training of Trainer (GToT)

To bridge the capacity gap of the RSPs in gender and development, RSPN initiated the second GToT between May 2009 and March 2010, with 15 participants, 12 of whom completed the course. TRDP, SRSO, AKRSP and PRSP were the RSPs represented. An Urdu language Gender Training Manual has been developed and is being used in these trainings.

The RSPs now have 28 gender trainers who can deliver high quality training within the RSPs, and potentially in other forums as well. Some of the graduates have been hired by organisations other than the RSPs to conduct gender trainings. A few have joined other high-profile development organisations where their gender training skills are being utilised. These trainers have expertise in gender sensitisation, and gender and Islam. They are also skilled in ensuring gender mainstreaming in programmes, holding dialogues with senior management, and analysing planning documents.

The GToT graduates have trained a total of 917 RSP staff members (NRSP 502, SRSP 111, PRSP 225, TRCP 40, and SRSO 39).

RSPN also funded the participation of 3 GRG members in the 14th South Asian Feminist Capacity Building Course on Gender, Sustainable Livelihoods, Human Rights and Peace in Kathmandu, Nepal. RSPN will fund another three members in September 2010. The courses provide the opportunity to discuss gender issues in depth with experts and participants from all South Asian countries.
6 monitoring, evaluation and research
"Social Mobilisation Snapshot (SMS) recorded an inventory of 145,828 COs, which is 93% of the total COs formed across the RSPs from 1982 to June 2009. This is the first time that an all-RSP database of the COs has been developed."

monitoring, evaluation and research

- Strengthening the RSPs Monitoring and Evaluation Systems and Capacities
- Research, Evaluation and Documentation of Programmes and Projects of RSPN and RSPs
- Workshops for Sharing, Reflecting, Learning and Networking
monitoring evaluation and research

The RSPs are large, multi-donor funded organisations implementing a wide range of sectoral and integrated programmes. With their varied requirements, these programmes present a challenge to development partners and donors in terms of monitoring, evaluation and reporting. The challenges for the RSPs are twofold. Firstly, 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. COs). Secondly, to hire, train and retain the professionals to do the job, given the limited resources available for this purpose and given the rather dynamic job market for individuals with monitoring, evaluation and reporting skills.

Since its inception, RSPN has actively pursued capacity building, experience sharing, documentation, and 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:

a. Strengthening the RSPs’ monitoring and evaluation systems and capacities, to provide timely and accurate information to RSP management on programme performance and results;

b. Conducting researches, impact assessments and case studies on development issues and RSP interventions;

c. Conducting workshops for sharing, reflecting, learning and networking

6.1 Strengthening the RSPs’ Monitoring and Evaluation Systems and Capacities

Since its inception, the RSPN M&E section mainly focused on building staff capacities through providing training, developing manuals, and easy to use M&E tools and techniques. These efforts resulted in building a cadre of good M&E professionals within the RSPs and RSPN. During 2008-10, the focus remained on strengthening M&E systems to effectively measure and track programme performance and achievement of results. This was done through reporting on improved indicators of performance and conducting immediate impact assessment studies. For this purpose, RSPN, with technical support from HTSPE and financial support from DFID, implemented a short project titled “Strengthening Performance Monitoring and Impact Assessment of the Rural Support Programmes”. The scope of this exercise was consistent with RSPN’s mandate to assist the RSPs in performance monitoring and assessment. The additional support contributed to RSPN’s revised programme output of RSP delivery, efficiency and impact accurately measured and reported. It allowed RSPN to further focus and strengthen its M&E support to the RSPs. The support included guidance and training by an international M&E technical adviser, with a focus on four main components/outputs:

1. Social Mobilisation Snapshot (SMS), identifying all men and women COs which the RSPs have formed, with a summary of the services each CO has received;

2. Key Performance Indicators (KPIs) for the RSPs, developed and reported on;
3. Three impact assessment surveys (Community Physical Infrastructure, Social Mobilisation, and Women’s Programmes), using SMS as a sample frame, to estimate past and current impacts of the RSPs’ work with the COs;

4. Three case studies on the key findings of the impact assessment surveys.

6.1.1 Social Mobilisation Snapshot (SMS)

This activity started in June 2009 and was completed in July 2010. SMS aimed to record the RSP social mobilisation achievements as of June 30, 2009 by establishing a simple but complete inventory of all RSPs fostered COs and an assessment of the activities and services each CO has received from the RSPs since its formation. SMS recorded an inventory of 145,828 COs, which is 93% of the total COs formed across the RSPs from 1982 to June 2009.

This is the first time that an all-RSP database of the COs has been developed, and RSPN hopes that the SMS database will not only provide a complete inventory of the RSP services to COs but will also provide an accurate sample frame for future impact assessment work of the RSPs. It will create an important additional dimension of transparency, allowing all stakeholders to get a snapshot of the COs and their activities.

In addition to this, there are a number of ways the snapshot data can be put to immediate use, for example:

a. RSPs can use this data to develop their own MIS
b. The quarterly RSP progress reports can be based on the SMS structure, making the snapshot a live and up-to-date record.

Plans to expand services by RSPs can be based on the SMS, for example, by identifying union councils or districts where few COs have received a CPI.

RSP boards and management and other stakeholders can review coverage, union council by union council, district by district, activity by activity, to plan where priority for programming should be given.

6.1.2 An Immediate Impact Assessment Survey of Community Physical Infrastructure (CPI)

The survey started in June 2009 and was completed in July 2010. The objective of this survey is to assess the immediate impact of Community Physical Infrastructure Projects (CPIs) implemented by the RSPs, as part of their social mobilisation approach to improve rural livelihoods and reduce poverty. The survey is based on data collected from a sample of 241 CPI schemes and 2,343 beneficiary households. The study covers four types and six sub-types of CPI projects:

1. Drinking Water Supply (a) DWSS (Gravity)/Mechanised (b) Water Reservoir and Dug Well;
2. Irrigation (a) Lining of Water Courses (b) Irrigation Channels/Pipe Irrigation/Karez;
3. Transportation - Link roads; and
4. Sanitation - Street pavement and drainage.

