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

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.

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.
When I accepted a UNDP assignment in 1994, one of the voluntary directors of the Sarhad Rural Support Programme (SRSP) suggested that since I would have less time to devote to the four RSPs (AKRSP, SRSP, BRSP and NRSP) in Pakistan, I should think of a group of professionals who understand the philosophy and strategy of social mobilisation to ensure that they all maintain the integrity of the approach. As the replication of the Rural Support Programmes (RSPs) increased; GBTI in 1995 and PRSP in 1998, I realized how essential it had become to put together such a group of professionals especially to help me in setting up the Punjab Rural Support Programme (PRSP). Fortunately I found some of the best professionals, who had worked with me in AKRSP, and as I had some UNDP technical assistance available with NRSP, I persuaded Hussain Wali Khan, Masood ul Mulik, Ali Dastagir and Shandana Khan to be part of this group to help establish PRSP. This informal arrangement with Dr. Rashid Bajwa’s support under the NRSP umbrella in 2000 became a full-fledged not for profit joint stock company under Section 42 of the Companies Ordinance and Shandana Khan was selected by the Board of Directors of the Rural Support Programmes Network (RSPN) as the Network’s first Chief Executive Officer, with over a decade of association with the RSPs.

The first challenge I faced was funding for RSPN and to my great dismay, UNDP expressed its inability to accept my request. ODA (now DFID/UKAID) was one of the principal donors of AKRSP and in 1998 they also agreed to fund the Pakistan component of UNDP’s South Asia Poverty Alleviation Programme (SAPAP). In ODA/ DFID consultant Steve Jones, I found a real champion of the social mobilisation approach. I decided to request Steve for funding of the newly established RSPN. He was a busy man travelling all over the world and it was decided that I should meet him at midnight at the Taj Hotel in New Delhi where I was also due to arrive from Pakistan on my way to Andhra Pradesh. We met, and then I took the flight to Hyderabad and Steve went somewhere in India. True to his promise, Steve got the initial funding for RSPN followed by a second tranche which lasted till December 2010.

The entire burden of making RSPN a viable, useful and sustainable organisation, fell on the shoulders of the CEO which depended on fulfilling its mandate of ensuring the integrity of the social mobilisation approach across the ever increasing numbers of RSPs who were becoming part of the network; policy advocacy especially mainstreaming social mobilisation in the planning process of federal and provincial governments; regional collaboration in south, central and far east Asia regions and finally becoming financially sustainable, of course with the help of RSPN members especially major RSPs. But after the closure of the DFID funding, quite unexpectedly, Shandana had to face the challenge of how to keep the interest of RSPs alive, since RSPN window of financial support window to network members was greatly diminished. It was highly creditable that because of Shandana, with the full cooperation and hard work of her team, especially Chief Operating Officer Khaleel Tetlay, the interest of RSPs in the Network was not allowed to flag. The job of CEO RSPN is not an easy one. It demands to seek the cooperation and support of all the members of the network. They are a group of highly professional CEOs who are second to none and have excelled in their field, and to persuade them to move in the same direction is fraught with a challenge of a special kind, requiring the highest qualities of heart and mind. Shandana not only does the job well, requiring the highest qualities of heart and mind, she has brought credit and distinction to RSPN establishing its credibility not only in the eyes of its members but also the donors.

For me personally, RSPN has been no less than a Godsend blessing. I cannot even imagine what I would have done without RSPN to keep in contact with the ever increasing family of RSPs; mainstreaming social mobilisation through policy advocacy with federal and provincial governments; resource mobilisation from donors; regional collaboration with India, Afghanistan, Tajikistan and Myanmar besides many other areas and spheres of activities. Collaboration with the Society for Elimination of Rural Poverty (SERP) of Andhra Pradesh arranged by RSPN is most rewarding and enriching for RSPs. It could never have happened without RSPN. I hope in future RSPN would be able to increase its regional collaboration.

RSPN could not have attained its current stature without the active support and cooperation of the Chairpersons and CEOs of the RSPs and other non-RSP members and its Advisers. I am personally grateful to them both on behalf of RSPN staff and myself for their active support. Above all it is Shandana Khan who has made RSPN what it is today.
NOTE FROM THE CEO

As the largest non-government development network in Pakistan, the Rural Support Programmes Network (RSPN) continued to play a significant role in the country during a year that proved particularly challenging for its rural poor. With the drought in Sindh and the IDP crisis in the country’s north, now more than ever is the time when communities need to work together for a change. Our ideas are not new; in fact they originated in December 1982 when Mr. Shoaib Sultan Khan arrived in Gilgit to initiate the Aga Khan Rural Support Programme (AKRSP), a project of the Aga Khan Foundation, based on his learning from Dr. Akhtar Hameed Khan that if a support organisation harnesses people’s potentials by organising them – they can move mountains.

Over the past thirty years, this approach has been adopted and adapted in many rural communities within Pakistan and across many countries of South and Central Asia, such as India, Tajikistan, Myanmar 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. Today the RSPs of Pakistan work with nearly 5.7 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. The RSP impact has led successive governments to partner with the RSPs to implement programmes ranging from infrastructure to social protection, in some of the remotest parts of the country. The commitment of the government and donors has enabled the RSPs to foster the largest self-help network in Pakistan, with a collective outreach to 36 million rural Pakistanis through 349,967 Community Organisations operating in 115 districts of Pakistan’s four provinces, Azad Jammu and Kashmir, GilgitBaltistan and also in five FATA areas.

The successes and developments described in this report are only a sample of the year that was. We are constantly inspired by the commitment of rural communities to work together for their own development. The following pages offer a detailed review of RSPN’s effort for the past year. More than anything, it is hoped that this account will convey, both to the familiar and unfamiliar reader, the significance of the Rural Support Programmes and the organised rural communities for sustainable and equitable development at the local level.

Finally, I take this opportunity to thank the Board of Directors RSPN, government, donors, and RSPs for all their support to RSPN. I also want to thank the community leaders and members for always inspiring us to do more, to do better.

JULY 2014
SHANDANA KHAN
WHO WE ARE

The Rural Support Programmes Network (RSPN) is the largest development network of Pakistan, with an outreach to over 36 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 5.7 million rural households across the country, representing a population of over 36 million in 115 districts of Pakistan’s four provinces, Azad Jammu and Kashmir, Gilgit-Baltistan and also in five FATA/FR regions, the RSPs have mobilised 349,967 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 1,071 such LSOs throughout Pakistan and more impressively, 327 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 15 LSO Networks fostered at the tehsil and district levels, enabling them to access and create linkages with higher tiers of government and larger civil society organisations.
WHAT WE DO

Creating New Knowledge

One of the central contributions of RSPN to its RSPs is to evaluate and create new knowledge around their work. During 2013-14, RSPN’s research has ranged from assessing community organisations and infrastructure projects under SRSP to finding community-based solutions to further maternal and child health. In their various contexts, this diverse range of research has specifically answered challenges concerning sustainability of the RSPs’ work, the level and enhancement of its impact, and has consolidated and incorporated lessons learned into future work.

Mediating Regional Impact

The RSP approach towards and work with rural communities in Pakistan has had a profound impact on the work of the neighbouring regions. The RSP approach has been replicated on a much wider scale in India through the Society for Elimination of Rural Poverty and the National Rural Livelihoods Mission, one of the largest poverty reduction programmes in the world. In addition, RSPN’s expertise has been called upon by various countries in Asia to set up and strengthen their own social mobilisation programmes based on the RSP approach. This year, RSPN has provided consulting services to UNDP Myanmar and the International Fund for Agricultural Development in Tajikistan to strengthen their social mobilisation.

Advocacy and Projects

The government has increasingly recognised the importance of social mobilisation and the role of the RSPs as partners in combating widespread poverty. RSPN’s success on the public policy front has centred on convincing the government to internalise the principles of social mobilisation by advocating and demonstrating pro-poor lessons from the RSP’s work with rural people.

