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RSPN’s MISSION
Harnessing people’s potential by fostering and strengthening participatory, transparent and accountable organisations of the people for poverty alleviation and improvement in their quality of life.

RSPN’s VISION
A peaceful, tolerant and prosperous Pakistan where all people are able to realise their potential and live fulfilled lives.

RSPN’s PURPOSE
To enable RSPs to harness people’s potential across Pakistan through social mobilisation, policy advocacy, strategic support, networking, knowledge management, gender mainstreaming, and resource mobilisation.
WHO WE ARE

The Rural Support Programmes Network (RSPN) is the largest development network of Pakistan, with an outreach to over 35 million rural Pakistanis. It is a strategic platform for its 12 member Rural Support Programmes (RSPs), to whom it provides capacity building support and assistance in policy advocacy and the establishment of donor linkages. The RSPs are not-for-profit organisations which provide social guidance as well as technical and financial assistance to Pakistan’s rural poor. The RSPs espouse a common approach to rural development, that is, social mobilisation. Social mobilisation centres on the belief that poor people have an innate potential to help themselves, that they can better manage their limited resources if they organise themselves, and are provided technical and financial support.

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

RSPN’s strategic edge is its vast outreach to rural communities through the RSPs; its strong and influential relationship with government for impacting pro-poor public policy, and its central position that brings together over 30 years of knowledge and practice in participatory development work. Having worked with nearly 5.4 million rural households across the country, representing a population of over 35 million in 113 districts of Pakistan’s four provinces, Azad Jammu and Kashmir, Gilgit-Baltistan and also in five FATA areas, the RSPs have mobilised over 325,000 Community Organisations (COs). Some of these COs have been federated into village-level bodies called Village Organisations (VOs) and further into Local Support Organisations (LSOs) at the union council level. There are now 844 such LSOs throughout Pakistan and more impressively, 264 of them are comprised and managed entirely by women. Over the past couple of years, LSOs have started to evolve into tehsil and district level networks. Now there are 14 LSO Networks (LSO-N) fostered at the tehsil and district levels, enabling them to access and create linkages with higher tiers of government and larger civil society organisations.
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## ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AKRSP</td>
<td>Aga Khan Rural Support Programme</td>
</tr>
<tr>
<td>ASP</td>
<td>Assessment and Strengthening Programme</td>
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<tr>
<td>BCCs</td>
<td>Biogas Construction Companies</td>
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<td>BISP</td>
<td>Benazir Income Support Programme</td>
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<td>BRSP</td>
<td>Balochistan Rural Support Programme</td>
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<td>CBV</td>
<td>Community Based Volunteers</td>
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<td>CIF</td>
<td>Community Investment Fund</td>
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<td>CO</td>
<td>Community Organisation</td>
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<td>CPI</td>
<td>Community Physical Infrastructure</td>
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<td>CRP</td>
<td>Community Resource Person</td>
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<tr>
<td>EKN</td>
<td>Embassy of the Kingdom of the Netherlands</td>
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<tr>
<td>GBTI</td>
<td>Ghazi Barotha Tarqati Idara</td>
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<tr>
<td>GRG</td>
<td>Gender Resource Group</td>
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<tr>
<td>FATA</td>
<td>Federally Administered Tribal Area</td>
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<tr>
<td>FRs</td>
<td>Frontier Regions</td>
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<tr>
<td>KP</td>
<td>Khyber Pakhtunkhwa</td>
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<tr>
<td>LSO</td>
<td>Local Support Organisation</td>
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<tr>
<td>MWRA</td>
<td>Married Women of Reproductive Age</td>
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<tr>
<td>NADRA</td>
<td>National Database and Registration Authority</td>
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<tr>
<td>IRM</td>
<td>Institute of Rural Management</td>
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<td>NRSP</td>
<td>National Rural Support Programme</td>
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<td>PDBP</td>
<td>Pakistan Domestic Biogas Programme</td>
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<td>PRSP</td>
<td>Punjab Rural Support Programme</td>
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<td>RAF</td>
<td>Research Advocacy Fund</td>
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<td>RSP</td>
<td>Rural Support Programme</td>
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<td>RSPN</td>
<td>Rural Support Programmes Network</td>
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<tr>
<td>SGA</td>
<td>Sindh Graduate Association</td>
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<tr>
<td>SGAFP</td>
<td>Small Grants and Ambassadors Fund Programme</td>
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<td>SNV</td>
<td>Netherlands Development Organisation</td>
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<td>SRSO</td>
<td>Sindh Rural Support Organisation</td>
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<td>SRSP</td>
<td>Sarhad Rural Support Programme</td>
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<td>TRDP</td>
<td>Thardeep Rural Development Programme</td>
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<tr>
<td>UCPRP</td>
<td>Union Council Poverty Reduction Programme</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<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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The year 2013 has witnessed a considerable scale up in the partnership of rural communities with the Rural Support Programmes. Today the RSPs of Pakistan work with nearly 5.4 million households across the country. With RSP assistance, communities have successfully set up federated organisations or Local Support Organisations, at higher levels than the neighbourhood and village. This growing framework of people’s institutions has meant that people’s links with local government are stronger and they are able to undertake a wider variety of initiatives on their own. From improving services to increasing accountability, to keeping the peace in their areas, many LSOs have shown their ability and proved that only a people owned and driven programme can create meaningful change in Pakistan.

The direction in which these communities are moving and what they have demonstrated to us all, calls for a national scale up of social mobilisation, reaching a large majority of poor, rural households across the country. Increasingly, over time, the RSP role of facilitator will become more important for them, as they implement development projects and partner with government and others, to make ‘the system’ more accountable.

One of the key challenges faced in most parts of the country is the growing intolerance and worsening law and order situation. Organised communities have taken their own initiative in keeping the peace in their localities and working on building their own mechanisms that work with law enforcers, for a peaceful co-existence. In countless villages, mobilised communities have partnered with the police and the levies, strengthening new and old community structures, to create harmony and tolerance through peaceful resolution of disputes. These are the people we must all learn from. RSPN’s work has concentrated on learning from these LSOs and how we can spread this through a community to community exchange.

RSPN continues to work in the area of post-disaster resilience building and recovery, with communities, through the RSPs. Experience in this area has shown that community resilience to disaster is higher where earlier development activities have been undertaken by them e.g. infrastructure. We have also been impressed with community capacities in the area of community-based disaster risk management, which need to be scaled up across the country.

A key area of concentration during 2013 has been to enhance regional collaboration with similar programmes in India, Tajikistan and Afghanistan. The genesis of the Indian government’s National Rural Livelihoods Mission (NRLM) and the Society for Elimination of Rural Poverty (SERP-Andhra Pradesh), the Afghan government’s National Solidarity Programme (NSP) and the work of AKDN in Tajikistan, is the social mobilisation approach. Building cross-border bridges between communities involved in these programmes took a start and exchange visits will continue between these programmes. It is noteworthy that the Indian government has invited the RSPN many times to visit the NRLM and SERP and has acknowledged our contribution to rural development in India.

RSPN sees the scale up and build up of community owned institutions in the future. It will work with the RSPs to concentrate its efforts in community to community learning in various key areas and will continue its work on regional collaboration, in order to build people-to-people bridges for peace and development.

Shandana Khan
The Outreach of the Rural Support Programmes Across Pakistan

- AKRSP  Aga Khan Rural Support Programme - 1982
- SRSP  Sarhad Rural Support Programme - 1989
- NRSP  National Rural Support Programme - 1992
- IRM  Institute of Rural Management - 1993
- GBTI  Ghazi Barotha Taraqiati Idara - 1995
- TRDP  Thardeep Rural Development Programme - 1997
- BRSP  Balochistan Rural Support Programme - 2001
- SGA  Sindh Graduates Association - 2002
- SRSO  Sindh Rural Support Organization - 2003
- FIDA  Foundation for Integrated Development Action - 2004

RSPs are present in 113 out of 131 districts, and 5 out of 13 FATA/FRs
325,565
COMMUNITY ORGANISATIONS

5,397,155
ORGANISED HOUSEHOLDS

5,574,618
COMMUNITY ORGANISATION MEMBERS

844
LOCAL SUPPORT ORGANISATIONS

113
DISTRICTS WITH RSP PRESENCE

3,690
UNION COUNCILS WITH RSP PRESENCE
The genesis of the Rural Support Programmes Network can be traced back to 1982, when the Aga Khan Foundation (AKF) set up the Aga Khan Rural Support Programme (AKRSP). AKF had two objectives for AKRSP: a) to contribute to doubling the incomes of the people of Gilgit, Baltistan and Chitral in mountainous northern Pakistan over a ten year period, and b) to develop replicable approaches for community development. AKF tasked Shoaib Sultan Khan with developing the strategies for achieving these two objectives. After seeking guidance from his mentor, the late Dr. Akhtar Hameed Khan, Shoaib Sultan Khan developed a strategy in which community members were the principal actors. He was of the view that all communities have inherent potential which can be unleashed when people’s own organisations are fostered. These organisations should be participatory, democratic, transparent, accountable and self-directed, and should be supported by an entity which can provide technical and financial assistance to take forward the local development agenda that the community members themselves have prepared.