6.1.3 An Institutional Assessment Survey of COs Fostered by the RSPs

RSPN, in collaboration with the RSPs, has initiated a nationwide sample-based institutional assessment of the COs in June 2010. The sample included a total of 644 COs distributed equally between male and female COs. The specific objectives of the survey include:

a. To measure the current development status of the sample COs;
b. To diagnose the CO’s institutional strengths and weaknesses, and determine the potential areas to be strengthened;

c. To gain a better understanding about the ‘variability between COs’

d. To systematically generate baseline information for continuous monitoring of CO development, and

e. To periodically collate the information on the CO assessment questionnaires to track changes in the institutional development of COs.

The survey started in July 2010 and the final report is expected to be completed by October 2010.

6.1.4 In-Depth Qualitative Case Studies

To supplement the quantitative surveys, the following case studies have been initiated:

**Case study on CPI**: Based on the findings of the CPI survey, this case study concentrates on eight (four successful and four unsuccessful) selected drinking water schemes in Sindh. The case study has two important objectives. The first objective is to understand the reasons for the schemes of the selected sub-type being successful or unsuccessful. The second objective is to help the RSPs find ways to maximise the value of CPI impact and to develop useable recommendations for changes to what the RSPs offer and the way they work. A contract has been signed with SEBCON consulting to conduct the case study and the study report is expected by the end of September 2010.

**Case study on social structure/dynamics of five selected villages (one from each province, and one from Gilgit Baltistan) to inform social mobilisation efforts by RSPs in Pakistan**: The study will focus on the institutional and poverty relevance of the CO within the broader social structure, the biradars, the clans, the quoms, the zameendars and the landless heres of the village. A contract has been signed with the Sustainable Development Foundation (SDF) to conduct the study. The study is expected to be completed by end of September 2010.

**Case study on the impacts of social mobilisation on the lives of women in COs**: The study will provide a detailed perspective on the different ways in which the socio-economic situation of women is understood and responded to by the RSPs in the process of social mobilisation across the country. The study will address changes in the lives of CO members over time, and in comparison with non-CO members. Services of Ms Maliha Hamid Hussein and Ms Shazreh Hussain have been hired to conduct the study. The study is expected to be completed by the end of September 2010.

6.2 Research, Evaluation and Documentation of Programmes and Projects of RSPN and the RSPs

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

The intention behind the in-house studies is to assess and document innovative practices, in order to share the lessons with other RSPs as well as with the wider development community. Some recent examples are:

a. A policy brief titled "Pro-poor Initiative of the RSPs: Experience and Lessons from the Grassroots", which highlights the experiences of the RSPs in devising and implementing 13 pro-poor initiatives that were produced by RSPN. The policy brief focused on the projects and...
programmes implemented by the various RSPs to address rural poverty and the achievements made as the result of these endeavours. The policy brief also suggested actions to the stakeholders to take up and learn from the RSP experiences by engaging with the government and other development partners. One of the features highlighted in this policy brief was the ability and efficacy of the RSPs to engage with government agencies and developing partnerships to better address the local issues. The major highlights of such partnerships were the Poverty Scorecard (PSC), the land for landless peasants initiative, and UCPRP.

b. A socio-economic baseline survey of the two UCPRP districts of Shich has been initiated. The data collection has started and the final reports are expected in the month of August 2010.

c. To draw lessons from the Prime Minister’s Special Initiative for Livestock (PMSIL), RSPN engaged a consulting company EBDM to assess the Community Livestock Extension Workers trained and mentored under the programme. The report was finalised and presented to RSPN BoD in June 2010.

d. A case study titled ‘Children @ Schools: Children’s Perspectives on the Child Rights Protection Programme’ was researched and produced by the MER section. The study highlights the prevalence of social taboos, poor social protection, and child labour in carpet weaving industry in District Tharparker. The study reports that children as young as five years of age are forced into long hours of labour in carpet weaving for their family’s survival. This happens because families are short of resources and they fall into the hands of local ‘loan sharks’ called vanyoos. To repay these vanyoos the families engage in carpet weaving for years to come. Primarily, for the lack of social protection, people are pushed into debt bondage and as a result remain indebted to their creditors. Therefore, to repay the creditors, carpet weaving emerges as one of the domestic enterprises earning them subsistence living for their family’s survival.

e. An assessment of the RSPN fostered LSOs by a senior researcher, Dr. Shaheen Rafi Khan (formerly associated with the Sustainable Development Policy Institute – SDPI).

f. A study on the effectiveness and structure of the LSOs supported by RSPN by a senior researcher, Dr. Mahmood Hasan Khan (Professor Emeritus Simon Fraser University, Canada).

g. A process review of SRSC’s implementation UCPRP in District Shikarpur by SDPI. The findings and recommendations have been presented to the SRSC board and management.
h. A case study on RSPN supported community-based Solid Waste Management in Mari Sargodha. The case study highlights the benefits of the project and its issues of sustainability.

6.3 Workshops for Sharing, Reflecting, Learning and Networking

6.3.1 RSPs MER Lesson Learnt and Experience Sharing Workshop

The MER section organised a two-day workshop on MER lessons and experience sharing in Islamabad. A total of 20 M&E practitioners from 8 RSPs participated in the workshop. The purpose was to discuss the challenges of monitoring and evaluation, as well as to present lessons learnt from M&E practitioners in the field.