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 particular situations RSPN is often called upon to act as a coordination and fund-management agency between the donors and the RSPs.
349,967
COMMUNITY ORGANISATIONS

5,847,177
ORGANISED HOUSEHOLDS

6,024,897
COMMUNITY ORGANISATION MEMBERS

1,071
LOCAL SUPPORT ORGANISATIONS

120
DISTRICTS WITH RSP PRESENCE

3,617
UNION COUNCILS WITH RSP PRESENCE
The Outreach of the Rural Support Programmes Across Pakistan

- AKRSP: Aga Khan Rural Support Programme - 1982
- SRSP: Sarhad Rural Support Programme - 1989
- IRM: Institute of Rural Management - 1993
- GBTI: Ghaus Borohta Tarqatit Trust - 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 115 out of 131 districts, and 5 out of 13 FATA/FRs
OVER 30 YEARS OF RURAL
A BRIEF HISTORY OF THE RURAL SUPPORT PROGRAMMES

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 Taraqiati 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 the 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 115 districts of the country and five Agencies of FATA/FR, to 349,967 Community Organisations with nearly 5.9 million member households and covering a population of over 36 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 Comilla 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.
OUR APPROACH

Pakistan is a country endowed with rich resources, the most important of which are its resilient people. However, the poor face many constraints in their efforts to improve their quality of life. They lack basic capacities and skills as well as access to institutions and resources, particularly in far-flung rural areas. Now more than ever, communities need to stand united and work together to solve their own problems and to interact with their government to increase accountability.

A central pillar of the RSPs’ grassroots effort is to enable the rural poor to create their own independent institutions wherein they can set an agenda for their own development, function in a transparent manner and be assured of accountability. To create an enabling environment for the rural poor to create these institutions and foster linkages with other sources of support, the RSPs have developed the social mobilisation approach, which is based on the belief that rural community members want to improve their own lives; that they have some resources which can be better managed, and that they have honest and competent individuals who can be identified and enabled to take forward their communities’ agendas.

To put it simply, social mobilisation means organising rural communities in democratic institutions owned and lead by the people themselves, and strengthening these organisations by providing financial and technical support. Thus, RSPN and the RSPs support these organisations by improving their organisational management skills, linking them with development projects, and connecting them with various development stakeholders in government, donors and private sector.

Over the past 30 years, RSPN and the RSPs have developed a unique three-tiered approach to social mobilisation. At the first tier, Community Organisations (COs) are formed, 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
Social mobilisation centres around the belief that poor people have an innate potential to help themselves, that they can better manage their limited resources if they organise and are provided technical and financial support.

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 percent 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 their greater outreach amongst the local residents in their respective union councils. They are credible organisations that represent the entire union council through the COs, particularly taking into account the perspectives of women and extremely poor or marginalised community groups. Examples of the work LSOs are capable of are enrolment drives, vaccination campaigns, improving small infrastructure and using savings to lend to the poorest. There are currently a total of 1,071 LSOs across Pakistan, of which
327 are managed entirely by women. Some 166 LSOs have formed 15 LSO Networks at the tehsil and district level.

OUR WORK

RSPN’s social mobilisation programme assists the RSPs by adding value to their social mobilisation work. This year, RSPN focused on supporting and documenting the work of LSOs. It did so by standardising systems and procedures for LSOs to help them plan better, and by documenting innovative and strategic initiatives undertaken by the LSOs. Technical support to the RSPs was also a key area of work this year, in addition to exploring collaborative models for scaling up social mobilisation at the regional level.

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. This year RSPN carried out a study to assess the number of LSOs who have self-started development activities and linkages with the government, donors and the private sector, and to see what sectors their work is concentrated in. The study found that 80 percent of LSOs have undertaken self-help initiatives and 50 percent have created links within the government and the private sector. Agriculture, education and health were identified as priority areas for LSOs.

LSOs continue to explore new and innovative ways to address the development needs of their communities. This year, RSPN documented the work of 12 LSOs in its LSO Initiatives Series in order to showcase the work these organisations are doing on their own, for their people. Some of the initiatives undertaken ranged from advocating with
the government for funds, creating social accountability for local governments, streamlining the management of local natural resources and strengthening local school and health systems. Another key area where the LSOs have been working is on access to justice. Inspiring examples of LSOs exploring alternative dispute resolution to end sensitive, longstanding differences within their communities led to a comprehensive study on the mechanisms employed by LSOs to resolve disputes. Conducted in partnership with the Open Society Foundation Pakistan, three LSOs in three different districts of Khyber Pakhtunkhwa and Punjab were studied to better understand the role of local community institutions in resolving conflicts, and how they maintain peace and harmony in their areas by working together and partnering with the formal system. In addition to studying alternative dispute resolution, RSPN also piloted a series of exposure visits in collaboration with SRSP, with the intention of scaling up this approach in other interested communities. LSO leaders and community activists in northern Pakistan who had successfully resolved community conflicts were taken to other districts to share their experiences and help other communities adopt similar approaches. The result was highly encouraging – the ‘trainee’ LSOs established their own dispute resolution committees soon after meeting the experienced LSOs, proving that community to community level interaction is a critical tool for grassroots organisations to learn and grow.

One of RSPN’s central contributions to the field of social mobilisation has also been to help other organisations set up and strengthen this approach. This year RSPN became part of a learning network with 6 other NGOs in Bangladesh and India through the Bangladesh-based organisation, BRAC, to capture learnings from scale-up efforts across South Asia and do a thorough, thoughtful real-time documentation of RSPN’s role in scaling up the social mobilisation model of the RSPs in Pakistan.

RSPN, being the umbrella organisation of the RSPs also provides capacity building support in social mobilisation using the three tiered model. In this regard, FIDA and SGA were assisted in the development of their social mobilisation strategies. In addition SRSO master trainers were trained, to enable them to conduct step-down trainings for LSOs on how to undertake village and union council level development planning. In addition, various sector-specific guidelines and manuals were developed for the benefit of RSPs and LSOs. Among these were institutional policies for LSOs on financial management and procurement, human resource management and gender and a guideline for LSOs to develop a communications plan.

80% LSOs have undertaken self-help initiatives

50% LSOs have created links within the government and the private sector
chapter 02

RESEARCH AND KNOWLEDGE MANAGEMENT

OUR APPROACH

Evidence-based learning is critical for solid input for policy advocacy and improved programming within RSPN and the RSPs. This is a valuable resource for Pakistan and one which RSPN seeks to share with those interested and concerned with poverty alleviation. Furthermore, RSPN has been central in assessing and creating new knowledge around the RSPs’ work with rural communities, 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 this year. These included an assessment of SRSP’s AusAid funded livelihood strengthening programme as well as an assessment of the community investment fund (CIF) in Layyah, which is a joint project of RSPN and PRSP. 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. The policy brief 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 2013-14 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 were explored. Paying particular attention to how community
spaces engage and empower women, poor persons and social excluded groups, this eight-month research developed practical recommendations to make community spaces more effective in promoting maternal, newborn and child health services. The research advocates for more effective programmes that promote maternal, newborn and child health by suggesting ways to incorporate inclusiveness, equity and improved governance into the existing community spaces.

During the year, RSPN also 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 its RSPs is by building the capacity of their staff. This year, RSPN developed a series of 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. Two modules have been conducted during the year and the remaining modules have been scheduled for 2014-15. 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 new approaches and possible opportunities for improvement with respect to their monitoring and evaluation systems.
OUR APPROACH

One of RSPN’s key roles is to promote gender equality and equity in the RSPs at both the organisational and programme levels. This is based on the premise 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 entitlements as a result of patriarchal systems that exclude them from decision making and asset ownership. This exclusion results in economic poverty, illiteracy, lack of opportunity and inadequate access to health care. When women are disempowered, their families and communities also suffer; when women are empowered through social mobilisation, awareness-raising and livelihood opportunities, their families and communities benefit. Including women in RSPN’s programmes and projects also contributes to ensuring the success of those endeavours.