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

While development activities were being undertaken across hundreds of mountain communities, AKF and AKRSP initiated a major policy and advocacy exercise. During the first four years of AKRSP, major donors from Canada, America, Britain, Germany, and the Netherlands began to support the programme. Donor representatives, diplomats, administrators, academics, researchers, students, and politicians visited AKRSP’s programme areas and began to appreciate the work being undertaken by Village Organisations. The first phase of AKRSP culminated in the mid-1980s when the Operations Evaluation Department of the World Bank undertook an independent evaluation of AKRSP.

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

After the publication of the World Bank evaluation report, Mr. Shoaib Sultan Khan initiated dialogues with national and provincial stakeholders to replicate the AKRSP in other parts of the country. The first opportunity came in 1988/89, when the government of Khyber Pakhtunkhwa and USAID agreed to set up the Sarhad Rural Support Programme (SRSP) in Peshawar. In the early 1990s, the National Rural Support Programme (NRSP) was set up in Islamabad with the mandate to work in selected districts in all provinces of the country. Then in 1998, the Punjab Rural Support Programme was established in Lahore. As the replication of AKRSP began, there was a need to support these nascent organisations, and so a small RSP Resource Group was set up that included senior staff who had worked with AKRSP for a long time.

The Department for International Development (DFID) had been supporting AKRSP since the mid-1980s. Therefore, it was not only very familiar with the approach, work and achievements of AKRSP, it was also confident that other parts of the country could also benefit from adopting this approach. In 1999/2000, the RSP Resource Group proposed to DFID that the Rural Support Programmes Network should be set up to support the new RSPs across the country. The proposal was accepted and RSPN was established in July 2000 and registered as a not for profit company under the Companies Ordinance 1984, with the following RSPs as members: AKRSP, SRSP, NRSP, Ghazi Barotha Taraqqiati Idara (GBTI), Thardeep Rural Development Programme (TRDP), and the Punjab Rural Support Programme (PRSP). Later, the Balochistan Rural Support Programme (BRSP), Sindh Graduates Association (SGA), Sindh Rural Support Organisation (SRSO), Institute of Rural Management (IRM), Azad Jammu and Kashmir Rural Support Programme (AJKRSP) and the Foundation for Integrated Development (FIDA) became members of
RSPN. The RSPs are represented on RSPN’s Board and Mr. Shoaib Sultan Khan is Chairman of the Board. The presence of RSP Chairpersons and Chief Executive Officers on the RSPN Board not only creates a greater sense of ownership but also enriches the debate about maintaining the relevance of RSPN’s and the RSPs’ mandates, objectives and strategies. RSP leaders also support RSPN’s policy and advocacy efforts. One particular policy and advocacy effort in mid-2000s led to the World Bank and government of Pakistan funding the $US 60 million Participatory Development through Social Mobilisation (PDSM) project granted to the Pakistan Poverty Alleviation Fund (PPAF) for implementation largely by the RSPs.

In 2000, RSPN developed a business plan for its own sustainability. During its 10 year period of DFID support, RSPN was able to build up a reasonable endowment fund to support a core staff. Today, RSPN has five main sections: Social Mobilisation, Social Sectors, Research and Knowledge Management, Gender and Development and the Special Projects Wing. These sections are supported by the Finance Section, Administration Section, Compliance and Internal Audit Section and Communications Section. This is a rare case of a civil society organisation becoming financially sustainable.

Today, through its 12 partner RSPs, RSPN has an outreach to 113 districts of the country and five Agencies of FATA, to 325,565 Community Organisations with nearly 5.4 million member households and covering a population of over 35 million, making it the largest civil society network in the country. After the 2005 earthquake and the 2010 floods, many donors approached RSPN/RSPs to access their outreach and expertise to provide emergency relief, early recovery and rehabilitation and reconstruction support to the affected families and communities. RSPN has worked with an array of major donors and development partners, including USAID, DFID, Embassy of the Kingdom of the Netherlands, Asian Development Bank, World Bank, European Union, ACTED, Institute for Social and Environmental Transition, International Development Research Centre, SNV the Netherlands Development Organisation, American Pakistan Foundation, British Pakistan Foundation, Vitol Foundation, Unicef, Open Society Foundations, Japanese Social Development Fund, Population Council, Research and Advocacy Fund, and Devolution Trust for Community Empowerment.

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

Building on the conceptual framework of Dr. Akhtar Hameed Khan and using his experience of working for the Government of Pakistan, United Nations and the Aga Khan Foundation, Mr. Shoaib Sultan Khan is the moving spirit behind the social movement for building people’s own institutions in Pakistan and India, and in supporting this movement in many other parts of the developing world.
This year RSPN celebrated 30 years of the RSP approach. It was 30 years ago that the AKRSP operations started in northern Pakistan. Over these three decades, thousands of communities have joined the RSPs in a joint effort to improve the lives of Pakistan’s rural poor. There has been valuable learning which has fine-tuned the RSP approach and RSPN has become a central development actor, working closely with the government, donors and other organisations. RSPN celebrated 30 years of the RSPs with communities and other friends.

National Convention of Civil Society Organisations

The RSP annual community convention was special this year, as hundreds of community activists, RSP staff, government officials and people who had a long association with the RSPs attended this event. This event also brought in LSOs and CSOs who had undergone a capacity building programme under a European Union funded project titled Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation. This 18 month project was implemented by RSPN and three of its partner Rural Support Programmes; namely the Aga Khan Rural Support Programme (AKRSP), the National Rural Support Programme (NRSP) and the Sarhad Rural Support Programme (SRSP). The project aimed to strengthen 160 grassroots organisations in 12 districts across Khyber Pakhtunkhwa and Balochistan.

In addition to highlighting their achievements, the purpose of the National Convention of CSOs was to bring the LSOs and CSOs together so that they could share their experiences and learn from one another. The fifth of its kind, the event demonstrated what these community based institutions are capable of, reflecting the success of the RSPs’ three-tiered social mobilisation approach, an approach on which they have been centred for the past 30 years.

Man in the Hat: The story of Shoaib Sultan Khan and the rural poor of South Asia

The 30 year celebrations also included the launch of a biography of RSPN’s Chairman, Shoaib Sultan Khan and his work with the Rural Support Programmes. Written by Australian author Noel Cossins, Man in the Hat: The story of Shoaib Sultan Khan and the rural poor of South Asia is an account of the development work that Mr. Shoaib Sultan Khan has undertaken with rural communities in and outside Pakistan over his lifetime.

At the event, distinguished guests such as Dr. Ishrat Husain, Ex-Governor of the State Bank of Pakistan and Ejaz Rahim, Ex-Secretary Cabinet, attested to the contributions Mr. Shoaib Sultan Khan has made in improving the lives of the rural poor. They all agreed that empowering communities to determine their own needs and work towards achieving their own goals is the only way to escape poverty, and commended Mr. Shoaib Sultan Khan on his work in developing the three-tiered approach used by the RSPs. A testament to the impact he has had not only in Pakistan, but across South Asia, the Mission Director of the National Rural Livelihoods Mission of the government of India, Mr. Vijay Kumar, was also present at the occasion. Mr. Kumar was grateful to Mr. Shoaib Sultan Khan, saying that the women’s self-help movement in India had greatly benefitted from his constant advice, suggestions and support. Author of the book, Noel Cossins, also shared his thoughts on the writing of the biography, discussing the potential of people to change their lives, and Mr. Shoaib Sultan Khan’s belief in the rural poor, which had led to the birth of the RSP movement.

Mr. Vijay Kumar, Director of the National Rural Livelihoods Mission of the government of India speaking at the book launch:
“...it’s my privilege to have known Shoaib Sahab; he came and visited us many times and each visit has been very important in two ways. In energising us, recharging our battery so to speak and also where we had some issues which required advice and had no clue, to look at different ways of resolving issues. His visits have been very fruitful and I think for the program in India, we are running now the national programme, the direct connection is the implementation of UNDP SAPAP and Shoaib Sahab has played such a critical role not only in the formulation of that SAPAP project but continuous implementation of that project.”
On the 1st of July, 2013 RSPN and the RSPs celebrated 30 years of the Rural Support Programmes. To mark the occasion two events were held, a National Convention of Community Civil Society Organisations as well as the book launch of *Man in the Hat - The story of Shoaib Sultan Khan and the rural poor of South Asia*. The events were attended by over 500 people representing over 180 Community Organisations, local, provincial and federal government, members of the donor community and people who have been associated with the RSPs over the past 30 years.
OUR APPROACH

Pakistan is facing a multitude of problems today. Increasingly the country has been moving towards further instability which has affected the Government’s ability to deliver facilities and services to its citizens. This is especially true for people living in far-flung rural areas. Now more than ever, communities need to stand united to work together to solve their own problems and to interact with their government in order to increase accountability.