6.3.2 Training Workshop on SPSS

The MER section organised a 5-day (March 3 to 8, 2010) training workshop on SPSS. The training was attended by 8 staff members from the MER, SM and Gender sections of RSPN and 2 staff members from the MER section of NRSP. The training was focused on enhancing the skills of participants in areas of difficulty ranging from basic data analysis to advanced econometric analysis. The training was facilitated by senior researchers from the Pakistan Institute of Development Economics (PIDE), Islamabad.

6.3.3 Training workshop in Thailand

As part of RSPN’s M&E capacity building programme in November 2009, a group of four RSP M&E Managers (one each from PRSP, BRSP, SRSC and TRDP) attended a training workshop (Improving Development Effectiveness and Impact) at the Asian Institute of Technology, Bangkok. The training covered a wide range of monitoring and evaluation topics, and allowed the group to interact with M&E practitioners from around the world. The training aimed at building core M&E competencies in development effectiveness and impact, to improve RSP supported programme activities.
special projects wing
"As of June 2010, 330 biogas plants have been installed in Faisalabad, Sargodha, Jhang, Toba Tek Singh, Chiniot and Khushab."

special projects wing

Prime Minister’s Special Initiative for Livestock (PMSIL) (2007-2011)
BISP-Nationwide Rollout of Poverty Scorecard for the National Targeting System
Pakistan Domestic Biogas Programme
Social Mobilisation Component of the Crop Maximisation Project-II (2008-2012)
Family Advancement for Life and Health (FALAH) (July 2009-June 2010)
Partnership with UNICEF
Evaluation of British High Commission (BHC) Funded Open Minds Project
Pakistan Children Television (PCTV)
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 RSPN and RSP programmes through programme design and resource mobilisation, and through contribution 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 RSPN and the RSPs. SPW remains engaged with the Government of Pakistan, and with bilateral and multilateral donors, especially USAID, DFID, the World Bank and the Asian Development Bank (ADB).

Some recent programmes in which SPW has been actively involved are listed below.

7.1 Prime Minister’s Special Initiative for Livestock (FMSIL) (2007–2011)

This project is funded by the Ministry of Livestock and Dairy Development, as part of the Government of Pakistan’s Mid-term Development Framework (MTDF) 2006–2010. With a budget of Rs 1.57 billion, this project’s objectives include livestock productivity enhancement, rural livestock asset creation and poverty alleviation of livestock farmers through enhanced outreach of veterinary services in 80 districts of Pakistan. The project is based on a public private partnership model, whereby implementation is carried out by eight RSPs and funds are routed through RSPN. So far, the RSPs have trained 2,981 Community Livestock Extension Workers (CLEWs), out of an eventual target of 7,250. Of the 2,981 CLEWs, 75 are women and 2,906 are men. A total of 43,185 female farmers are trained in improved livestock management practice. Some 5.5 million animals have been treated and 7.7 million animals have been vaccinated. Countywide 290 clinics have been established and are providing veterinary services with the help of 290 DVMs, and 29 DLCs to rural communities. In Baluchistan, under the social mobilisation component, 5,171 COs have been constituted. Out of 3,443 COs, 3,833 are male COs and 1,327 women COs, and 11 are mixed COs.

The government wound up the project on June 30, 2010 due to a financial contraction and the inability to fund the project though the Public Sector Development Programme.

7.2 BISP-Nationwide Rollout of Poverty Scorecard for the National Targeting System

Following the test phase in 2009, BISP has decided to conduct the nationwide rollout of Poverty Scorecard. Requests for proposals (RFPs) have been issued to shortlisted survey firms. RSPN has also submitted bids for undertaking poverty targeting surveys in four clusters of Southern Punjab, Upper Punjab and AJK, Sindh, and Khyber Pakhtunkhwa and Gilgit Baltistan, and won the bids for three clusters, with the exception Southern Punjab.

The three clusters include a total of 60 districts, with 12 million households to be surveyed. The contracts with BSP are expected to be signed in the month of July 2010.

7.3 Pakistan Domestic Biogas Programme

Domestic biogas is an internationally established technology and has been disseminated on large scales in various countries, including India, China, Vietnam, Nepal and Bangladesh. Two international organisations, Winrock International and the Netherlands Development Organisation (SNV), have been active in supporting biogas dissemination in several other countries.

They conducted a feasibility study to explore the potential of domestic biogas in Pakistan. The findings of the feasibility study were promising: Pakistan has demonstrated a tremendous potential for domestic biogas (about 5 million plants), and while meeting the domestic fuel needs in the rural areas, domestic biogas also promises to reduce women’s workloads by reducing the time spent on collecting biomass. Moreover, it improves the health and safety of rural women by substituting firewood with a cleaner fuel alternative. Building upon the successful piloting of domestic biogas supported by a DFID grant in
Mistrust—Dispelled

Mr. Bashir Ahmad S/O Mr. Muhammad Bota, of 61 years of age, is running a successful Biogas Construction Company (BCC) for the last six months.

Initially, he was pessimistic about the technology. Mr. Ahmed’s disbelief stemmed from his previous experience with biogas technology. In 1982, biogas technology was introduced by the government and at that time he had tried to install a biogas plant. The government dug a deep pit and then disappeared. He attempted several times to have the biogas plant completed, even by visiting Islamabad but he was unable to get the necessary biogas drums.

About his current biogas plant, Mr. Ahmed said that his biogas plant is working efficiently and he is very satisfied with the gas production. According to him, Rs 3000 to Rs 4000 per month was spent on dung cakes, firewood and LPG cylinders before biogas. Now this potentially spent money is saved. He said that he wants to make his biogas plant a model and he will construct slurry pits very soon.