OUR WORK

This year, RSPN continued strengthening its partner RSPs’ gender and development work through a streamlined capacity building process which included dialogues, advocacy workshops and training programmes. This has served to enhance gender analytical skills in the RSPs so that they can better formulate and review policies, strategies and gender planning skills for programmes and projects. This year RSPN extended technical support to AKRSP, SRSO and FIDA to train their staff on gender sensitivity, and to create gender Community Resource Persons in LSOs. RSPN’s gender section also ensured that gender aspects were incorporated in the capacity building programmes and monitoring tools of other sections within RSPN.

This year, the Gender Resource Group (GRG) hosted by RSPN marked 16 days of activism to end violence against women. Comprised of RSPs’ Gender Focal Persons, gender advocates and gender trainers, the GRG serves as a think tank and coordination and exchange mechanism for gender mainstreaming in the RSPs. Since its inception in 2008, the GRG has evolved into an informed and active group working towards gender equality in the RSPs and LSOs, creating gender policies of LSOs and reviewing RSPs policies and projects on a quarterly basis.

Recognising that a lack of gender sensitivity can often lead to sexual harassment, RSPN has worked hard to ensure that its work environment and
that of its RSPs is conducive to women, particularly in light of the anti-sexual harassment law passed in 2010. RSPN diligently complies with the anti-sexual harassment legislation and Code of Conduct. Furthermore, RSPN’s gender section has linked 30 RSP staff members with Mehergarh to be trained as master trainers, in addition to conducting its own training for RSP Inquiry members under this law. Due to these efforts, RSPN was awarded the ‘Harassment-free Workplace’ award by Mehergarh on National Working Women’s Day.

This year RSPN organised a series of consultations to highlight the RSPs and LSOs work on legal empowerment and rights-based approaches to development. During these consultations Alternative Dispute Resolution (ADR) emerged as a key area of interest for creating peace and harmony in rural communities. As a result, in order to fully understand how the concept of legal empowerment applies to and is interpreted by rural communities in Pakistan, RSPN conducted a study of some RSP fostered LSOs who are engaged in ADR. Supported by the Open Society Foundation (OSF), the study documented cases where LSOs had undertaken ADR and the mechanisms they applied, in order to develop a broader view of how communities resolve local disputes in the context of their prevailing cultural norms. The study highlighted the need for capacity building for ADR in communities, particularly to provide communities with paralegal skills, an awareness of gender aspects in justice, knowledge regarding government guidelines for ADR and the distinction between civil and criminal cases of conflict. The study also recommended that focused interventions be undertaken to increase the awareness and inclusion of gender justice in ADR. The complete research study is available on RSPN’s website.

RSPN is a member of the Gender Task Force hosted by UN OCHA, Gender Energy Network hosted by GIZ and EVAW alliance for learning and experience sharing. This year RSPN also participated in the sixth annual North Africa West Asia (WANA) conference on legal empowerment hosted by HRH Prince El Hasan bin Talal in Jordan. Two hundred participants from 17 countries from the Arab region, North Africa and South Asia participated in the conference in Amman to examine how access to the law can empower people to break the cycle of poverty.
CREATING SPACES AND CARVING RIGHTS: WOMEN'S AGENCY AND LOCAL POWER DYNAMICS

Awaz is an all-woman Local Support Organisation (LSO) located in Shikarpur, Sindh. Standing up for the rights of their community's children, LSO Awaz openly challenged the local Wadera or feudal lord by throwing out the grain that he had stockpiled in a local school, which he was using as a storage space. The first time this happened, the Wadera simply sent his men to lock the rooms again but the women came back and broke the locks. They also successfully pressurised the District Education Officer of Shikarpur into making the school functional so that children could study there. In rural Sindh, where poor people are often beholden to feudal landlords, this was a rare case of marginalised women effectively mobilising to bring about a change.

Upon inquiring from the men of the village if they were nervous about potential backlash, and if they had tried to discourage the women from taking such bold action, the men said that the Wadera was up against the whole community, not just the women, and that the women were pursuing a just cause. Also, the community had the support of the biggest Wadera from the area. "The big Wadera's daughters are also educated and are supportive of the initiative to reopen the school and the local MNA is also on our side," explained one man. LSO Awaz asserted itself by adroitly using its linkages to create wide support for its objective. Overall, restoring the school proved to be a good opportunity for the all-women LSO to make a statement to the community. In that sense, the agency of the women and their bold strategies can only be applauded.
chapter 04

HEALTH, EDUCATION AND SANITATION

OUR APPROACH

Pakistan suffers from some of the worst indicators for health, education and sanitation, particularly in rural areas, where communities lack both awareness and access to these basic facilities. Pakistan is also far behind its targets for achieving the Millennium Development Goals for health, education and sanitation, largely due to poor governance and resource allocation, inadequate delivery of critical services and a lack of accountability. Setting up community led accountability networks whereby communities are directly linked with government institutions and therefore empowered to demand basic services is an integral part of RSPN’s work.

RSPN works closely with the RSPs to create community-based institutions that act as mechanisms of local development and accountability, which can take on the enormous challenge of ensuring that rural citizens are provided education, sanitation and healthcare facilities. Where COs, VOs 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, demand government services, and work toward resolving problems of health, sanitation and education in their areas, acting as a bridge between communities and formal systems. The local committees meet regularly to discuss the issues faced by communities in access to health, education and sanitation. Their representatives then take these issues to government officials and elected representatives and hold them accountable for their role in ensuring the supply of these services.

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 and to discuss ways forward.

The concern for improved maternal and
child health, and how this can be realised and sustained through community institutions has been an ongoing area of interest within RSPN and its member RSPs. RSPN’s approach of establishing behaviour change and community driven accountability for access to basic services was demonstrated through a community based research project supported by the Research and Advocacy Fund (RAF). This research project aimed to test a community based mechanism of referral and support to explore whether the delays that women face in receiving emergency obstetric and neonatal care in areas not covered by the government-run Lady Health Worker programme could be removed. The findings of the research showed that RSPN’s community resource person model was an effective solution for reaching women and children in Pakistan’s far-flung rural areas, particularly for the 42 percent of rural areas which are not covered by the Lady Health Workers (see figure 1 for more on the work of community resource persons).

A typical CRP will be able to read and write, and move around freely for his/her work.

Research shows that CRPs are effective in educating communities on health issues and referring them to health facilities for pregnancy related health services.

According to the research, community resource persons were effective in educating communities on health issues and referring them to health facilities for pregnancy related health services. Other community groups such as village health committees were also found to be a valuable mechanism for combating any resistance to institutional healthcare from communities, and for supporting the community resource persons in their work. Thus, the research study recommended that provincial health departments should adopt the community resource person model as a low cost alternate to Lady Health Workers in the un-covered areas till the government is able to deploy Lady Health Workers in these areas. For more information on this research project and its results see figure 2.

This year RSPN continued its partnership 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 health issues. Focusing on areas not served by the Lady Health Workers, the project will create 22,200 new contraceptive users in three districts of Southern Punjab over a period of two years. So far, a cadre of 1,200 male and female community resource persons trained by the RSPs have sought behaviour change through the sensitisation of 34,827 married women of reproductive age and 34,827 husbands on birth spacing practices and services, and have also instituted a referral and follow-up system for birth spacing and pregnancy services provided by designated healthcare providers. Village health committees provide supervision and social support to the community resource persons, and serve as a platform for communities to discuss issues they face in accessing healthcare, to be passed forward to the district healthcare department.