Over the past three decades, the RSPs have adopted, nurtured and developed a unique social mobilisation approach. By organising rural communities to come together and form their own institutions, they are empowered to work for their own development and that of their community. RSPN and the RSPs support these organisations and remove barriers such as lack of management skills, lack of access to capital, and lack of necessary know-how.

The foundation of social mobilisation are Community Organisations (COs) which are neighbourhood-level community groups consisting of 15-20 member households. COs meet fortnightly to carry out basic but essential activities such as saving and household-level development planning. For planning at the village level, these COs are then federated at the village level to form Village Organisations (VOs), the second tier. VOs consist of representatives from each CO in the village. At the third tier, representatives from all VOs in a union council come together to form a Local Support Organisation (LSO). LSOs are able to carry out development at a much higher level due to the advantage they gain from a large CO membership base and their links with local government. Many LSOs are also registered as independent entities, with some having directly accessed donor funds. An LSO ordinarily represents 60-70% of the households in a union council; with some LSOs having even higher coverage. In addition, LSOs are able to carry out a greater level and range of self-help activities due to

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The RSPs’ Three Tiered Model of Social Mobilisation

**Local Support Organisation - LSO**
- Federation of all Village Organisations in the union council
- All villages represented in LSO
- Decisions taken by executive committee and general body
- Implementation of union council level activities
- Linkages development with government/ donors/ CSOs and market
- Guidance and support to VOs and COs

**Village Organisations - VO**
- Federation of all COs in the village
- All mohallas/ settlements represented in VO
- 100% inclusion of poorest households through COs
- Decisions taken jointly by office holders and general body
- Implementation of village level development activities

**Community Organisations - CO**
- Each CO to consist of 15-25 members from as many households
- Participatory body (decisions taken jointly by all members)
- Separate COs for men and women
- Implementation of household/ mohallah level activities
their greater outreach amongst the local residents in their respective union councils. Examples of this are enrolment drives, vaccination campaigns, improving small infrastructure and using savings to lend to the poorest. There are now 844 LSOs across Pakistan of which 264 are women-led LSOs. Some of these LSOs have gone on to form LSO Networks at the tehsil and district level; a total of 14 LSO Networks have been formed thus far.

OUR WORK

The range and scope of LSOs and their initiatives have surpassed all expectations and are proof of the potential of people when they are organised. RSPN’s focus this year has been on the strengthening of partner RSPs and LSOs. This year, RSPN trained 132 staff members from BRSP, PRSP, SRSP and TRDP and key activists from their respective LSOs on the social mobilisation approach. Various sector-specific guidelines and manuals were also developed for the benefit of the RSPs and the LSOs. These guidelines covered essential topics such as LSO network formation and management, financial recordkeeping systems and techniques to ensure the financial viability of LSOs.

RSPN, being the umbrella organisation of the RSPs, also ensures coordination amongst its partners and provides capacity building support in social mobilisation. One way in which coordination and mutual support is provided with regard to social mobilisation is through the Social Mobilisation Resource Team (SMRT). SMRT consists of the social mobilisation heads of all the RSPs, and meets every year to discuss and reflect on social mobilisation practices. This year, the SMRT focused on strategies to integrate social sector services such as health and education into the social mobilisation process, and the role of LSOs in the upcoming elections.

RSPN has undertaken several studies to document lessons from LSOs. Specifically, RSPN documented key lessons through an Institutional Assessment of LSO Umeed, Layyah which examined the structure, capacity and operational systems of LSO Jamal Chapri in district Layyah of Punjab. The LSO Initiatives series documents the achievements of other LSOs across the country. This year’s series consisted of 12 such studies.

LSOs have demonstrated the ability to implement projects, obtain grants and raise funds. RSPN has initiated a number of projects that specifically aim to build the capacity of LSOs to undertake development work. Through these projects LSOs have been able to carry out activities such as: accessing public sector services through links with local governments (e.g. for education, improvement in school infrastructure and for basic and comprehensive healthcare), putting in place basic community infrastructure (e.g. wells, paved roads and latrines), through accessing local government funds as well as through MPAs, obtaining primary, middle and high schools from local governments, and obtaining micro-credit from banks. These are big strides for LSOs. One particular project was the USAID-funded Small Grants and Ambassador’s Fund Program (SGAFP) which is a 5 year project in which grants are provided to Pakistani NGOs. This year 4 LSOs and 51 other community-based organisations/NGOs have successfully obtained grants from the project, which is managed by NRSP with RSPN as a sub-partner.

Focusing specifically on building the strength of LSOs is the Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation project; an 18 month project funded by the European Union. The project was implemented through three of RSPN’s partner RSPs in Balochistan and Khyber Pakhtunkhwa, namely AKRSP in Chitral, NRSP in Mardan and Turbat and SRSP in Mansehra. The project strengthened the capacities of 160 LSOs and CBOs in areas of organisational management and planning such as gender sensitisation and budgeting, resource mobilisation and financial recordkeeping. This was done through a series of training courses and continued follow-up support. In addition to this, the project educated LSOs and CBOs on the process and contents of district government budgets; in anticipation that it would bridge the gap between communities and local government. By strengthening their institutional capacity, these community based organisations are now better able to manage themselves and carry out development work.
The Government Primary School, Latifabad, is located in the union council of Jindo Misson in Bahawalpur, Panjab 45 kilometers away from the nearest city. The school accommodates children from five nearby villages, and is open to both boys and girls. However, many girls are not allowed to go there, and female teachers are also reluctant to teach. This is because the school does not have a boundary wall, and is, therefore, seen as unsafe.

Until Alif Ailaan funded project activities started through NRSP in Jindo Misson, parents in the area had no formal platform where they could highlight the issues they were facing in ensuring their children’s education. As part of the project, the Local Support Organisation (LSO) was tasked with providing them with the opportunity to voice their concerns, and partner with them to demand improvement. The LSO mobilised the School Management Committee in the area and held meetings to discuss issues being faced by teachers, parents and children in local schools, and to ensure that education funds allocated to the committees were being properly utilised. However, when the LSO met with the SMC members, it was found that they were unsure of how to deal with the problem of the boundary wall. Consequently, the LSO members decided to take action on their own.

The LSO is responsible for meeting with political workers in the area to discuss education related issues, and lobbying for the implementation of Article 25-A of the Constitution of Pakistan, whereby the state guarantees free education to all children between the ages of 5 to 16 years. Members of the LSO met with politicians and discussed the issue of the Primary School Latifabad’s boundary wall, and asked for their help in building a wall. With LSOs assistance, the SMC was able to allocate PKR 9,250,00 to support was construction, and a request was presented to the District Education Department.

Now that the Government Primary School Latifabad has a boundary wall the number of children studying there has increased dramatically; from 50 boys to 70, and 35 girls to 60. Through the efforts of the LSO, which successfully connected parents, School Management Committee to the local government, the children of Jindo Misson can feel safe in their school.
OUR APPROACH

Evidence-based learning is critical for solid input for policy advocacy and improved programming. RSPN has been central in assessing and creating new knowledge drawing practical lessons from over 30 years of experience. RSPN’s Research and Knowledge Management (RKM) section works closely with the RSPs and other development partners, gleaning lessons from the work of RSPs with communities and documenting them for wider dissemination.

OUR WORK

As part of its monitoring, evaluation and knowledge management role, a number of RSP-wide assessments and studies were conducted. These included an assessment of SRSP’s AusAid funded livelihoods strengthening programme as well as an assessment of the community investment fund (CIF) in Layyah, which is a joint project of RSPN and PRSP. CIF is a community managed banking systems targeted to the poorest. Both studies highlighted operational issues, made recommendations for improvement and underscored the benefits of these programmes to local communities, thus providing useful insights into improving RSP programming. A policy brief on the community investment fund was also developed, which showed that CIF has resulted in the creation of financially sustainable access to credit for the poorest of the poor. It has strengthened social mobilisation by directly encouraging the creation of community based organisations and by enhancing participation in such institutions. It has also resulted in improving the livelihoods of individual borrowers and their households. The policy brief recommends that governments and donors that aim to extend the outreach of financial services, particularly to remote and poor areas targeting the poorest women, should invest in the roll-out of CIF across the organised communities in Pakistan.