The main objective of the PDBP is to improve the livelihoods and quality of life of the farmers in Pakistan by establishing a commercially viable biogas sector. Biogas is a mixture of methane and carbon dioxide produced by feeding animal dung (especially the manure of buffaloes, cattle and sheep) and water into an airtight underground tank known as a digester, and allowing it to decompose. It is produced by the biological breakdown of organic matter in the absence of oxygen.

The programme works by focusing on the supply and demand side. The major players on the supply side are Biogas Construction Companies (BCCs), providing biogas construction and after-sales services to households and training institutes. However, at the demand side of the sector, PDBP has involved different local NGOs, local RSP, local activists and a PDBP-run media campaign.

As of June 2010, 330 biogas plants have been installed in Faisalabad, Sargodha, Jhang, Toba Tek Singh, Chiniot and Khushab. 22 BCCs have been formed, and 112 masons have been trained. A National Biogas Steering Committee has also been established, having already held its first session. PDBP completed a study on credit feasibility for biogas, and has initiated research on bio-slurry benefits with the University of Agriculture, Faisalabad, and the Ayub Agriculture Research Institute. Also, PDBP
started Research and Development on biogas appliances, and conducted the Initial Environmental Examination for Clean Development Methodology. With the support of the Special Projects section, and the Gender and Development section of RSPN, it has completed the gender mainstreaming strategy, gender action plan and M&E plan for PDBP. The Ministry of Environment has agreed to assist RSPN in accessing carbon credit for the project, and an MoU to this effect has been signed.

### Biogas Improves Time Management

The 19th plant constructed by PDBP (RSPN) in village 652/3 GB, Toba, Jaranwala, District Faisalabad. Mr. Tariq Javed’s family has a total of 13 members. The family earns their livelihood from agriculture. They own 35 acres of agricultural land. They have 14 animals including 4 cattle and 10 buffaloes.

Before installing the plant, they were using LPG cylinders and an unlimited amount of fuel wood. It was a troublesome job to collect wood, especially during the rainy season. Collecting biomass took away from the attention given to their children.

However, after installing biogas plant, their lives have become easier and more comfortable. They do not have to worry about storing wood and their expenditures have decreased. The female members of the household now have more time to spend with their children.

### 7.4 Social Mobilisation Component of the Crop Maximisation Project – II (2008-2012)

Funded by the Government of Pakistan’s Ministry of Food and Agriculture (MINFA), this four-year project aims to enhance food security through the increased production of food and cash crops, the creation of employment, sustainable livelihoods, and income generation in 1,012 villages across 25 districts in the four provinces, A.K., FANA and FATA. The project aims to achieve these objectives by investing in setting up farmers’ organisations and clustering them into village organisations. This is an ideal public-private partnership project, where RSPN and the RSPs are undertaking social mobilisation and agricultural extension services and technical and financial support, while the government is providing the marketing support.

RSPN is implementing the social mobilisation component of this project (with a budget of Rs 428 million) through sub-agreements with six RSPs (AKRSP, BRSP, NRSP, PRSP, SRSP and SRSC), by forming and strengthening Farmers’ Associations (FAs) and federating these into VOIs, assisting the farmers to establish small enterprises and developing market linkages. As of June 2010, 3,706 FAs, with a membership of 69,051, have been formed, and they have federated to form VOIs in 831 villages (against a total been target of 1,012 VOIs). Of these, 739 VOIs have applied for registration with the Department of Cooperatives, and thus far, 592 have been registered.

So far, 5,587 farmers from 2,786 FAs have received Community Management Skill Training (CMST), out of which 1,769 farmers from 894 FAs were trained during November 2009 to June 2010. In addition to this, a higher order CMST was imparted to 1,158 farmers representing 583 VOIs in total, out of which 147 farmers from 72 VOIs were trained during the last six months. To build the capacity of VOIs in Managing Revolving Funds, 718 farmers from 333 VOIs were trained by the project staff in Revolving Fund Management Training (RFMT), which includes training of 68 farmers from 33 VOIs during the last six months.

From July 2010, RSPN and the RSPs will be working in 10 out of an original 25 districts. The International Fund for Agricultural Development (IFAD), under a financing agreement with the Government of Pakistan, will support the ongoing Crop Maximisation Project (CMP - II) in 10 districts for a period to five years. Under CMSP, RSPN and the RSPs will be implementing the revolving fund component in 432 VOIs and their constituent farmer’s associations fostered under CMP-I.

### 7.5 Family Advancement for Life and Health (FALAH) (July 2009–June 2010)

Family Advancement for Life and Health (FALAH), originally a five-year (June 2007 to May 2012) project, has now been reduced to four years (June 2007 to May 2011). The project is funded by the United States Agency for International Development (USAID), focusing on twenty-six districts in the four provinces of Pakistan. The project is being implemented by a consortium led by the Population Council (PC), a U.S.-based research organisation, and includes a number of Pakistani and international organisations. The partnership includes Greenstar, the Health and Nutrition Development Society (HANDS), Jhpiego (an affiliate of Johns Hopkins University), Mercy Corps, Rural Support Programmes Network (RSPN), Save the Children USA, ZAFIA and UDL.
Community Based Volunteers: Change Makers in Rural Communities

Shahual Khan Bungalani is a small village in District Jacobabad, Sindh. It is typical of thousands of small, remote villages that lack the most basic facilities. The village has 118 houses and a population of 826. The two schools that used to serve the village are now closed. The nearest Basic Health Unit is 10 Km away and is not functional. There is no transportation system and it is unsafe to travel by the dirt path because of bandits. No Lady Health Worker serves the village, which means that there is no information or services regarding reproductive health.

Sadoori Bibi 39 years old is a resident of the village. She has a Grade 10 education, which makes her unusual. She has nine children: the eldest is 17, the youngest is 2 years old. People here marry early. In March 2010 Sadoori married her eldest son Shabir to Zeenat, who is 14. Shabir and his father cultivate the family’s small plot of land. Sadoori Bibi said “I had to do a lot of work at home, including caring for my nine children. My husband and I decided a daughter-in-law could share the burden of household chores.”