Pakistan’s healthcare system has long been compromised by issues of understaffing, absenteeism, shortage of medicines and supplies and significant logistical issues which make its operational capability weak. Coupled with the country’s heavy burden of disease and high population growth rate, there are myriad challenges in optimising healthcare delivery, particularly in the rural areas and urban slums. There is an urgent need for a district level mechanism through which government departments, NGOs and private sector organisations can make coordinated and collaborative efforts toward providing reliable, quality healthcare services to communities. Funded by John Snow Incorporated, RSPN’s five-year Health Systems Strengthening project has set up accountability forums in 23 union
councils at the village level as well as the union council level to tackle issues faced by rural communities in access to healthcare and family planning services. The project aims to strengthen the health systems of these areas by building the capacity of LSOs and union council health committees so that they can use the feedback they receive regarding the availability and quality of healthcare services in their areas and engage with healthcare providers and officials to lobby for the resolution of their problems and for overall improvement.

Five district level health networks, comprising of LSOs and union council health committees as well as other NGOs in the area that are working in the health sector have been established to advocate and lobby with the District Health and Population Management Team in favour of adequate allocation of resources so that quality healthcare services are provided in rural areas.

RSPN is also providing support to the Extended Programme for Immunisation of the Government of Sindh for routine immunisation in areas that are not covered by Lady Health Workers in four districts i.e. Thatta, Tharparkar, Jacobabad and Kashmore.

This year RSPN also worked on developing a local accountability system for education, whereby rural citizens directly interacted with their local government. In partnership with NRSP and SRSP, communities in seven districts of Punjab and Khyber Pakhtunkhwa were mobilised to demand their children’s right to education and hold the government accountable for their responsibility to ensure free, quality education. Funded by the national education campaign, Alif Ailaan, LSOs were tasked with working through their constituent COs and VOs to create awareness and demand for education at the community level using community resource persons. Collectively the community resource persons conducted awareness raising sessions with 96,039 men and 100,041 women to sensitise them on their right to education. The LSOs also developed linkages with local political workers, and held meetings with them before and after the May 2013 general elections. The LSOs met with a total 679 politicians, all of whom signed a pledge to fulfil their responsibility in their constituency with respect to education reform. The LSOs also coordinated with School Management Committees to ensure the fair usage of their allocated school budgets, and to assist them in resolving school-related issues. They conducted 636 meetings with School Management Committees to discuss issues of teacher absenteeism, missing school facilities, proper use of allocated funds, etc.

By forming district education networks and a Parent Itehad, or alliance at the union council and district levels, the LSOs, local community, politicians, the media and other NGOs in the area were brought together to discuss issues of education, giving parents an opportunity to highlight their problems and voice their concerns with respect to education for their children and the state of schools in their villages. The district education networks and Parent Itehad have also given visibility to the issue of education and have brought it to the attention of local politicians, all of whom have shown support in resolving problems being faced by the community.

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 to improving the health and environmental outcomes in the country. This year RSPN was tasked with supporting UNICEF in its Sanitation Programme at Scale in Pakistan, a programme designed to achieve the Millenium Development Goals for sanitation. RSPN’s role was to build the capacity of UNICEF’s implementing partners, using Pakistan’s Approach to Total Sanitation (PATS), which is a unique compilation of ideas, services and
products designed to achieve the goal of total sanitation. Ranging from sanitation products; services and behaviour change to linking communities with technical service providers at the supply side and micro finance institutions to access loans, the approach ensures that people have the knowledge, technical skills, and the resources to access modern sanitation. RSPN’s team of 19 master trainers located across 14 flood affected districts in Sindh, Balochistan, Punjab, Khyber Pakhtunkhwa and FATA collectively trained 322 social organisers, 775 teachers, 1,093 masons, 434 entrepreneurs and 1,445 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. RSPN also provided support to UNICEF’s implementing partners to train government officials and develop linkages with the Public Health Engineering Department and the Education Department.

Under the same partnership, RSPN also implemented a pilot study on menstrual hygiene management in six all-girl schools in Rawalpindi and Swabi. The findings of the study revealed that exposing adolescent girls to information regarding menstrual hygiene in schools and providing them with ‘tool kits’ containing some essential items for hygiene management encourages them to adopt positive, hygienic practices. The study also suggested that the government should encourage school teachers to provide information to girls about menstrual hygiene management and ensure the availability of latrines and sanitary pads in schools.
“Our region has long been neglected due to its remoteness and topography, but now we feel that we can create accountability by drawing attention to the gaps in service delivery and raising our voices for improvement,” - the members of union council Bhakuo’s health committee in Tharparkar, Sindh, discussing their efforts to ensure better health service delivery at the union council level. Public health facilities in Pakistan are vital to providing services to isolated rural communities. However, these facilities are seriously underutilised due to the public’s lack of confidence in the quality of care, lack of trust in staff due to their frequent turnover, inadequate services and equipment, and unavailability of medicines.

When Gulab, a resident of a small village in the union council of Bhakuo, took his 18-month old daughter to a Basic Health Unit to be treated for a fever, he was told that there was no medicine there to help her. Gulab was directed to a nearby pharmacy with a prescription to buy medicine for his daughter, which should have been provided free of cost by the Basic Health Unit.

Gulab reported the non-availability of medicine to his village health committee, which is part of the wider, union council level health committee, representing 39 villages in the union council. These committees comprise of men and women from the community, and serve as a mechanism for tracking the quality and availability of healthcare services to establish accountability in the healthcare sector. The matter was subsequently raised in a monthly meeting of the union council health committee, after which the committee president took up the issue with the Medical Officer of the Basic Health Unit. As a result of the committee president’s action, medicines were promptly made available at the Basic Health Unit.

Village and union council health committees have been set up in 23 union councils across Sindh. Remote, underdeveloped union councils such as Bhakuo have little access to healthcare, discouraging health-seeking behavior and increasing the incidence of disease. These committees provide people the opportunity to raise the issues they face in seeking healthcare, and ensure that each issue reaches the concerned health official who can take action to resolve them.

“For the first time, we have a platform where we can discuss our health related issues and hold the government’s service providers accountable. The people feel that these committees have given them the opportunity to make a difference.” – Sikandar-e-Azam, Bhakuo’s union council health committee president.
chapter 05
ENERGY

OUR APPROACH

Pakistan is facing a severe energy crisis, which is rapidly increasing due to factors such as population growth, natural disasters and climate change. Shortages in power, gas, and water, affect the lives of millions of Pakistanis all over the country, particularly threatening the livelihoods and wellbeing of the rural poor. Yet, at 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 a shift toward alternative sources of energy. Therefore, RSPN developed a market sector development programme, Pakistan Domestic Biogas Programme (PDBP), which has applied a decentralised approach to helping create specialised markets in renewable energy within rural Pakistan.

Supported by the Embassy of the Kingdom of the Netherlands (EKN), SNV and Winrock, PDBP is now the largest biogas initiative in the country. The programme is developing the biogas market in central Punjab by fostering supply through the creation, training and subsidisation of biogas plant construction companies and fostering demand by marketing and incentivising the biogas services of these companies within their local economy.

OUR WORK

Since its inception in 2009, PDBP has benefitted more than 40,000 rural people through construction of 4,838 biogas plants. In the agricultural sector, biogas plants are used to run tube wells for irrigation and have dramatically reduced energy costs for farmers, also offering the additional benefit of yielding enriched fertiliser as a by-product. Smaller sized biogas plants are scaled for domestic use, mainly for cooking, or electricity. These plants have allowed women to spend less time making unhygienic dung cakes to burn for fuel, and enabled them to move away from the hazardous practice of burning wood or dung cakes in confined spaces to power stoves.

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 successfully tested medium to large sized biogas plants (that is, 50 cubic metre and 100 cubic metre plants), which have been found to produce biogas sufficient to produce up to 12 kilo-watts of electricity through generators.

PDBP has created clean jobs and protected the ecological assets of the local rural economies. The programme has built the technical and managerial capacity of local masons, who have been trained to build biogas digester plants. Through biogas construction companies, these provide construction and a four year after sale services through a built-in subsidy mechanism. There are currently 28 biogas construction companies actively working in the programme.
01. The energy produced by biogas plants is used to power tube wells for irrigation. The by-product from the plants is also a rich fertiliser.