The year 2012-13 also saw RSPN’s concentration of its RKM agenda on two new research initiatives in community health and climate change. In a Research and Advocacy Fund (RAF) supported study, the ways in which health promotion occurs, or is obstructed, in various community spaces across rural Pakistan are being explored. Paying particular attention to how community spaces engage and empower women, poor persons and social excluded groups, this eight-month research is developing practical recommendations to make community spaces more effective in promoting maternal, newborn and child health services. Evidence shows that public sector health interventions in MNCH are less effective for the poorest and other excluded groups such as nomads, lower castes, etc. extra efforts are needed to target these groups. RSPN believes that this can only be done through government partnerships with NGOs.

During the year, RSPN completed a research project with the Institute for Social and Environmental Transition (ISET), jointly funded by IDRC and DFID. The focus was on the state and access to basic services within rural communities that build their capacity to withstand disasters, specifically floods. The research found that sources of resilience in different communities stem from provision of certain critical services and systems that support them. Flood resilient housing and sanitation are, for example, more important in areas subject to inundation than flash flooding. Resilient transport, communications, education and social organisations appear important in all locations. The research has therefore shown that building long-term adaptive capacity for dealing with floods requires context sensitive service development.

One of the ways that RSPN adds value to the RSPs is by building the capacity of their staff. This year, RSPN developed a series of monitoring and evaluation training modules which would enable the RSPs to better track and assess their programmes. These modules focused on the monitoring and evaluation of development programmes and projects; impact assessment of RSP projects; knowledge management and development communication. Training on two
modules have been conducted during the year and the remaining modules have been scheduled for 2013-14. In another capacity building exercise, RSPN hosted a two day review and experience sharing workshop for 25 monitoring, evaluation and research professionals from the RSPs. The purpose of the workshop was to create a learning environment where the RSPs could share their experiences from their various projects, and gain insight into innovative approaches and opportunities for improvement with respect to their monitoring and evaluation systems.
OUR APPROACH

Without the inclusion of women into the mobilisation of rural communities, the community organisation and the change RSPN and the RSPs seek would never be possible. Recognising this, RSPN has incorporated gender justice into its community-driven approach, to create social units of change. The premise that income earning potential and skills are a first step towards empowerment applies more to our rural women. Once this step is taken, a world of different opportunities opens up.

OUR WORK

To attain this goal of gender justice RSPN has been building alliances and working closely with its partner RSPs through the Gender Resource Group (GRG). Consisting of RSP gender programme managers, gender focal persons, gender advocates and gender trainers, the GRG is a forum that serves as the think tank for coordination and an exchange mechanism for gender mainstreaming in the RSPs and their programmes.

The GRG had two meetings this year where it reviewed RSP-led projects and LSOs to assess their gender sensitivity and inclusiveness. Two of the projects reviewed were the Capacity Building of Local Grassroots Organisations in Governance, Transparency and Gender Sensitisation project and the Tahafuz Community Based Disaster Risk Management (CBDRM) project. The GRG noted that the projects had included women and given them more opportunities to be involved in community development than ever before, and made specific recommendations for the strengthening of their participation in the future. The GRG also undertook a review of two AKRSP supported LSOs, the Garam Chashma Area Development Organisation and Ayun Valley Development Organisation, in Chitral. The major findings of this gender review were that the LSOs should focus on building the capacity of women LSO board members and bring more women into leadership positions, and extra attention should be paid to ensuring their active participation in all LSO activities. The need for the LSOs to adopt an anti-sexual harassment policy and create awareness about this among their constituent VOIs was also stressed.

A key contribution made by the GRG this year was the development of an Islam and gender resource pack, which is used to provide gender experts with knowledge on gender issues in the context of Islam. The resource pack contains Urdu and English references from 10 different translations of the Quran, covering topics of gender equality, female child discrimination, marriage and family related matters, as well as on inheritance and right to income. The resource pack was used in a workshop on customary practices in the light of religion and legislation organised by SRSP, to train representatives from five LSOs, after which the LSOs were to conduct step-down training for their members as well as their constituent VOIs and COs and community resource persons, Nikkah registrars, teachers and Lady Health Workers.

As demonstrated by this year’s activities, creating capacities in the RSPN and RSPs to spread basic knowledge on concepts of gender and development and related analytical and planning skills has been a key contribution of RSPN. The RSPs have more than 25 gender master trainers who have trained more than 5,000 RSP staff and LSO executive body members. This year in collaboration with AKRSP, RSPN successfully trained 12 male and female LSO activists from the Ghizer district as gender experts, who will then train women and Village Organisation members. RSPN also continued its work with women leaders from within the RSPs, building their capacities in key thematic areas.

This year Ms. Zareena Balouch from NRSP participated in a month-long course on gender, sustainable livelihoods, human rights and peace organised by Sangat in Nepal.

RSPN also continued sensitising its own staff on gender issues through formal training, discussions and celebrations, notably the celebration of
International Women’s Day. Gender sessions were also conducted for the RSP resource groups, namely the social mobilisation, social sector and monitoring and evaluation groups. This year the focus was on introducing gender analysis tools which can be used to make RSPN and RSP programmes more gender sensitive.

In addition to its capacity building support to the RSPs RSPN’s gender section initiated a conversation around the rights-based approach to development. A series of consultations were organised to highlight the importance of the rights-based work done by the RSPs and LSOs. As a result of the consultations, the RSPs agreed to internalise rights-based approaches within their work with rural communities, and renewed their commitment to facilitating experience sharing among the LSOs to get better insight into their work in the rights-based sector and its impact on communities.

With support from the Open Society Foundation (OSF) RSPN hosted a two-day event on the legal empowerment of communities, which is an important aspect of the rights-based approach. National and international experts from Bangladesh, Tajikistan and OSF, spoke on the importance of legal empowerment for sustainable development. RSPN and RSPs identified key areas for capacity building, i.e. human rights and alternative dispute resolution (ADR) as a result of which some RSPs and LSOs have started work on ADR, beginning with a workshop for LSOs.

Through its central position with the RSPs and the rural communities of Pakistan, RSPN continued its efforts to raise awareness against violence and discrimination against women. RSPN and RSPs participated in a signature campaign to end violence against women titled “One Billion Rising.” RSPN also collaborated with the Potohar Organization for Development Advocacy to celebrate International Rural Women’s Day.
HEALTH, EDUCATION
AND SANITATION

OUR APPROACH

Pakistan suffers from some of the worst indicators for health, education and sanitation, particularly in rural areas. Pakistan seriously lags behind its MDG targets, to be achieved by 2015. Ensuring the sustainable provision and supply of these critical services is a substantial part of RSPN’s work. RSPN works closely with the RSPs to create community-based institutions that work to improve services in these areas. Where COs, VO and LSOs exist, RSPN/RSPs engage them in taking forward the social sector agenda. In areas without structured social mobilisation, RSPN/RSPs set up local committees so that issues being faced by the community can be identified and solutions developed and implemented. These committees are supported by Community Resource Persons, who are trained by RSPN and the RSPs to raise awareness and work toward resolving problems of health, sanitation and education in their areas, acting as a bridge between communities and formal systems. Linkages with government departments are also strengthened.

OUR WORK

RSPN established the Social Sector Resource Group (SSRG), with the purpose of pooling together RSPN and the RSPs’ vast knowledge and experience in the fields of education, health and sanitation. Comprised of social sector programme managers and specialists from RSPN and the RSPs, the SSRG meets once every six months to assess its ongoing programmes in these thematic areas.

RSPN’s approach of establishing behaviour change and linking communities with basic services is being further strengthened through research. In one Research and Advocacy Fund (RAF) supported project, RSPN explores ways in which community based systems can remove the three delays that women face in receiving emergency obstetric and neonatal care. This twenty-seven month research in district Dadu, Sindh, aims to determine by comparative trial whether the practice of Community Resource Persons and Village Health Committees can diminish the three delays which together lead to an alarmingly high rate of maternal and neonatal mortality in Pakistan.

Bringing forward its experience in behaviour change through community mobilisation, RSPN partnered with Greenstar Social Marketing, NRSP and PRSP to create demand for reproductive health services and to enable rural communities to advocate for better coordination and accountability for reproductive health issues. Focusing on areas not served by the government’s Lady Health Workers, this project will reach 600,000 people living in the rural areas of Jhang, Bahawalpur and Rahim Yar Khan in South Punjab and foster an environment for women, girls and men which is conducive to making informed choices in reproductive health. Through the social marketing of reproductive health services by trained Community Resource Persons, this project will raise the Contraceptive Prevalence Rate in these areas by 10%, thereby contributing to Millennium Development Goals 4 and 5 by reducing maternal and infant mortalities that are caused by a lack of birth spacing.