In March 2010 the Sindh Rural Support Organization, a partner of the Rural Support Programmes Network, started a pilot intervention of the Community Based Volunteer (CBV) model in the District under the USAID-funded Family Advancement for Life and Health project. SRSO identified men and women CBVs from the villages of Sadoori’s District for community mobilization activities. When Sadoori Bibi was selected as a CBV she attended a 6-day training course on Client Centered Family Planning Services and community mobilization for birth spacing organized by SRSO. She took a keen interest in the training and participated actively every day. After the training session Sadoori said: “I would never have had the opportunity to take part in a training session such as this without the FALAH project. I did not know about contraceptive options or the complications of early and frequent pregnancies. The sessions have opened my eyes. I now understand the reasons for the deaths of young married girls in my village. Most importantly, I learnt that Islam permits birth spacing. Now I am able to create awareness for adopting birth spacing.” She added: “I have every intention of bringing change to my community. I began this transformation in my own home when I invited my daughter-in-law to attend the first ever group meeting that I conducted with Married Women of Reproductive Age (MWRA). I encouraged women to adopt birth spacing by telling them about contraceptive methods. I also had a separate meeting with my son and daughter-in-law and tried to convince them not to conceive a child until Zeenat turns 18. I am glad they both agreed. I helped Zeenat to learn a suitable method from the project Lady Health Visitor”.

Zeenat said: “I could not get an education as there was no school in my village and my parents forced me into marriage because we were so poor. One of my elder sisters was married at 15 and faced very serious complications during the delivery of her first baby when she was 16. I remember those days, as she struggled to stay alive, and I never want to face such a situation.”

Sadoori now says, “I am happy that my mission of motivating women for birth spacing started from my own house. This helped me to motivate nine more women from my village to adopt the method. This is the first time that women in my village have used birth spacing... I view it as a very small success, because there is still a long way to go.”
The goal of the FALAH project is to promote the adoption of the recommended World Health Organisation (WHO) birth spacing practice in 26 districts of Pakistan by removing barriers, improving the understanding of the value of birth spacing for family health and well-being, increasing knowledge of available contraceptive choices and improving access to and quality of care in both the public and private sectors.

RSPN has assumed the role behind community mobilisation for the adoption of the WHO recommended birth interval in non-LHW covered areas. During the period of July 2009 to June 2010, RSPN engaged seven RSPs i.e. NRSP, BRSP, SRSP, TRDP, SRSO, PRSP and SQ and one non-RSP, i.e. OPP-KHASDA, for implementation of the project in 16 out of 26 districts of FALAH. The districts are DG Khan, Multan and Khanewal in Punjab, Sukkur, Dadu, Sanghar Thatta, Shikarpur, Jacobabad and Orangi Town Karachi in Sindh, Quetta, Khuzdar, Jaffarabad, Turbat and Gwadar in Balochistan, and Mansehra in Khyber Pakhtunkhwa.

Capacity building of the partner RSPs for effective implementation is the responsibility of RSPN. During the year 2009-2010, RSPN in partnership with the Population Council and Jippeo, conducted two training events at Karachi for the RSPs and trained 34 project staff (14 male, 14 female and 6 district coordinators) on contraceptive methods, Islam and family planning, community mobilisation for birth spacing, monitoring and quality assurance, linkages for service delivery and record keeping.

Community mobilisation for birth spacing with targeted couples was initiated in July 2009. The partner RSPs of RSPN reached out to 109,996 married couples of reproductive age (15-49 years) for sanitisation and awareness sessions. These sessions focused on motivating the targeted couples for the adoption of birth spacing by providing them with information on the importance of the WHO recommended birth interval, introducing them with available contraceptive choices to practice birth spacing and addressing myths and misconceptions associated with the use of contraceptives.

More than 7,000 potential clients were referred to the functional Basic Health Units (BHUs) and Family Welfare Centres (FWCs) to seek the birth spacing services. In rural areas there are many locations where BHUs are not equipped to offer quality birth spacing services, and rural women are unable to go to urban towns to receive these services. At such locations, 222 mobile camps were organised in coordination with Greenstar Social Marketing (GSM) and the Population Welfare Department (PWD), where 5,900 women were provided with counselling and contraceptive services.

The Population Council and other partners of the consortium have realised that while RSPN has mobilised a huge number of the married couples in the adoption of birth spacing services, an enormous percentage of the mobilised couples are unable to practice birth spacing due to the non-availability of services in non-LHW covered areas. This situation has led to a need among consortium partners for a change in the community mobilisation strategy of the project. RSPN accordingly proposed to develop the community-based system of community mobilisation and service delivery for sustained behaviour and practice. In April 2010, RSPN with the technical assistance from the Population Council, initiated innovative pilot projects in Jacobabad and Thatta for community mobilisation and service delivery through Community Based Volunteers (CBVs) and private LHWs. Through this initiative, RSPN trained 34 women CBVs and 33 men CBVs in community mobilisation, undertook referral of clients to private sector LHWs, and conducted social marketing of the contraceptives (condoms and pills). The initial result of the pilot projects showed that there is huge uptake of the services in these innovative pilots. However, these pilot projects will be evaluated in September 2010 for replication of the model on a wider scale. Based on the initial results of the pilot interventions, the Population Council has allowed RSPN to implement the community-based volunteer model in six districts of FALAH.