02. Biogas plants that power stoves enable women to spend less time collecting wood and making dung cakes to burn for stoves, and allow them to spend more time on other things.

03. RSPN’s CEO and the Dutch Ambassador at an event hosted by RSPN earlier this year to celebrate the successful installation of over 4,000 biogas plants.
Jag Da Chak is a small village in the district of Nankana Sahib, Punjab. At a thirty minute drive from the nearest city, this village has been around since before partition. Most of the people in the 64 households that comprise of this village are farmers, who grow rice, cotton and wheat.

The scarcity of water and the severe shortages in electricity pose serious concerns for farmers all over Punjab, for whom these are critical resources. In Jag Da Chak, farmers are forced to spend thousands of rupees every month on diesel oil which they use to run their tube wells and irrigate their crops. “My tube well needed 30 liters of diesel a day, which I buy at a rate of 110 rupees a liter,” says Rai Aslam Kharal, a resident of this village. Aslam owns 73 acres of cultivable land in Jag Da Chak, on which he grows wheat, cotton and rice. He talks about the high cost of electricity, despite the frequent outages, “My monthly electricity bill used to be anywhere between 17,000 to 23,000 rupees. But even then, I could not run my tube well for as long as I needed and I had no choice other than to rely solely on diesel.”

When Aslam saw a PDBP biogas plant installed in one of his neighbor’s homes, he was intrigued. “I thought to myself, when they can generate enough gas to run a kitchen, why can’t I do the same for my tube well?” With some assistance from PDBP’s partner, the Biogas Construction Company, Aslam had a 15 cubic meter plant installed next to his tube well. “The biogas plant enables me to run my tube well for 8 hours a day; four in the morning and four in the evening”, says Aslam, “I’m saving around 75,000 rupees every month now because I only need 8 liters of diesel a day.”

Life has certainly become easier for Aslam, who used to take on large amounts of debt to pay for fuel and electricity. He even channels the bio-slurry generated from the biogas plant into his fields to enhance his crop. Now Aslam encourages his relatives and fellow villagers to install biogas plants of their own to run their tube wells. “The savings I have achieved thanks to this plant have really helped my family,” says Aslam. He plans to install another plant for his home in the coming months, and is considering installing another plant for his tube well so that it can be run longer.
chapter 06

DISASTERS AND CRISSES

OUR APPROACH

Every year, millions of people abandon their homes as a result of natural disasters and humanitarian crises. Many lose everything they own. And it is the poorest communities, living in remote rural areas, who are hit hardest. The floods of 2010 and 2011, the heavy rainfall of 2012 and the current Internally Displaced Persons (IDPs) crisis in northern Pakistan have highlighted the country’s ineffective disaster management system, which has failed to prevent the mass-scale destruction and devastation that has occurred in affected areas. In addition, the complex humanitarian situations that arise from conflict and natural disasters, most often characterised by a breakdown of law and authority, massive population movements, and a loss of lives and assets means that now more than ever, communities need to be supported so that they can adapt to and recover from crises when they occur.

RSPN and its member RSPs maintain a commitment to supporting vulnerable communities that have experienced a sudden emergency, providing them with first with preparedness and mitigation tools to decrease their vulnerability, and second through ongoing assistance to maintain or improve their quality of life.

OUR WORK

In 2012, RSPN with the support of 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 literally 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 was 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 Umargot, the project has reached an estimated 110,879 households, i.e., a population of 646,942, and is now in its second phase.

Tahafuz recognises the central role of rural communities as disaster managers and seeks to strengthen their ability to respond, emphasising community-based initiatives. 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 infrastructures, and provision of standardised emergency tool kits. Within the 20 union councils, Village Disaster Managements Committees (VDMCs) were set up in all 232 revenue villages, and disaster risk management plans were developed by each which identified mitigation measures, enabling them to better manage environmental
risks. VDMCs built or rehabilitated a total of 296 small sized critical community infrastructure schemes which ranged from raised link roads and shelters on raised platforms, rescue places to water reservoirs and dug wells. VDMCs were then agglomerated at the union council level into 20 Union Disaster Management Committees (UDMCs) and trained on organisational management, advocacy and networking. 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. Following an external evaluation of the project, Tahafuz has been scaled up to an additional 228 villages within the four districts this year.

Given the scale of presence which RSPN and its member Rural Support Programmes have, it is only natural that they become the first major responders when natural or manmade disasters strike. When the North Waziristan IDP crisis began earlier this year, SRSP responded immediately by assisting the FATA Disaster Management Authority with the registration of IDPs and by lending its highly experienced staff to assist with their disaster management efforts. SRSP has also been distributing non-food items such as blankets, jerry cans and other essential items to IDPs arriving in Bannu, and has distributed these items to 29,000 families (370,000 individuals) so far.

Many of the IDPs arriving in nearby areas have been given shelter in local schools. In order to assess the living arrangements of these IDPs and provide them with relief services and essential items, SRSP has put together a mobile team which gathers information on the IDPs living in schools on a daily basis. A total of 224 schools in 24 union councils have been assessed so far during which 910 IDP families have been interviewed about their status of registration and problems faced in accessing relief goods and services, after which non-food items have been distributed among them. Women-only teams have also been developed to identify the issues and needs of women, children and vulnerable groups on a daily basis. In addition, SRSP is working on with UNICEF to provide emergency water, sanitation and hygiene services in host communities within 14 union councils of Bannu, targeting 100,000 IDPs within three months. SRSP has also distributed food items received through private donors to 500 vulnerable IDP families.
SRSP has been registering IDPs flowing into nearby districts and providing affected families with emergency supplies.
OUR APPROACH

In order for development aid to be effectively allocated and used in Pakistan, the country’s most critical infrastructural needs must be met. This includes the sound financial management of public and private organisations as well as by providing improved economic opportunities. RSPN is helping to achieve this with two five-year projects funded by USAID. The Assessment and Strengthening Programme (ASP) was set up to establish a mechanism that would enable USAID to work with more local partners and government institutions, many of which do not yet meet USAID’s minimum standards for managing development funds. The objective of the project is to strengthen the institutional capacity of the public and private sector organisations with the purpose of making them more effective, accountable and transparent.

Through the Small Grants and Ambassador’s Fund Programme (SGAFP) RSPN and its prime partner NRSP aim to empower grassroots organisations and community groups working to strengthen the fabric of civil society in Pakistan. Through this programme local CBOs, NGOs and private sector organisations are being facilitated to implement their own local development initiatives with respect to economic growth, education, energy, health, stabilisation, and various cross cutting themes.

OUR WORK

ASP is being implemented on a national scale and has three main components: pre-award assessment, institutional capacity building, and annual validation. This year, with the support of counterpart government departments ASP effectively contributed towards institutionalising some key best practices. At the federal level, ASP-RSPN partnered with six government institutions to help implement improved management systems and provided training and on-the-job assistance to their staff. These include Department of Auditor General of Pakistan, Secretariat Training Institute, Health Services Academy, Public Procurement Regulatory Authority Islamabad, SMEDA and Aik Hunar Aik Nagar.

ASP has taken up the strengthening of regulatory bodies dealing with procurement. A landmark achievement has been made by developing the National Procurement Strategy through an advisory group on public procurement. Similarly, support in the
revision of procurement rules, SBDs and monitoring and evaluation systems has been initiated at the federal and provincial level PPRAs.

This year ASP also developed a stronger partnership with the Khyber Pakhtunkhwa government for strategic planning and internal audits, reflected in the fact that the Khyber Pakhtunkhwa government’s budget white paper for the fiscal year 2013-2014 has acknowledged ASP’s contribution in the development of strategic plans for six departments namely Health, Higher Education, Public Health Engineering, Social Welfare and Irrigation. In addition, ASP successfully completed Phase-I of its capacity building assistance to PaRRSA, an important provincial disaster management institution. ASP helped PaRRSA in the development of policies and procedures, as well as manuals for monitoring and evaluation, procurement, financial management and human resource management.