Recognising that interventions for healthcare, access to education, or improved sanitation cannot be sustained without community involvement or government support, RSPN works hard to link the two together by developing mechanisms for local accountability through the LSOs. RSPN is a partner in the consortium led by John Snow Incorporated, for the Health Systems Strengthening component of USAID’s Maternal and Child Health Programme. RSPN’s role in the consortium is to set up accountability forums in 100 union councils across 10 districts of Sindh to tackle issues faced by rural communities in access to maternal, newborn and child health services. The capacity of LSOs and union council health committees will be enhanced so that they can engage with healthcare providers and officials to raise issues and work together for their resolution. District health networks, comprising of LSOs and union council health committees as well as other NGOs, will lobby with the District Health and Population Management Team in favour of the adequate allocation of resources for quality healthcare services in rural
areas. Additionally, the efforts of the Department of Health and Population Welfare will be strengthened to support them in extending health services to far-flung rural areas. In this regard, an innovative pilot has been designed to support the Extended Programme for Immunisation, whereby RSP fostered village health committees and union council health committees will provide community level support to ensure routine immunisation for all eligible children in the un-served areas.

The focus on developing systems whereby rural citizens can interact directly with government and establish a chain of accountability has also appeared in RSPN’s education project, where RSPN partnered with NRSP and SRSP in seven districts of Punjab and Khyber Pakhtunkhwa to mobilise communities to demand their children’s right to education as stated in Article 25-A of Pakistan’s Constitution. Funded by DFID/Alif Ailaan, 664 male and female LSO members have received training and are engaging with local politicians and the Department of Education on a regular basis. A total of 679 politicians in the seven districts have pledged their support for education reform. In addition, 554 trained Community Resource Persons are raising awareness on Article 25-A at the village level, encouraging rural citizens to demand this basic right. The Community Resource Persons have conducted 9,157 sessions with 90,032 men and 95,482 women, where they have discussed the community’s responsibility and have enrolle d over 13,000 out of school children in schools. Two district education networks have also been established whereby rural citizens, with support from their LSO, can highlight problems in their particular villages and demand solutions from their local governments.

Facilitating rural communities to adopt better sanitation and hygiene practices which prevent diarrhoea and disease related deaths is also an important contribution that RSPN makes. RSPN has been tasked with assisting UNICEF in its nationwide sanitation programme; by building the capacity of UNICEF’s implementing partners who are implementing Pakistan’s Approach to Total Sanitation (PATS). RSPN’s team of 19 master trainers are located across 14 flood affected districts in Sindh, Balochistan, Punjab, Khyber Pakhtunkhwa and FATA. Collectively, the master trainers have trained 297 social organisers, 546 teachers, 440 masons, 96 entrepreneurs and 25 Community Resource Persons on water and sanitation hygiene issues, so that they can create awareness and generate demand for sanitation facilities, and ensure that their villages are open defecation free.
ENERGY

OUR APPROACH

Fuel inflation and shortages are negatively impacting the Pakistan economy. The same time there is tremendous potential for developing alternative and renewable sources of energy, particularly in the biogas sector which makes use of livestock waste. Given the very large livestock population of the country which is often in possession of, or accessible to, the rural poor, RSPN and the RSPs believe that rural communities must be facilitated to make use of their livestock assets and adopt this shift toward alternative sources of energy. Therefore, RSPN developed a market sector development programme, the Pakistan Domestic Biogas Programme, which is now the largest biogas initiative in the country.

The programme began in 2007 when RSPN initiated a small pilot project to install ten biogas plants using the Nepali fixed dome model. The success of the pilot led to a partnership between RSPN, SNV and Winrock International in 2009 to set up the Pakistan Domestic Biogas Programme (PDBP). The Embassy of the Kingdom of the Netherlands (EKN) agreed to support PDBP for a period of four years for the installation of 5,000 biogas plants in central Punjab.

OUR WORK

The key feature of PDBP is that it pursues a market driven development strategy, by which demand for biogas was created through an increased awareness of its benefits. The demand was subsequently matched by a process of identification, training and supporting of private sector Biogas Construction Companies (BCCs). Each district has between two and five BCCs who install the domestic biogas plants, and provide a four-year warranty as well as other after sales services. Biogas produced is sufficiently scaled for domestic use, mainly for household cooking, and also offers the benefit of yielding enriched organic fertiliser as a by-product, which homeowners can use on their agricultural land or sell for a profit. Over the past year with an increased demand, BCCs have increased the size of the plants constructed from 10-15 cubic metres to up to 20-25 cubic meters, allowing farmers to run dual-fuel engines or tube-wells to pump underground water for irrigation.

After the success that biogas plants have had in running tube-wells for irrigation, large-scale farmers, particularly dairy farmers, enquired about the possibility of running electric generators with biogas to power their farm operations. In response to this, PDBP is currently engaged in research on medium to large sized biogas plants (that is, 50 cubic metre and 100 cubic metre plants, which run 5 kv and 10 kv generators respectively). The programme has also undertaken initiatives to improve biomass cook-stoves, innovating the first biogas stove in Pakistan in collaboration with the Christian Technical Training Centre in Gujranwala. Initial tests indicate that it is more efficient than the biogas stoves produced in all 13 countries where SNV is supporting biogas programmes. Local appliance manufacturers in Faisalabad and Sargodha have been trained to make the stoves, and they are manufacturing the biogas stoves that BCCs provide to client households.

PDBP is also involved in biogas slurry research in collaboration with the University of Agriculture, Faisalabad and the Ayub Agriculture Research Institute and in the subsequent development of extension materials based on the research findings. PDBP is now registered with the UN Framework Convention on Climate Change as a programme of activity after successful validation. The carbon funding mechanism is expected to become active by early 2014. At the national policy level, under a Memorandum of Understanding with the Ministry of Environment, a National Biogas Steering Committee was established. PDBP has contributed to create green jobs, raised the quality of life, particularly of women, protected the ecological assets of the local rural economies, and has provided a sustainable solution for irrigation. In 2012, specifically in recognition of its efforts to promote biogas in rural areas to improve livelihoods of rural people, the National Forum for Environment and Health awarded PDBP the CSR Award 2012 in the category of ‘Alternative Energy Solutions’. To
ensure the quality of work was maintained by BCCs while installing biogas plants, PDBP offered them a quality assurance discount. This was then passed onto biogas clients. The discount was provided after the PDBP Biogas Technician performed a quality control check on each completed plant and verified its quality. Discounts represented 8%-12% subsidy on the total cost of the biogas plant. Other organisations, including provincial government projects, offered a much higher rate of subsidy. Despite this, BCCs managed to install an impressive 3,031 biogas plants by June 2013.

In addition, 250 masons were trained and are working for the 25 already active BCCs and another 35 BCCs were trained. Biogas client households have invested nearly PKR 150 million from their own sources in installing the biogas plants. Satisfied biogas plant clients are playing a key role in creating new demand.
Irshad belongs to a small village in the district of Nankana Sahib in central Punjab, where she lives with her husband, daughter and mother-in-law. Hers is one of four houses in the village that have recently installed a domestic biogas plant.

She first saw one of PDBP’s biogas plants in one of her neighbour’s homes. “I really wanted one as well,” she said, “I could see how easy cooking was on a gas stove.” However, Irshad’s husband is a wage labourer, and could not afford the cost of the material and labour involved in building the plant, which was a little over 60,000 PKR.

But Irshad was determined. She spent over a year saving money from household expenditures wherever she could. She also participated in a small-scale form of traditional saving, committee bachat, with some of her friends and family, in which each person would deposit 2,000 PKR with a different member every month, and that member could use the money. When it was her turn to receive the committee, she combined it with her household savings, which gave her just enough to afford the plant. “It wasn’t an easy process” says Irshad, “but it was worth it. Now my house is always clean because I don’t make dung cakes for the stove. We don’t have flies or smoke from wood fire either.”

“Right now we just use it for the stove, but in the winter it will be even more useful,” says Irshad, describing her plans to connect the plant to her boiler so that her family can have hot water.

Domestic biogas plants such as the one in Irshad’s house have made life much easier for women, who no longer have to spend hours in unhygienic conditions preparing dung cakes. These plants also prevent the health hazards which result from excessive smoke inhalation when wood is used to fuel kitchen stoves.
OUR APPROACH

Since the 2005 earthquake in Pakistan, natural disasters have featured as primary shocks to rural livelihoods and have impacted overall development in rural communities. They have caused an immense loss of lives and assets. The floods of 2010 and 2011, and the heavy rainfall of 2012 highlighted the country’s ineffective disaster management system, which failed to prevent the mass-scale destruction that occurred. Despite the severity and frequency of natural disasters we were, and still are, facing serious challenges in coping with unavoidable natural hazards. Presently, the trial for rural communities has not only been to recover from the devastation of past disasters, but to also cope with the onslaught of future ones. People, particularly those who are poor, marginalised and living in parts of the country most vulnerable to disasters, need to be equipped with early preparedness, mitigation and disaster management skills so that they are able to take on this challenge.