7.6 Partnership with UNICEF

In the year 2009-10, RSPN signed a number of small agreements with UNICEF Pakistan for community based health, education and sanitation projects. These projects include:

7.6.1 Mother and Child Health Programme

In 2009, UNICEF and RSPN signed two agreements to implement this community based intervention in health and education. RSPN has signed sub-agreements with five RSPs (SRSO, TRDP, NRSP, PRSP and SQ) for implementation in 129 union councils in 10 districts of Sindh and in 2 districts of Punjab. The project aims to
create demand for mother and child healthcare services, particularly antenatal care, TT shots, clean delivery, birth spacing, immunisation, and de-worming of children. It also aims to facilitate service delivery through the Department of Health and the National Programme for Family Planning and Healthcare. Under the programme, the RSPs have reached out to 3,23,000 people with mother and child healthcare messages, 323,000 children have been immunised, 258,000 children have been treated for de-worming and 73,260 women have been given TT vaccinations. The project is dole-tailed with a strong social mobilisation component.

7.6.2 UNICEF - Development of Provincial Sanitation and Drinking Water Strategies/ Action Plans and Umbrella PC-1

After the approval of the National Sanitation Policy of 2006 and Drinking Water Policy of 2009, the federal and provincial governments needed to develop their sanitation strategies and action plans, and launch a national level programme. Unfortunately no provincial government has received it approved strategies and action plans on sanitation, drinking water and Behaviour Change Communication (BCC). Recognising this, RSPN entered into an agreement with UNICEF, aiming to facilitate and provide technical assistance to provincial governments for the development of an umbrella PC-1 for sanitation, drinking water, and BCC strategies and action plans.

7.6.3 UNICEF - Capacity Building of Community Development Officers and Community Based Motivators of the Public Health and Engineering Department of the Government of the Punjab.

RSPN and the UNICEF Provincial Office (Punjab) have entered into an agreement to facilitate capacity building of 37 Community Development Officers, and 210 Community-based Mobilisers from the Public Health and Engineering Department (PHED), Government of Punjab. A Lahore-based consulting firm has been selected to develop a training manual and deliver training to these PHED staff.

7.6.4 UNICEF - Remote Programming of UNICEF Interventions to Local Government and Rural Development Department of Gilgit-Baltistan

RSPN entered into an agreement with UNICEF to monitor the WES activities being implemented by the government of Gilgit-Baltistan and other partner organisations, with

Rural Sindh, July 2009: Women receiving birth spacing guidance under the Family Advancement for Life and Health (FALAH) project
the financial support of UNICEF. The project aims to improve access to drinking water and sanitation facilities, expand open defecation free communities, strengthen policy, institutional and regulatory framework for WATSAN, and strengthen disaster preparedness and humanitarian response.

7.7 Evaluation of British High Commission (BHC) Funded Open Minds Project

RSPN undertook an evaluation of one of the British High Commission (BHC) sponsored projects, ‘Open Minds Project’, being implemented by the Institute for War and Peace Reporting (IWPR) in Pakistan. The overarching objective of the project is to enable adolescents to identify and counter extremist views. The project has engaged 10 to 19 year-olds in a series of activities that enable them to engage in dialogues with each other and with members of the media, on contemporary social, cultural and religious issues. Participating students join discussion groups in which they are encouraged to develop and express opinions. A small number of students in the discussion groups receive training in writing articles and stories for publication (“media training”). The Open Minds Project has made arrangements with two national newspapers to issue supplements in two national newspapers, one in Urdu and one in English. The project has given two laptop computers and a DSL connection to each of the 42 participating schools and madrasas. The purpose is to teach the students how to access the internet and to engage in online discussions with other adolescents in Pakistan and around the world. The evaluation has been completed and a draft report has been submitted to BHC.

7.8 Pakistan Children TV

The Rafi Peer Theatre Workshop (RPTW)-Pakistan and Sesame Workshop USA have been awarded a project titled ‘Pakistan Children Television (PCTV)’ for a period of four years by USAID. The project aims to provide joyful learning opportunities for children, especially those in the 4 to 10 year age group. The programming shall have both entertainment and educational value for children. RSPN, along with the Ministry of Education, Ministry of Information, PTV, Pakistan Broadcasting Corporation (PBC) and Anjum Asim Shahid Rahman Chartered Accountants (AASR), is a partner to Rafi Peer in this project. RSPN will be responsible in supporting the relevant district RSP offices in identifying remote and unserved locations for outreach activities, and in making arrangements and facilitating children and adults to view Rafi Peer shows in rural Pakistan.
8

Akhter Hameed Khan
Resource Centre (AHKRC)
"Georgetown Summer School 2010 announced a new course ‘Justice and Peace in Pakistan’ in collaboration with AHKRC."

Akhter Hameed Khan Resource Centre (AHKRC)

Collaboration With Universities
Public Forums and AHK Memorial Lectures
Akhter Hameed Khan
Resource Centre (AHKRC)

Dr. Akhter Hameed Khan, an outstanding social scientist of our time, was recognised globally for his pioneering contributions to the theory and practice of poverty alleviation through social mobilisation. His remarkable achievements include his work at the Rural Development Academy in Comilla (Bangladesh), the Daudzai Integrated Rural Development Programme (DRP) in Khyber Pakhtunkhwa, and the famed Orangi Pilot Project in Karachi. He emphasised that no country could prosper unless the poor were made an integral part of the development process.

The Akhter Hameed Khan Resource Centre (AHKRC) was established to commemorate the lifelong services of Dr. Akhter Hameed Khan. The AHKRC is a repository of the RSP’s work, as well as of a variety of information about poverty alleviation and development in Pakistan and South Asia.

The main objectives of the centre are: to accumulate, generate and disseminate research-based knowledge for policy advocacy with the government, influence public opinion, create and provide reading materials for higher education, and 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. Quarterly public forums on the emerging trends identified in the print media are held for professionals and politicians. These activities have helped the centre to build a local body of knowledge and to strengthen the community of development professionals.