During the year ASP continued to support two USAID funded programs in Sindh i.e. Municipal Services Delivery Programme (MSDP) and Sindh Basic Education Program (SBEP). On-the-job technical assistance to MSDP concluded during the reporting year, however it continued for SBEP in the areas of monitoring and evaluation, financial management, engineering and internal audit.

Representing $50 million in assistance, the SGAFP has two distinct and standalone components: the U.S. Ambassador’s Fund Programme that supports community-led self-help.
initiatives; and the USAID’s Small Grants Programme which is designed to access long-term and development oriented awards of a unique and innovative nature. SGAFP has worked with applicants and grantees in extremely diverse domains ranging from renewable energy to research in reproductive health; rehabilitation of irrigation structures to transformation of capital markets of South Asian countries; strengthening of public sector schools and health outlets through the provision of missing facilities to telemedicine, to name a few. A consolidated brief overview of the progress of SGAFP under both programmes for this year is presented in the following matrix:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>For the Reporting Year [July 13 - Jun 14]</th>
<th>Cumulative As of June 30, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Small Grants Program</td>
<td>Ambassador’s Fund Program</td>
</tr>
<tr>
<td>Applications/Concept Papers received</td>
<td>-</td>
<td>223</td>
</tr>
<tr>
<td>Applications/Concept Papers completed desk review</td>
<td>-</td>
<td>258</td>
</tr>
<tr>
<td>Applications submitted to USAID</td>
<td>4</td>
<td>89</td>
</tr>
<tr>
<td>USAID’s decision on submitted applications</td>
<td>14</td>
<td>93</td>
</tr>
<tr>
<td>Grants approved</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>Grants completed</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td>Funds approved [USD]</td>
<td>168,759</td>
<td>2,066,630</td>
</tr>
<tr>
<td>Funds disbursed [USD]</td>
<td>3,092,706</td>
<td>1,141,389</td>
</tr>
</tbody>
</table>
SGAFP funds are used for a range of activities such as setting up educational facilities for children.
The RSPs’ work is based on the tried and tested principles of social mobilisation that have touched the lives of millions of people in other countries of South and Central Asia. Increasingly, the RSP approach to social mobilisation, which entails the clustering of small community organisations, a reliance on community activists and the fostering of strong links with governments, has expanded across the South and Central Asia Region. 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 Programmes (SAPAP), the RSP pioneer and now Chairman of RSPN, 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 AKRSP in northern Pakistan.

While the social mobilisation approach has been replicated on a large scale across these Regions, active collaboration between the Pakistan RSPs and others in the Region is also taking place to strengthen and scale up their programmes. Over the past year, RSPN staff has provided consulting services to UNDP Myanmar and the International Fund for Agricultural Development in Tajikistan to strengthen their social mobilisation. RSPN is also engaged with the Bangladesh based organisation, BRAC, in a research project which aims to capture learnings from scale up efforts across South Asia and do a thorough, real-time documentation of the innovative projects of the RSPs in Pakistan. Other key forms of collaboration have been through experience sharing visits between staff as well as some village activists, who have visited other countries using social mobilisation.

The largest scale replication of the RSP approach is in India. This process started in 1994 with the South Asia Poverty Alleviation Programme in the State of Andhra Pradesh (the Society for Elimination of Rural Poverty – SERP) and has been scaled up nationally. Since 2010, SERP’s approach has been replicated in India through one of the largest poverty reduction programmes in the world via the National Rural Livelihoods Mission (NRLM).

The link between NRLM, SERP and RSPN is strong and we seek to continue to increase this collaboration going forward. RSPN and some RSP staff and
activists have also visited Tajikistan in 2009 and 2010, and the first visit to the NSP in Afghanistan took place in late 2012, with NSP and Aga Khan Foundation staff and village activists visiting the RSPs in 2013. Similarly, there is active exchange between MSDSP Tajikistan and RSPN. In January 2014, a ten member team from Tajikistan comprising local government and MSDSP staff visited Pakistan for ten days to see the RSP approach first hand. The Tajik team visited Local Support Organisations in the Punjab and the Khyber Pakhtunkhwa provinces.

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 Pakistan government, through the Pakistan Poverty Alleviation Fund (PPAF), 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; increasing the number of women in Community Organisations and adopting a new mode of financial services for the poorest, through Community Investment Funds. More recently, in late 2013, a thirteen member team of women cooperative members and entrepreneurs from Afghanistan visited Pakistan and had an opportunity to meet with community women involved social mobilisation and micro enterprise development.

In Pakistan between 2007 and 2014 the number of organised households as members of community organisations rose from 1.7 million to almost 5.9 million, whereas the ratio of women’s participation rose from about 30% to 48%, having been inspired by SERPs success of working only through village women. A total of over 974 LSOs have been formed to date. RSPN is grateful to DFID/UKaid which supported initial pilots in all provinces and areas, in order to replicate SERP successes in Pakistan. Sharing the success that the social mobilisation has had even beyond South and Central Asia, RSPN’s Chairman, Shoaib Sultan Khan visited the United States in June, where he spoke at the Harvard Kennedy School as well as at the International Food Policy Research Institute (IFPRI) on the RSP approach to confronting poverty by harnessing the innate potential of communities.
RSPN’s Chief Operating Officer trained a number of organisations on the social mobilisation approach to poverty alleviation this year, from Tajikistan (above) to Myanmar (right).
AUDITORS' REPORT TO THE MEMBERS OF RURAL SUPPORT PROGRAMMES NETWORK

We have audited the annexed balance sheet of Rural Support Programmes Network ("the Company") as at 30 June 2014 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 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 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 indicated in note 3.3.2 (b) with which we concur;
   (ii) the expenditure incurred during the year was for the purpose of the Company’s business: and
   (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;

(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 funds 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 30 June 2014 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 Zakat and Ushr Ordinance, 1980 (XVIII of 1980)

We draw attention to note 6.1 to the financial statements, which explains the current status of the Project and the recoverability of Rs. 123 million from the Government of Pakistan. Our opinion is not qualified on this matter.

Financial statements of the Company as at and for the year ended 30 June 2013, were audited by other auditors who in its report dated 28 November 2013 included emphasis of matter paragraph regarding recoverability of receivable balance of Rs. 123 million from the Government of Pakistan.

ISLAMABAD
DATED: 24 OCTOBER 2014

ISLAMABAD KPMG TASEER HADI & Co.
CHARTERED ACCOUNTANTS
Audit Engagement Partner
Muhammad Rehan Chughtai
RURAL SUPPORT PROGRAMMES NETWORK
BALANCE SHEET
AS AT 30 JUNE 2014