OUR WORK:

In September 2012, RSPN with the support of the United States Agency for International Development (USAID), launched a project called Tahafuz - Building Resilience through Community Based Disaster Risk Management in the Sindh Province of Pakistan. Tahafuz, which means ‘to protect’, aims to build the resilience of local communities to resist hazards, bounce back after a disaster occurs, and adapt and change in order to recover effectively. This one year project is being implemented in partnership with NRSP and TRDP. Working in 20 union councils across four of the most disaster prone districts of the Sindh province, namely Thatta, Badin, Tharparkar and Umarkot, the project has reached an estimated 110,879 households, i.e., a population of 646,942.

In the 20 union councils, Village Disaster Managements Committees (VDMCs) were set up in 232 revenue villages. VDMCs have been agglomerated at the union council level into 20 Union Disaster Management Committees (UDMCs). Where RSPs have fostered Local Support Organisations, UDMCs have been linked up with LSOs to ensure the sustainability of VDMCs and to form linkages with government institutions such as the District Disaster Management Authority, Provincial Disaster Management Authority and National Disaster Management Authority, as well as with other civil society organisations.
Tahafuz puts people at the heart of decision making and implementing disaster risk management activities. Residents of drought, flood and cyclone prone areas were empowered through capacity building and small scale mitigation and management activities including the development of disaster risk management plans, construction of community critical infrastructure, and provision of standardised emergency tools kits.
When Bhago became president of her local VDMC, she had no idea of the challenges she would have to overcome to help the people of her village. Bhago belongs to a village in district Umerkot of the Sindh province, where RSPN partnered with TRDP and NRSP to implement a community based disaster risk management project which prepares communities to withstand natural disasters. She was nominated by her fellow VDMC members to be trained in participatory disaster risk assessment and disaster risk planning, for which she would have to travel to a village located about an hour away. In rural communities all over the country, women are often confined to their homes, and are not allowed to travel unaccompanied. In Bhago’s case, her family was unwilling to let her travel that far every day for a training programme which they considered to be a waste of time, and forbade her from doing so. Nevertheless, Bhago persisted, and eventually convinced her family to let her attend the training programme.

A few weeks after her training, she was at home when she heard people shouting nearby. She ran towards her neighbours to find a seven year old girl in cataleptic condition. In villages such as this one, resources are scare and hospitals are far away, but Bhago had recently learned first aid at her training. She administered CPR to the little girl and revived her. Soon after her successful recovery, everybody who had once opposed the idea of Bhago going for training, including her family, were thankful for her determination and strength, and recognized her as a valuable resource for the community.
Development assistance, specifically in the form of aid, plays a critical role in the fight against extreme poverty. The sound financial management and accurate allocation of aid are significant challenges facing any developing country, including Pakistan. At present, RSPN is working on both these aspects of development assistance to improve Pakistan’s aid effectiveness. On the one hand, it is focusing on improved allocation of aid through its poverty targeting efforts under its poverty targeting efforts under its Benazir Income Support Programme (BISP), and on the other, it is focusing on sound financial management of aid under the Assessment and Strengthening Programme (ASP).

The substantial increase in donor assistance during the last few years has posed serious concerns over the absorptive capacity of government and civil society institutions alike. Both lack the capacity to effectively manage large scale programmes, notably because of issues related to financial management, internal controls, and governance. Funded by USAID, ASP is a five year program mandated to assess and build the institutional capacities of public and civil society organisations for ensuring accountability and integrity in aid effectiveness. ASP improves institutional competence of local organisations through capacity building interventions in four core areas: financial management, monitoring and evaluation, human resource and procurement. The mechanism adopted by ASP is to effectively identify, immediately address and subsequently validate the institutional capacity weaknesses of local organisations. The programme also establishes strategic partnerships with prestigious government institutions such as the National School of Public Policy and the Secretariat Training Institute.

Currently in its third year of implementation ASP is working toward building transparent, accountable and effective Pakistani institutions. The program is increasingly recognised by the government as a fast-track support mechanism, helping the government to restructure and update their policies, procedures and management systems. Over the past year, ASP has worked with a range of government departments at the provincial and federal levels to bring about improvements. In Khyber Pakhtunkhwa, for instance, ASP is working with the provincial finance department in institutionalising the internal audit and strategic planning system at the department level. ASP is also supporting the provincial government in the establishment of the Public Procurement Regulatory Authority. ASP has successfully completed a capacity building exercise with the Provincial Disaster Management Authority/Provincial Reconstruction and Rehabilitation and Settlement Authority (PDMA/ PaRRSA)

In Balochistan, ASP has been continuously advocating with the provincial government to establish a procurement regulatory institution in the province. ASP provided technical assistance to the provincial government in drafting the procurement bill which has now been adopted by the provincial legislature. The achievement will now set the stage for the establishment of a procurement regulatory institution in the province. After Khyber Pakhtunkhwa, Balochistan is the second province where ASP has been instrumental in achieving this milestone.

At the federal level ASP, in partnership with the Department of the Auditor General of Pakistan, is involved in the development of a Strategic Plan for the institution. Also, reforming the curriculum and operations of the Secretariat Training Institute (STI) is another key initiative being implemented by ASP in partnership with the institute. Automation support of the STI’s core functions through the development of an ERP is being provided. Support to the federal Public Procurement Regulatory Authority is also extended to update the procurement rules 2004, standard bidding documents, the development of an automated decision support system and learning management system.
A robust and relevant research agenda has been undertaken by ASP with a focus on institutional reform in key areas and departments. Under the research program, ASP extended its support to the Ministry of Finance to revise the procedures of its revolving fund account/assignment accounts. ASP is also advocating with the Planning Commission of Pakistan through policy level recommendations to improve the project design, approval and implementation process.

In order to improve public financial management in Pakistan, ASP successfully completed a comprehensive study to develop an institutional performance assessment framework to assess the health of institutions involved. The initiative has been lauded by the government of Pakistan and the donor community. The Ministry of Finance took ownership of this initiative by forming a high level advisory group to steer its development process.
The RSPs’ work is based on the tried and tested principles of social mobilisation that have touched the lives of millions of people in South and Central Asia. Through the aegis of the Aga Khan Foundation, lessons from AKRSP in Gilgit were taken to Tajikistan in the 1990s, to be espoused by the Mountain Societies Development Support Programme (MSDSP). In 1994, under UNDP’s South Asia Poverty Alleviation Programme (SAPAP), the RSP pioneer and now Chairman of RSPN, Mr Shoaib Sultan Khan worked with the UNDP to set up pilots in the region to replicate the RSP approach. In Afghanistan, the National Solidarity Programme (NSP) was built on the principles espoused by Akhtar Hameed Khan and the RSPs.

In South and Central Asia there is a clear demonstration of the replicability of the social mobilisation approach and the fact that once people are organised their innate potential gives them strength, creates economies of scale and provides governments with an outreach to poor people in a more cost-efficient manner.

The largest scale replication of the RSP approach is in India. This process started in 1994 with SAPAP in the State of Andhra Pradesh (the Society for Elimination of Rural Poverty – SERP) and has now been scaled up nationally. Currently, the government of Andhra Pradesh supports SERP. There is strong political commitment backing this approach and self-help groups formed under SERP are institutionally linked to other government poverty targeted programmes. Since 2010, SERP’s approach is being replicated across India through one of the largest poverty reduction programmes in the world via the the National Rural Livelihoods Mission of the Ministry of Rural Development of the government of India.

Links between the people of these countries is a key area of RSPN’s work going forward. Despite difficulties of movement between some countries, the links between the India and Pakistan programmes have been strong. RSPN and some RSPs visited Tajikistan in 2009 and 2010, and the first visit to the NSP in Afghanistan took place in late 2012. The scale of work of the NSP and the commitment of the Afghan government to this approach is worth mentioning and something that Pakistan can learn from. Afghanistan’s Ministry of Rural Rehabilitation and Development (MRRD) has agreed to an activists’ exchange programme with the RSPN to be started shortly. MSDSP is planning to send one team to Pakistan in January 2014 for an experience sharing visit.

Social mobilisation is not only a successful approach to reducing poverty, it has potential to be a strong link between Pakistan and its neighbours. Key elements of India’s programme have now been adopted by Pakistan’s RSPs and are funded by the Pakistani government, through the Pakistan Poverty Alleviation Fund (PPAF) and through some provincial governments and other donors. This process was started after RSP senior management and some Pakistan government officials visited Andhra Pradesh in 2007. On this visit, learning took place ‘in reverse’ as it were. The RSPs adopted key lessons from SERP which assisted them in scaling up their programmes through community activists, federating smaller community organisations into union council level Local Support Organisations (LSOs); increasing the number of women in community organisations and adopting a new mode of financial services for the poorest, through community investment funds.