The AHKRC library’s collection increased to 10,969 items in the first six months of 2010. It includes published books, reports and photocopied materials. 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 portal and digital library has been functioning since 2007.

8.1 Collaboration with Universities

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.

MoUs for collaborative research have been signed with different universities, organisations and government departments, including the International Islamic University Islamabad (IIUI), Bahria University, the Ministry of Human Rights, the National Institute of Historical and Cultural Research (NIHCR) and the British Alumni Association Pakistan (BAAP).

Georgetown Summer School 2010 announced a new course "Justice and Peace in Pakistan" in collaboration with AHKRC. Through a unique partnership between Georgetown and leading scholars, advocates, and non-governmental organisations working for justice and peace in Pakistan, summer students enrolled in the course will participate in video conferences with experts in Islamabad. The series of video conferences will feature leaders who are developing and implementing practical solutions to problems of inequality and injustice.

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 broadcasted interviews with Mr. Shoaib Sultan Khan and senior RSP leaders.

AHKRC started a Poverty Aleviation Policy Paper Series in 2009-10. The upcoming publications include:

a. Islands of Hope: A Valedictory Volume on Dr. Akhter Hameed Khan

b. Employment Skilled Training for Youth: A Case Study of VTEC Rawalpindi

c. Madrasah Education: A Case Study of two Union Councils in Violence Affected areas of Sindh

d. Katchi Abadies in Islamabad (under print)

e. Partnership as a Bridge Between Closed Mindset and Open Policy: An Overview of Water and Sanitation Sector in Pakistan

f. Traffic Congestion and Urban Planning: A Case study of Traffic Management in Raja Bazaar Rawalpindi

g. How Planning and Development Takes Place at Grassroots: A Case Study of Union Council 4 in Rawalpindi

h. Universal Health Coverage for the Poor: A Case Study of Micro Health Insurance in a Rural Union Council

8.2 Public Forums and AHK Memorial Lectures

AHKRC regularly organises quarterly public forums. The forums and lectures focus on significant contemporary issues of development in Pakistan. During the year, AHKRC organised four public forums:

1. Housing Rights and Katchi Abadies in Islamabad

2. Relevance of Education in Pakistan, held at University of Education, Lahore

3. Impact of Dams in Haripur and

4. Self Employment Skills for Youth in Islamabad

The forums generated discussion among rural development professionals, practitioners, government officials and public opinion makers to review the emerging issues in the programme areas selected by respective RSPs to identify priority interventions and recommend steps for further research, awareness-raising, networking and local action.

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. The Annual AHK lecture is planned for October 2010, with Dr. Mahmood Hasan Khan, Emeritus Professor of Economics at Simon Fraser University, Canada, featuring as the invited speaker.
RSPN human resource
RSPN human resource
RSPN human resource

**SENIOR MANAGEMENT**
Shandana Khan
Khaleel Ahmed Tetlay

**Chief Executive Officer**
**Chief Operating Officer**

**MONITORING, EVALUATION & RESEARCH**
Fazal Ali Saadi
M Saleem Baloch
Beensh Kulsoom
Shehzad Khalil Awan

**Specialist**
**Sr. Programme Officer**
**Programme Officer**
**Programme Associate**

**POLICY ADVOCACY**
M Hasnain Khali

**Programme Officer**

**SOCIAL MOBILISATION**
Muhammad Ali Azizi
Nida Khan

**Specialist**
**Programme Officer**

**SOCIAL SECTOR**
Tanuya Khan
Enayat Ur Rahman
Ayesha Amina Askari

**Specialist**
**Programme Officer Health**
**Programme Officer Education**

**GENDER AND DEVELOPMENT**
Virginia Khan
Sadaf Dar

**Programme Manager**
**Programme Associate**

**WOMEN’S LEADERSHIP PROGRAMME**
Erum Wali Khan

**Sr. Programme Officer**

**FINANCE**
Assad Ali Hashmi
M Nadeem Akhtar

**Manager**
**Programme Officer**

*Information valid until June 2010*
HUMAN RESOURCE AND ADMINISTRATION
Waqar Hadeer Awan
Abdul Rauf
Ali Akbar Qureshi
Hamid Ashraf Khan
Jawad Khan
Asim Mukhtar Janjua
Mohammad Fasai Khalil
Nasir Abbas
Umar Draz Khan
Farhat Shaheen

Manager HR
Programme Office Manager
Programme Officer Admin
Programme Assistant Events & Workshops
Programme Assistant Personnel
IT Associate
Communications Officer
Admin Assistant
Admin Assistant
Receptionist

SPECIAL PROJECTS WING
Zeeshan Zahid
Ayesha Nawaz

Manager
Programme Officer

PAKISTAN DOMESTIC BIOGAS PROGRAMME
Sajjad Haider
Rana Aamir Shafique
Ghulam Farid

Programme Manager
Area Manager
Finance Officer

PRIME MINISTER’S SPECIAL INITIATIVE FOR LIVESTOCK (PMSIL)
Dr. Zia Ahmed

National Coordinator

CROP MAXIMIZATION PROJECT – II (CMP-II)
Abid Anwar
Shahbaz Khattak
Ifan Ali

Project Manager
MER Officer
Finance Officer

FAMILY ADVANCEMENT FOR LIFE AND HEALTH (FALAH)
Bashir Anjum
Aamir Nazir
Waqas Munir

National Coordinator
Programme Officer
Finance Officer

MOTHER AND CHILD HEALTH CARE INITIATIVE (MCHCI)
Rafique Ahmad Tunio
Manzoor Hussain
Abdul Salam
Seema Khan
Muhammad Younis
Zahid Hafeez