<table>
<thead>
<tr>
<th>ASSET</th>
<th>Note</th>
<th>2014 Rupees</th>
<th>2013 Rupees</th>
<th>2012 Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>4</td>
<td>19,602,883</td>
<td>25,952,045</td>
<td>34,823,102</td>
</tr>
<tr>
<td>Investment property</td>
<td></td>
<td>-</td>
<td>-</td>
<td>38,475,875</td>
</tr>
<tr>
<td>Long-term deposits and prepayments</td>
<td>5</td>
<td>1,443,913</td>
<td>2,925,693</td>
<td>6,585,403</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21,046,796</td>
<td>28,877,738</td>
<td>79,884,380</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project receivables</td>
<td>6</td>
<td>145,036,258</td>
<td>138,645,510</td>
<td>823,262,606</td>
</tr>
<tr>
<td>Advances and prepayments</td>
<td>7</td>
<td>12,577,142</td>
<td>11,992,264</td>
<td>30,992,645</td>
</tr>
<tr>
<td>Accrued markup</td>
<td></td>
<td>7,705,479</td>
<td>1,222,046</td>
<td>7,239,123</td>
</tr>
<tr>
<td>Other receivables</td>
<td>8</td>
<td>4,968,214</td>
<td>995,612</td>
<td>3,473,969</td>
</tr>
<tr>
<td>Short-term investment</td>
<td>9</td>
<td>300,000,000</td>
<td>-</td>
<td>240,000,000</td>
</tr>
<tr>
<td>Income tax refundable</td>
<td>10</td>
<td>119,234,587</td>
<td>119,194,452</td>
<td>86,587,380</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>11</td>
<td>269,869,225</td>
<td>557,506,197</td>
<td>169,953,308</td>
</tr>
<tr>
<td></td>
<td></td>
<td>859,390,905</td>
<td>829,556,081</td>
<td>1,361,509,031</td>
</tr>
<tr>
<td></td>
<td></td>
<td>880,437,701</td>
<td>858,433,819</td>
<td>1,441,393,411</td>
</tr>
<tr>
<td><strong>Funds and Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserve fund</td>
<td>12</td>
<td>90,500,000</td>
<td>89,500,000</td>
<td>89,500,000</td>
</tr>
<tr>
<td>Accumulated fund</td>
<td></td>
<td>497,238,880</td>
<td>474,176,604</td>
<td>455,014,687</td>
</tr>
<tr>
<td></td>
<td></td>
<td>587,738,880</td>
<td>563,676,604</td>
<td>544,514,687</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted grant</td>
<td>13</td>
<td>63,360,368</td>
<td>72,757,988</td>
<td>79,891,421</td>
</tr>
<tr>
<td>Deferred capital grants</td>
<td>14</td>
<td>15,217,829</td>
<td>22,845,734</td>
<td>29,468,265</td>
</tr>
<tr>
<td>Deferred liability - staff retirement benefits</td>
<td>15</td>
<td>28,045,920</td>
<td>19,009,981</td>
<td>9,318,362</td>
</tr>
<tr>
<td>Long term liability</td>
<td>16</td>
<td>5,133,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>111,757,117</td>
<td>114,613,703</td>
<td>118,678,048</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payable to related parties - unsecured</td>
<td>16</td>
<td>149,351,288</td>
<td>147,293,872</td>
<td>176,784,452</td>
</tr>
<tr>
<td>Project and other payables</td>
<td></td>
<td>31,590,416</td>
<td>32,849,640</td>
<td>601,416,224</td>
</tr>
<tr>
<td></td>
<td></td>
<td>180,941,704</td>
<td>179,143,512</td>
<td>848,200,676</td>
</tr>
<tr>
<td><strong>TOTAL FUND AND LIABILITIES</strong></td>
<td></td>
<td>880,437,701</td>
<td>858,433,819</td>
<td>1,441,393,411</td>
</tr>
<tr>
<td><strong>CONTINGENCIES AND COMMITMENTS</strong></td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| The annexed notes from 1 to 33 form an integral part of these financial statements.

CHIEF EXECUTIVE OFFICER

DIRECTOR
RURAL SUPPORT PROGRAMMES NETWORK
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2014

<table>
<thead>
<tr>
<th>INCOME</th>
<th>NOTE</th>
<th>2014 RUPEES</th>
<th>2013 RUPEES RESTATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant income</td>
<td>18</td>
<td>628,315,015</td>
<td>642,090,195</td>
</tr>
<tr>
<td>Consultance and management fee</td>
<td>19</td>
<td>51,120,164</td>
<td>49,442,878</td>
</tr>
<tr>
<td>Exchange gain</td>
<td></td>
<td>1,725,322</td>
<td>246,157</td>
</tr>
<tr>
<td>Other operating Income</td>
<td>20</td>
<td>55,485,750</td>
<td>67,452,485</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>736,646,251</strong></td>
<td><strong>759,231,715</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>NOTE</th>
<th>2014 RUPEES</th>
<th>2013 RUPEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme costs</td>
<td>21</td>
<td>442,824,526</td>
<td>487,147,142</td>
</tr>
<tr>
<td>Operating costs</td>
<td>22</td>
<td>267,947,454</td>
<td>240,137,234</td>
</tr>
<tr>
<td>Consultancy services costs</td>
<td>23</td>
<td>1,763,964</td>
<td>9,153,920</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>24</td>
<td>-</td>
<td>478,479</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>712,535,944</strong></td>
<td><strong>736,916,775</strong></td>
</tr>
</tbody>
</table>

| SURPLUS FOR THE YEAR            |      | 24,110,307   | 22,314,940            |

The annexed notes from 1 to 33 form an integral part of these financial statements.

CHIEF EXECUTIVE OFFICER

DIRECTOR
RURAL SUPPORT PROGRAMMES NETWORK
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2014

Surplus for the year

Other comprehensive income for the year

Item not to be reclassified to income and expenditure account in subsequent periods

Experience adjustments on staff retirement benefits [Note 3.3.2(b)]

Total comprehensive income for the year

The annexed notes from 1 to 33 form an integral part of these financial statements.

CHIEF EXECUTIVE OFFICER

DIRECTOR

RURAL SUPPORT PROGRAMMES NETWORK
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED 30 JUNE 2014

<table>
<thead>
<tr>
<th>Reserved Rupees</th>
<th>Accumulated Rupees</th>
<th>Total Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td>89,500,000</td>
<td>456,620,807</td>
<td>546,120,807</td>
</tr>
<tr>
<td>(1,606,120)</td>
<td>(1,606,120)</td>
<td>(1,606,120)</td>
</tr>
<tr>
<td>89,500,000</td>
<td>455,014,687</td>
<td>544,514,687</td>
</tr>
<tr>
<td>-</td>
<td>19,161,917</td>
<td>19,161,917</td>
</tr>
<tr>
<td>89,500,000</td>
<td>474,176,604</td>
<td>563,676,604</td>
</tr>
<tr>
<td>89,500,000</td>
<td>478,887,584</td>
<td>568,387,584</td>
</tr>
<tr>
<td>(4,710,980)</td>
<td>(4,710,980)</td>
<td>(4,710,980)</td>
</tr>
<tr>
<td>89,500,000</td>
<td>474,176,604</td>
<td>563,676,604</td>
</tr>
<tr>
<td>-</td>
<td>23,062,276</td>
<td>23,062,276</td>
</tr>
<tr>
<td>90,500,000</td>
<td>497,238,880</td>
<td>587,738,880</td>
</tr>
</tbody>
</table>

The annexed notes from 1 to 33 form an integral part of these financial statements.

CHIEF EXECUTIVE OFFICER

DIRECTOR

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RURAL SUPPORT PROGRAMMES NETWORK
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2014

CASH FLOWS FROM OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 Rupees</th>
<th>2013 Rupees</th>
<th>Restated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating deficit before working capital changes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase) / decrease in current assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project receivables</td>
<td>-</td>
<td>650,394,772</td>
<td></td>
</tr>
<tr>
<td>Advances and prepayments</td>
<td>(584,878)</td>
<td>19,000,381</td>
<td></td>
</tr>
<tr>
<td>Other receivables</td>
<td>(3,972,602)</td>
<td>2,565,620</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(4,557,479)</td>
<td>671,960,773</td>
</tr>
<tr>
<td>(Decrease) / increase in current liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project and other payable</td>
<td>(3,193,378)</td>
<td>(563,772,131)</td>
<td></td>
</tr>
<tr>
<td>Payable to related parties</td>
<td>2,057,416</td>
<td>(36,693,281)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(5,693,441)</td>
<td>71,495,361</td>
</tr>
<tr>
<td>Decrease in long-term deposits and prepayments</td>
<td>1,481,780</td>
<td>3,659,710</td>
<td></td>
</tr>
<tr>
<td>Increase in long-term liability</td>
<td>5,133,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants received during the year</td>
<td>607,430,911</td>
<td>665,384,142</td>
<td></td>
</tr>
<tr>
<td>Income tax paid during the year</td>
<td>(40,135)</td>
<td>(32,607,072)</td>
<td></td>
</tr>
<tr>
<td>Payment made to employee’s provident fund</td>
<td>(8,555,225)</td>
<td>(7,488,864)</td>
<td></td>
</tr>
<tr>
<td>Staff retirement benefits paid-gratuity</td>
<td>(4,688,262)</td>
<td>(2,578,770)</td>
<td></td>
</tr>
<tr>
<td>Net cash (used in) / generated from operating activities</td>
<td>(33,774,109)</td>
<td>40,848,225</td>
<td></td>
</tr>
</tbody>
</table>