In Pakistan between 2007 and 2013 the number of organised households as members of community organisations rose from 1.7 million to almost 5.4 million, whereas the ratio of women’s participation rose from about 30% to 48%, having been inspired by SERPs success of working through village women. A total of 844 LSOs have been formed. RSPN is grateful to DFID which supported these initial pilots in all provinces and areas, later to be scaled up by other donors and the government, through the RSPs. Many LSOs have undertaken tremendous work on their own in areas of women’s and minority rights, improving public service delivery, creating local safety nets for the poorest and promoting peace activities in their communities. This is the way forward for the communities and the RSPs. The scale up of social mobilisation can change the face of our countries, provided political commitment backs it.
AUDITORS’ REPORT TO THE MEMBERS

We have audited the accompanying financial statements of Rural Support Programmes Network (the Company), which comprise the balance sheet as at June 30, 2013, and the related income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in fund together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and after due verification, we state 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;
   ii the expenditure incurred during the year was for the purpose of the Company’s business; and
   iii the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;

(c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account, statement of comprehensive income, cash flow statement and statement of changes in fund together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the Company’s affairs as at June 30, 2013 and of the surplus, its comprehensive income, its cash flows and changes in equity 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).

Without qualifying our opinion, we draw attention to note 9.2 to the financial statements, which explain the current status of the Project and the recoverability of the Project’s fund balance amounting to Rs. 123.86 million from the Government of Pakistan.

BDO Ebrahim & Co.
CHARTERED ACCOUNTANTS
Engagement Partner: Abdul Qadeer

ISLAMABAD
DATED (Sep 3, 2013)
## Balance Sheet

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<td>PROPERTY AND EQUIPMENT-TANGIBLE</td>
<td>6</td>
<td>25,952,045</td>
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<tr>
<td>INVESTMENT PROPERTY-TANGIBLE</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>LONG TERM DEPOSITS AND PRE PAYMENTS</td>
<td>8</td>
<td>2,925,693</td>
</tr>
<tr>
<td></td>
<td></td>
<td>28,877,738</td>
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<tr>
<td><strong>CURRENT ASSETS</strong></td>
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<tr>
<td>PROJECT RECEIVABLES</td>
<td>9</td>
<td>138,645,510</td>
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<td>ADVANCES</td>
<td>10</td>
<td>120,244,832</td>
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<td>PREPAYMENTS</td>
<td></td>
<td>10,941,884</td>
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<td>OTHER RECEIVABLES</td>
<td>11</td>
<td>2,217,658</td>
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<td>SHORT-TERM INVESTMENT</td>
<td>12</td>
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<tr>
<td>CASH &amp; BANK BALANCES</td>
<td>13</td>
<td>557,506,197</td>
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<tr>
<td></td>
<td></td>
<td>829,556,081</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>858,433,819</td>
</tr>
<tr>
<td><strong>Funds and Liabilities</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>GENERAL FUNDS</strong></td>
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<td></td>
</tr>
<tr>
<td>RESERVE FUND</td>
<td>14</td>
<td>89,500,000</td>
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<tr>
<td>ACCUMULATED FUND</td>
<td></td>
<td>478,887,584</td>
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<td></td>
<td></td>
<td>568,387,584</td>
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<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
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<tr>
<td>DEFERRED REVENUE GRANT</td>
<td>15</td>
<td>72,757,988</td>
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<tr>
<td>DEFERRED CAPITAL GRANTS-UNAMORTIZED</td>
<td>16</td>
<td>22,845,734</td>
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<tr>
<td>DEFERRED LIABILITY: STAFF RETIREMENT BENEFITS</td>
<td>17</td>
<td>14,422,003</td>
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<tr>
<td>PAYABLE TO RELATED PARTIES</td>
<td></td>
<td>140,091,171</td>
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<td></td>
<td></td>
<td>249,993,894</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
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<tr>
<td>PROJECT AND OTHER PAYABLES</td>
<td>18</td>
<td>40,052,341</td>
</tr>
<tr>
<td>CONTINGENCIES AND COMMITMENTS</td>
<td>19</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>858,433,819</td>
</tr>
</tbody>
</table>

The annexed notes, from 1 to 34, form an integral part of these financial statements.

Director

Chief Executive Officer
### Income and Expenditure Account

**FOR THE YEAR ENDED JUNE 30, 2013**

<table>
<thead>
<tr>
<th>Note</th>
<th>2013 (PKR)</th>
<th>2012 (PKR)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRANT INCOME</td>
<td>20</td>
<td>642,090,195</td>
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<tr>
<td>CONSULTANCY AND MANAGEMENT FEES</td>
<td>21</td>
<td>49,442,878</td>
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<tr>
<td>EXCHANGE GAIN</td>
<td></td>
<td>246,157</td>
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<tr>
<td>OTHER OPERATING INCOME</td>
<td>22</td>
<td>67,452,485</td>
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<tr>
<td></td>
<td></td>
<td>759,231,715</td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAMME COSTS</td>
<td>23</td>
<td>487,147,142</td>
</tr>
<tr>
<td>OPERATING COSTS</td>
<td>24</td>
<td>240,185,397</td>
</tr>
<tr>
<td>CONSULTANCY SERVICES COSTS</td>
<td>25</td>
<td>9,153,920</td>
</tr>
<tr>
<td>OTHER OPERATING EXPENSES</td>
<td>26</td>
<td>478,479</td>
</tr>
<tr>
<td></td>
<td></td>
<td>736,964,938</td>
</tr>
<tr>
<td><strong>SURPLUS FOR THE YEAR</strong></td>
<td></td>
<td>22,266,777</td>
</tr>
</tbody>
</table>

The annexed notes, from 1 to 34, form an integral part of these financial statements.

Director

Chief Executive Officer
### Cash Flow Statement

**FOR THE YEAR ENDED JUNE 30, 2012**

<table>
<thead>
<tr>
<th>Note</th>
<th>2013 (PKR)</th>
<th>2012 (PKR)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPERATING DEFICIT BEFORE WORKING CAPITAL CHANGES</td>
<td>27</td>
<td>(666,913,393)</td>
</tr>
<tr>
<td><strong>DECREASE / (INCREASE) IN CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROJECT RECEIVABLES</td>
<td></td>
<td>650,394,772</td>
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<tr>
<td>ADVANCES</td>
<td></td>
<td>(10,812,279)</td>
</tr>
<tr>
<td>PREPAYMENTS</td>
<td></td>
<td>(2,794,412)</td>
</tr>
<tr>
<td>OTHER RECEIVABLES</td>
<td></td>
<td>2,565,620</td>
</tr>
<tr>
<td></td>
<td></td>
<td>639,353,701</td>
</tr>
<tr>
<td><strong>DECREASE IN CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRADE AND OTHER PAYABLES</td>
<td></td>
<td>(561,363,882)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>77,989,818</td>
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<tr>
<td>LONG-TERM DEPOSITS AND PREPAYMENT</td>
<td></td>
<td>3,659,710</td>
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<tr>
<td>GRANTS RECEIVED DURING THE PERIOD</td>
<td></td>
<td>665,384,142</td>
</tr>
<tr>
<td>PAYABLE TO RELATED PARTIES</td>
<td></td>
<td>(36,693,281)</td>
</tr>
<tr>
<td>STAFF RETIREMENT BENEFITS PAID</td>
<td></td>
<td>(2,578,770)</td>
</tr>
<tr>
<td><strong>NET CASH USED IN / GENERATED FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td>40,848,226</td>
</tr>
<tr>
<td><strong>CASH FLOW FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPITAL EXPENDITURE</td>
<td></td>
<td>(2,863,075)</td>
</tr>
<tr>
<td>PROCEEDS FROM SALE OF FIXED ASSETS</td>
<td></td>
<td>965,130</td>
</tr>
<tr>
<td>PROCEEDS FROM SALE OF INVESTMENT PROPERTY</td>
<td></td>
<td>63,360,000</td>
</tr>
<tr>
<td>SHORT-TERM INVESTMENT</td>
<td></td>
<td>240,000,000</td>
</tr>
<tr>
<td>PROFIT ON DEPOSIT RECEIVED</td>
<td></td>
<td>45,242,600</td>
</tr>
<tr>
<td><strong>NET CASH GENERATED FROM / (USED IN) INVESTING ACTIVITIES</strong></td>
<td></td>
<td>346,704,663</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMOUNTS RECEIVED IN RESPECT OF RESERVE FUND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NET CASH GENERATED FROM FINANCING ACTIVITIES</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>NET INCREASE / DECREASE IN CASH AND CASH EQUIVALENTS</strong></td>
<td></td>
<td>387,552,889</td>
</tr>
<tr>
<td>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</td>
<td></td>
<td>169,953,308</td>
</tr>
<tr>
<td><strong>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</strong></td>
<td></td>
<td>557,506,197</td>
</tr>
</tbody>
</table>

The annexed notes, from 1 to 34, form an integral part of these financial statements.