Provincial Coordinator Sindh
MIS Officer
Project Officer Hygiene & Sanitation
Project Officer Hygiene & Sanitation
Lead Trainer Hygiene & Sanitation
Finance Officer
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Directors
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Mr. Ahsan Khan
Mr. Nazar Memon
Mr. Arif Hasan

Mr. Faiysal Ali Khan
Dr. Khalida Ghaus
Mr. Muhammad Sekib Sherani
Mr. Ghulam Sarwar Khero

Advisors
Dr. Pervez Tahir
Dr. Rashid Bajwa
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| auditors report 10
auditor’s report
Auditors’ Report To The Members Of RSPN

We have audited the annexed balance sheet of Rural Support Programmes Network ("the Company") as at 30 June 2010 and the related income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in funds together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the 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 statement 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 for any material misstatement. An audit includes examining, On a text 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, evaluation 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 accounting policies consistently applied except for the change as mentioned in note 3.1 to the financial statements with which we concur;

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

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

c) In our opinion and to the best of our information and according explanations gives to us, the balance sheet, income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in funds together with the notes forming part thereof conform with the approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in manner so required and respectively give a true and fair view of the state of the Company’s affairs as at 30 June 2010 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)

ISLAMABAD
29 OCT 2010

KPMG TASEER HADI & CO.
CHARTERED ACCOUNTANTS
Engagement Partner:
Muhammad Rehan Chughtai

RSPN Annual Report 2010
### Balance Sheet

**As at 30 June 2010**

#### Non-current assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property and equipment - tangible</td>
<td>19,547,277</td>
<td>11,752,286</td>
</tr>
<tr>
<td>Investment property - tangible</td>
<td>44,623,105</td>
<td>49,061,538</td>
</tr>
<tr>
<td>Long term security deposits</td>
<td>745,933</td>
<td>715,933</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>64,916,315</td>
<td>61,529,757</td>
</tr>
</tbody>
</table>

#### Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advances, perpayments and other receivables</td>
<td>17,335,144</td>
<td>12,078,560</td>
</tr>
<tr>
<td>Bank balances</td>
<td>303,792,210</td>
<td>205,581,356</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>321,127,354</td>
<td>217,659,916</td>
</tr>
</tbody>
</table>

**Total assets**

386,043,669

**Reserve fund**

40,500,000

**Accumulated surplus**

155,866,599

106,521,398

196,366,599

110,521,398

**Restricted funds**

(97,054,678)

95,617,521

#### Non-Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred liability for staff retirement benefits</td>
<td>17,026,374</td>
<td>11,798,946</td>
</tr>
<tr>
<td>Deferred grant</td>
<td>19,385,410</td>
<td>11,519,944</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>36,411,784</td>
<td>23,318,890</td>
</tr>
</tbody>
</table>

#### Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term running finance-secured</td>
<td>-</td>
<td>912,517</td>
</tr>
<tr>
<td>Accrues expenses and other liabilities</td>
<td>250,319,964</td>
<td>48,819,247</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>250,319,964</td>
<td>49,731,864</td>
</tr>
</tbody>
</table>

**Total commitments**

386,043,669

279,189,673

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

**ISLAMABAD**

29 OCT 2010

**Director**

**Chief Executive Officer**
# Income and Expenditure Account

For the year ended 30 June 2010

**Income/grants**

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>16</td>
<td>582,803,179</td>
<td>608,189,597</td>
</tr>
<tr>
<td>Transferred from/to restricted funds</td>
<td>10</td>
<td>190,223,999</td>
<td>(56,174,263)</td>
</tr>
<tr>
<td>Transferred to deferred grant</td>
<td>12</td>
<td>(7,865,466)</td>
<td>(4,086,487)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>765,160,712</td>
<td>547,926,847</td>
</tr>
</tbody>
</table>

**Profit on deposit accounts**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchange gain</td>
<td>5,840,672</td>
<td>1,584,163</td>
</tr>
<tr>
<td>Consultancy and management fee income</td>
<td>59,147,232</td>
<td>18,567,439</td>
</tr>
<tr>
<td>Institutional fee</td>
<td>3,184,699</td>
<td>4,499,620</td>
</tr>
<tr>
<td></td>
<td>845,650,956</td>
<td>580,291,265</td>
</tr>
</tbody>
</table>

**Expenditure**

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme cost</td>
<td>17</td>
<td>645,550,890</td>
<td>428,285,334</td>
</tr>
<tr>
<td>Operating cost</td>
<td>18</td>
<td>123,526,211</td>
<td>124,225,900</td>
</tr>
<tr>
<td>Consultancy expenses</td>
<td>19</td>
<td>29,360,957</td>
<td>7,152,200</td>
</tr>
<tr>
<td>Finance cost</td>
<td></td>
<td>617,556</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>799,055,604</td>
<td>559,663,434</td>
</tr>
<tr>
<td></td>
<td></td>
<td>46,595,362</td>
<td>20,627,631</td>
</tr>
<tr>
<td>Other income</td>
<td>5.2</td>
<td>2,749,849</td>
<td>2,812,906</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td></td>
<td>49,345,201</td>
<td>23,440,737</td>
</tr>
</tbody>
</table>

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

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**Islamabad**

29 Oct 2010

[Signatures]

Director

Chief Executive Officer
Rural Support Programmes (RSPs) in Pakistan, Outreach as of September 2010

- SGA  Sinch Graduates Association - 1972
- AKRSP  Aga Khan Rural Support Programme - 1982
- SRSP  Sarhad Rural Support Programme - 1980
- NRSP  National Rural Support Programme - 1992
- GBTI  Ghazi Barotha Taraqqiati Idara - 1995
- TRDP  Thardeep Rural Development Programme - 1997
- BRSP  Balochistan Rural Support Programme - 2001
- SRSO  Sindh Rural Support Organization - 2003

RSPs are present in 105 out of 126 districts, and 2 out of 13 FATA Areas.