CASH FLOWS FROM INVESTING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 Rupees</th>
<th>2013 Rupees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of fixed assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of investment property</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term investment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit on deposit received</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash (used in) / generated from investing activities</td>
<td>(254,862,863)</td>
<td>346,704,664</td>
<td></td>
</tr>
</tbody>
</table>

CASH FLOWS FROM FINANCING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 Rupees</th>
<th>2013 Rupees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount received in respect of reserve fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash generated from financing activities</td>
<td>1,000,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Net (decrease) / increase in cash and cash equivalents</td>
<td>(287,636,972)</td>
<td>387,552,889</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of the year</td>
<td>557,506,197</td>
<td>169,953,308</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents at end of the year</td>
<td>269,869,225</td>
<td>557,506,197</td>
<td></td>
</tr>
</tbody>
</table>

The annexed notes from 1 to 33 form an integral part of these financial statements.

CHIEF EXECUTIVE OFFICER

DIRECTOR
chapter 10
OUR PEOPLE

OUR BOARD

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

RSPN CORE STAFF

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

Monitoring & Evaluation
Fazal Ali Saadi, Specialist

Social Mobilisation
Muhammad Ali Azizi, Specialist

Social Sector
Bashir Anjum, Specialist

Research & Knowledge Management
Nida Khan, Programme Officer

Gender & Development
Sadaf Dar, Programme Officer

Communications
Umme-laila Hussain, Programme Officer

Internal Audit
Qazi Haseeb Rauf, Chief Internal Auditor

Compliance
Bader ul Islam Siddiqui, Manager

Finance & Accounts
Assad Ali Hashmi, CFO/Company Secretary
Muhammad Nadeem Akhtar, Programme Officer
Syed Sheraz Ahmad, Accounts / FIS Officer
Nasir Ahmed Khan, Finance Officer

Human Resources / Administration
Abdul Rauf, Programme Office Manager
Jawad Khan, Programme Officer Human Resources
Ali Akbar Qureshi, Programme Officer Administration & Procurement
Abdul Hadi, Programme Officer IT
Umar Draz Khan, Admin Assistant
Zia ul Qamar, Admin Assistant
SNV-EKN: Pakistan Domestic Biogas Programme

Rana Aamir Shafique, Area Manager Faisalabad
Ghulam Farid Khan, Manager Finance & Admin
Naeem Ahmad, Communication Officer
Gulraiz Saeed, Senior Biogas Technician
Abid Shahzad, MIS Officer
Javed Salik, Monitoring Officer
Haroon Tariq, Admin Officer
Abdul Ghani, Accounts Officer

USAID: Small Grants & Ambassador’s Fund Programme

Mazhar Iqbal, Deputy Chief of Party Grants
Muhammad Saleem Baloch, Manager Monitoring and Evaluation
Rizwana Sadiq, Programme Officer-Monitoring and Evaluation
Syed Khurram Hassan, Programme Officer-Monitoring and Evaluation
Kashir Ali Chaudhary, Finance Officer
Munazza Azad, Research Associate (M&E Section)

GSM: Provision of Reproductive Health through Social Marketing

Manzoor Hussain, Project Manager
Saila Zainab, Monitoring and Evaluation Officer
Nasir Abbas, Admin Assistant

USAID: Assessment & Strengthening Programme

Ejaz Rahim, Chief of Party
Javed Iqbal, Deputy Chief of Party
Muhammad Arif, Director Administration & Contracts
Rizwan Mahmood Sheikh, Director Monitoring, Evaluation & Research
Nazar Rauf Rathore, Director Capacity Building
Syed Rashid Ali, Director Finance & Compliance
Iftikhar Ahmad Rao, Advisor, Institutional Development
Farhan Ghafoor, Advisor, Institutional Development
Riaz Ahmad Khan, Manager Finance & Accounts
Hamid Ashraf Khan, Manager Admin & Contracts
Naveed Basharat Hashmi, Manager IT & Database
Mahvish Naseer, Manager Capacity Building
Uzma Ibrahim, Manager Capacity Building
Irfan Ali, Manager Compliance
Nazia Shams, Planning, Monitoring & Reporting Officer
Mubarak Arif, Administration Officer
Sheeba Farooq, Communication Officer
Abdul Ahaid, Compliance Officer
Muhammad Rizwan, Finance Officer

Capacity Building for UNICEF’s Sanitation Programme

Musaddiq Rashid Kiyani, Project Manager
Jannat Durrani, Mass Media Campaign Specialist
Muhammad Younis, Master Trainer
M Tahir Hassan, Master Trainer
Farah Amin, Master Trainer
Muhammad Tahir, Master Trainer
Rakhshanda Jabeen, Master Trainer
Abdullah Channa, Master Trainer
Noor un Nisa Memon, Master Trainer
Farzana Baloch, Master Trainer
Tariq Shahbaz, Master Trainer
Ahsan Zia, Admin Assistant
USAID-JSI: Health Systems Strengthening

Nasreen Shaikh, Manager Community Outreach
Muhammad Abubakr Mirza, Finance Officer
Mahwish Gul, Monitoring & Evaluation Officer
Imtiaz Hussain Roonjho, Monitoring Officer

USAID: TAHAFUZ Community Based Disaster Risk Management

Muhammad Akbar Raza, Project Manager
Atta ur Rehman, CBDRM Capacity Building Specialist
Zaheer Uddin, Monitoring Officer
Muhammad Hamza Hasan, Monitoring Officer
Zahida Rehman Jatt, Monitoring Officer
Mohammad Khalil Baig, Finance Officer

Alif Ailaan: Demanding Education and Local Accountability

Jehan Ara, Training Officer
Tasleem Akhtar, Monitoring Officer
Asadullah Khalil, Finance Officer
Mansoor Ali Khan, Admin Assistant

RAF: Research on Removing the Delays in Emergency Obstetric and Neonatal Care

Waseem Bari, Data Analyst
Dr. Omama Mehmood Sheikh, Training Officer
Misbah Jatoi, Research Officer Dadu

RAF: Role of Community Spaces in Health Promotion

Dr. Ayesha Aziz, Co-Investigator
Imran Masih, Admin Assistant
Zakia Rubab Mohsin, Communication Officer
Fazeelat Aslam, Finance Officer
# ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</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>
</tr>
<tr>
<td>BCCs</td>
<td>Biogas Construction Companies</td>
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<tr>
<td>BISP</td>
<td>Benazir Income Support Programme</td>
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<tr>
<td>BRSP</td>
<td>Balochistan Rural Support Programme</td>
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<tr>
<td>CBV</td>
<td>Community Based Volunteers</td>
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<tr>
<td>CIF</td>
<td>Community Investment Fund</td>
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<tr>
<td>CO</td>
<td>Community Organisation</td>
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<td>CPI</td>
<td>Community Physical Infrastructure</td>
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<tr>
<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 Tarqiat Idrara</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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<tr>
<td>NRSP</td>
<td>National Rural Support Programme</td>
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<tr>
<td>PDBP</td>
<td>Pakistan Domestic Biogas Programme</td>
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<tr>
<td>PRSP</td>
<td>Punjab Rural Support Programme</td>
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<tr>
<td>RAF</td>
<td>Research Advocacy Fund</td>
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<tr>
<td>RSP</td>
<td>Rural Support Programme</td>
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