Signed

Director

Chief Executive Officer
### Statement of Comprehensive Income

**FOR THE YEAR ENDED JUNE 30, 2013**

<table>
<thead>
<tr>
<th></th>
<th>2013 (PKR)</th>
<th>2012 (PKR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SURPLUS FOR THE YEAR</td>
<td>22,266,777</td>
<td>5,963,053</td>
</tr>
<tr>
<td>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</td>
<td>22,266,777</td>
<td>5,963,053</td>
</tr>
</tbody>
</table>

The annexed notes, 1 to 34, form an integral part of these financial statements.

**Director**

**Chief Executive Officer**

### Statement of Changes in Funds

**FOR THE YEAR ENDED JUNE 30, 2013**

<table>
<thead>
<tr>
<th></th>
<th>RESERVED FUND (PKR)</th>
<th>ACCUMULATED FUNDS (PKR)</th>
<th>TOTAL (PKR)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BALANCE AS AT JULY 01, 2011</strong></td>
<td>67,000,000</td>
<td>450,657,754</td>
<td>517,657,754</td>
</tr>
<tr>
<td><strong>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</strong></td>
<td>-</td>
<td>5,963,053</td>
<td>5,963,053</td>
</tr>
<tr>
<td><strong>TRANSACTIONS WITH RSPs: FUNDS RECEIVED DURING THE YEAR</strong></td>
<td>22,500,000</td>
<td>-</td>
<td>22,500,000</td>
</tr>
<tr>
<td><strong>BALANCE AS AT JUNE 30, 2012</strong></td>
<td>89,500,000</td>
<td>456,620,807</td>
<td>546,120,807</td>
</tr>
<tr>
<td><strong>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</strong></td>
<td>-</td>
<td>22,266,777</td>
<td>22,266,777</td>
</tr>
<tr>
<td><strong>BALANCE AS AT JUNE 30, 2013</strong></td>
<td>89,500,000</td>
<td>478,887,584</td>
<td>568,387,584</td>
</tr>
</tbody>
</table>

The annexed notes, from 1 to 31, form an integral part of these financial statements.

**Director**

**Chief Executive Officer**
OUR PEOPLE

OUR BOARD

Shoaib Sultan Khan, Chairman
Ali Noor Mohammed Rattansey, Vice Chairman
Shandana Khan, Chief Executive Officer
Abdul Malik, Member
Agha Ali Javad, Member
Allah Rakha Asi, Member
Ambassador (R) Amir Usman, Member
Dr. Naseer Muhammad Nizamani, Member
Dr. Shahida Jaffery, Member
Faiysal Ali Khan, Member
Fazalullah Qureshi, Member
Khalid Mohtadullah, Member
Malik Fateh Khan, Member
Masood ul Mulk, Member
Munawar Humayun Khan, Member
Muhammad Azam Khan, Member
Nadir Gul Barech, Member
Naheed Shah Durrani, Member
Nazar Memon, Member
Rafique Ahmed Jaffri, Member
Roomi S. Hayat, Member
Sardar Naseer Tareen, Member
Zaffar Iqbal Junejo, Member

Advisors to the Board
Dr. Pervez Tahir, Advisor
Dr. Rashid Bajwa, Advisor

RSPN-CORE STAFF

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

RESEARCH AND KNOWLEDGE MANAGEMENT
Fazal Ali Saadi, Specialist

SOCIAL MOBILISATION
Mohammad Ali Azizi, Specialist

SOCIAL SECTOR
Bashir Anjum, Specialist

GENDER & DEVELOPMENT
Sadaf Dar, Programme Officer

COMMUNICATIONS
Ayesha Amina Askari, Programme Officer

COMPLIANCE
Bader ul Islam Siddiqui, Manager

INTERNAL AUDIT
Qazi Haseeb Rauf, Chief Internal Auditor

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

HUMAN RESOURCE AND ADMINISTRATION
Abdul Rauf, Programme Office Manager
Ali Akbar Qureshi, Programme Officer Administration
and Procurement
Muhammad Jawad Khan, Programme Officer Human
Resources
Asim Mukhtar Janjua, Programme Officer IT
Umar Daraz Khan, Admin Assistant

RSPN-GSM PROJECT
Manzoor Hussain, Project Manager
Irum Tariq, Monitoring and Evaluation Officer
Waqs Munir, Finance Officer
Nasir Abbas, Admin Assistant

RSPN-ALIF AILAAN PROJECT
Nasreen Shaikh, Education Campaign Manager
Tasleem Akhtar, Monitoring Officer
Asadullah Khalil, Finance Officer
Mansoor Ali Khan, Admin Assistant
**RSPN-PDBP**
Rana Aamir Shafique, Area Manager Faisalabad
Ghulam Farid Khan, Manager Finance & Admin
Naeem Ahmad, Promotion Officer
Gulraiz Saeed, Biogas Engineer
Abid Shahzad, MIS Officer
Abdul Ghani, Accounts Officer
Haroon Tariq, Admin Officer

**RSPN-SGAFP**
Mazhar Iqbal, Deputy Chief of Party
Muhammad Saleem Baloch, Manager Monitoring and Evaluation
Rizwana Saddiq, Programme Officer-Monitoring and Evaluation
Syed Khurram Hassan, Programme Officer-Monitoring and Evaluation
Kashir Ali Chaudhary, Finance Officer
Taimur Ansari, PO Support & Coordination
Munazza Azad, Programme Assistant Monitoring and Evaluation

**RSPN - RAF-1**
Umme Laila Hussain, Communications Officer
Waseem Bari, Data Analyst
Imtiaz Hussain Roonjho, Research Officer Dadu
Zia ul Qamar, Admin Assistant

**RSPN - RAF-2**
Dr. Ayesha Aziz, Co-Investigator
Zakia Rubab Mohsin, Communication Officer
Fazeelat Aslam, Finance Officer
Imran Masih, Admin Assistant

**RSPN-TAHAFUZ CBDRM**
Muhammad Akbar Raza, Project Manager
Atta ur Rehman, CBDRM Capacity Building Specialist
Zaheer Uddin, Monitoring Officer
Zahida Rehman Jatt, Monitoring Officer
Mohammad Khalil Baig, Finance Officer

**RSPN-ASP**
Ejaz Rahim, Chief of Party
Javed Iqbal, Deputy Chief of Party
Muhammad Arif, Director Administration & Contracts
Rizwan Mahmood Sheikh, Director MER
Nazar Rauf Rathore, Director Capacity Building
Syed Rashid Ali, Director Finance & Compliance
Farhan Ghafoor, Advisor, Institutional Development
Naveed Aziz, Advisor, Institutional Development
Riaz Ahmad Khan, Manager Finance & Accounts
Hamid Ashraf Khan, Manager Admin & Contracts
Naveed Basharat Hashmi, Manager ME&IT
Kiran Safwan Malik, Manager Research
Naveed Anjum, Manager Capacity Building
Irfan Ali, Manager Compliance
Nazia Shams, Planning & Reporting Officer
Uzma Ibrahim, Finance Officer Reporting
Mubarak Arif, Administration Officer
Salwa Akhtar, Communication Officer

**RSPN-UNICEF PATS**
Asim Nazeer, Project Manager
Jannat Durrani, Capacity Development Quality Assurance Specialist
Muhammad Younas, Master Trainer
Musaddiq Rashid Kiyani, Master Trainer
Farzana Baloch, Master Trainer
Abdullah Channa, Master Trainer
Muhammad Tahir, Master Trainer
Farah Amin, Master Trainer
Muhammad Tahir Hassan, Master Trainer
Syed Ahsan Zia Gilani, Admin Assistant
Azhar Lakhwera, Graphics Designer

**RSPN-EU/LSO PROJECT**
Nida Khan, Project Manager
Nazma Siraj, Training Officer
Noor Afzal Khan, Monitoring Officer
Asadullah Khalil, Finance Officer

**RSPN-HSS PROJECT**
Mahwish Gul, Monitoring & Evaluation Officer
Muhammad Abubakr Mirza, Finance Officer
To receive indepth, regular updates on RSPN’s efforts, please subscribe to our newsletter, *Outreach* by contacting us at communications@rspn.org.pk
Celebrating 30 Years of Rural Support Programmes