



Sindh Union Council and Community  
Economic Strengthening Support (SUCCESS) - RSPN Component

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Staff Orientation Workshop



Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme



## SUCCESS Staff Orientation Workshop



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# **Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme**

## **SUCCESS Staff Orientation Workshop**

**October 19, 2015**

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## Acronyms

AKRSP	Aga Khan Rural Support Programme
BISP	Benazir Income Support Programme
CDD	Community Driven Development
CDP	Community Development Programme
CEO	Chief Executive Officer
CIF	Community Investment Fund
CO	Community Organization
EUD	European Union Delegation Pakistan
GOP	Government of Pakistan
LSO	Local Support Organization
M&E	Monitoring and Evaluation
NGO	Non-Government Organization
TRDP	Thardeep Rural Development Programme
SUCCESS	Sindh Union Council and Community Economic Strengthening Support
RSPN	Rural Support Programmes Network
SRSO	Sindh Rural Support Organization
NRSP	National Rural Support Programme
PSC	Poverty Score Card
RSPs	Rural Support Programmes
UC	Union Council
VO	Village Organization

## Overview

The European Union (EU) is launching the Sindh Union Council and Community Economic Strengthening Support (SUCCESS) programme in eight districts. SUCCESS will have four partners: Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO) and Thardeep Rural Development Programme (TRDP). The agreement between EU and RSPN has been signed and the RPSN SUCCESS component is operational from October 1, 2015. The three other partner RSPs have begun to prepare their proposals for submission to EU.

The RSPN SUCCESS component has a duration of six years and RSPN's role involves facilitating implementation of the programme through partner RSPs by ensuring quality control, standardization in procedures, developing a common M&E framework, baseline approaches, documentation and warranting responsiveness of lessons learnt and providing value-added strategic backing stopping where required. After completing the process of staff recruitment for the SUCCESS programme, RSPN organized a staff orientation workshop for the staff of RSPN SUCCESS component, as well as core RSPN staff and selected staff members from partner RSPs. This staff orientation workshop was held on October 19, 2015, at the Margala Hotel in Islamabad. This document outlines the proceedings of the workshop. The agenda of the conference is annexed as Annex A, list of participants and definition of EU is annexed as Annex B.

## Proceeding of the Workshop

### Welcome Note and Introduction of Participants

The RSPN SUCCESS staff orientation workshop began with a recitation of the Holy Quran by Dr. Abdur Rehman Cheema, followed by the introduction from Mr. Fazal Ali Saadi, Programme Manager for the SUCCESS Programme. He introduced the SUCCESS programme, after which the workshop participants introduced themselves. The SUCCESS staff orientation workshop participants included Chairman RSPN, representatives from EU, NRSP, TRDP and SRSO, as well as staff members of RSPN. Mr. Fazal Ali Saadi then made a presentation on the SUCCESS Programme. Under the SUCCESS programme, 770,000 poor rural households are to be mobilized and organized into a network of people's own institutions; 216 Local Support Organizations, 3,240 Village Organizations and 32,400 Community Organizations. RSPs then will provide support to improve the organized households' lives and livelihoods, as well as to foster linkages between COs/VOs/LSOs and local government.

### Vision and Mission of RSPN and RSPs

The keynote speech was given by RSPN's Chairperson, Mr. Shoaib Sultan Khan, the



founder and leader of the RSP movement in Pakistan. Mr. Shoaib Sultan Khan gave a brief history of RSPs in Pakistan and the vision and mission of RSPs. RSPs' origins and work can be traced back to 1982 when the Aga Khan Foundation set up the Aga Khan Rural Support Programme in Gilgit Baltistan and Chitral. After seeking guidance from

his mentor, the late Dr. Akhtar Hameed Khan, Mr. 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 institutions are fostered. He reiterated that these organizations 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. He then asked the pertinent question of why there is a need for RSPs, and proceeded to acquaint the audience, which included new and old RSPN employees, to the work of RSPs in Pakistan and the niche they are able to fill where the government leaves gaps. He talked about the two pillars of government, which include:

1. Administrative pillar: central, provincial and local governments, judiciary, police and other institutions
2. Political pillar: national and provincial assemblies, district and union councils

Talking about the functions of local government, Mr Shoaib Sultan Khan said that these are related to political education, inter village planning, coordination with government departments and local taxation. Federal government has 409 departments/organizations yet these are unable to reach out to the very poor households where poverty is prevalent and experienced by poor people every day. Government departments are not designed to reach out to the individual households and to work with them to harness their potential. This is where the RSPs have their own niche and where the RSPs have a key role to play. RSPs' essential role is to build what Dr. Akhtar Hameed Khan used to call the social-economic pillar (or the social pillar) of people's own institutions so that they can complement and supplement government efforts to reduce poverty. Social pillar is the missing link due to which none of the federal ministries, provincial and district departments or elected bodies have the capacity to engage poor households, to prepare micro investment plans (MIPs), and support implementation of MIPs to harness people's potential. Without reaching the household level, it is not possible to involve people in the process of poverty reduction programmes. Households can only be reached effectively if they are organized and have their own institutions.

Mr. Shoaib Sultan Khan noted that individually people in villages are helpless and underrepresented, it is only when they are able to band together that they can bring

about change in their communities. It is important to focus on and follow democratic and participatory principles while organizing the people, and instilling in them the habit of capital building through savings. He added that development policy in developing countries focuses on industrialization and seldom on poverty reduction. He said the emphasis instead should be on social mobilization of the poor, and this thinking is encouraged by the World Bank and United Nations Development Programme. He noted that according to the Independent South Asian Commission on Poverty Alleviation (ISACPA) Report, 1991, the center-piece of a policy framework for poverty alleviation has to be the mobilization of the poor in order to enable them to participate directly in the decisions that affect their lives and prospects.

Since 1982, the RSP approach to social mobilization has increased in Pakistan. However, the approach has been truly scaled up in the Indian State of Andhra Pradesh. In 1994, UNDP requested Mr. Shoaib Sultan Khan to lead the South Asian Poverty Alleviation Programme (SAPAP). In Andhra Pradesh, initial social mobilization of rural poor women was undertaken in eight (8) mandals (sub-districts), and later expanded to 20 mandals. Self-help Groups (SHGs) of 15-20 poor rural women were fostered and supported. Later these federated into village level Village Organisations (VOs). Later still these VOs federated into Mandal Samakhyas (mandal unions). Later with the support of the World Bank, the SHG/VOs/MS approach was taken to all 1,100 rural mandals of Andhra Pradesh. The recent World Bank Evaluation of this programme highlighted the value of the social mobilization approach to community driven development (CDD).

The EU supported SUCCESS programme presents an opportunity to scale up social mobilization approach to CDD in the Sindh province. The government of Sindh has also agreed to support a similar approach in another six districts. Mr. Shoaib Sultan Khan concluded his speech by thanking EU and the government of Sindh for accepting the value of the RSP approach to CDD, and said that the challenge now for all partner RSPs is to implement the programme in true spirit to improve the poverty status of millions of people of rural Sindh.

## EU Programmes in Pakistan and Expectations from EU-SUCCESS Programme

Dr. Amaury Hoste, head of section Rural Development and Economic Cooperation at EU, gave a short presentation on the SUCCESS programme and expectations from RSPN during the life of the programme. He commended the work of RSPN and said he was very impressed with the work of RSPs in rural Sindh and looked forward to bringing EU's entire rural development portfolio in Pakistan to RSPs as the main implementing partners. He explained the role of RSPN, which includes understanding of activities, mainstreaming the programme design and a strategic role based on RSPN's privileged strategic position of a network and its nationwide coverage through the RSPs. He added that RSPN also has a role to play as a think tank, and add value and analysis to RSPs approaches. He noted that EU should not be seen as only a donor, rather should be seen as RSPN's partner in this programme's implementation. He shared that the investment in this programme is worth making for EU and he aimed to highlight the work of RSPN and RSPs in rural communities of Pakistan.

## Introduction to RSPN and Expectations from SUCCESS Programme Team

Next, Mr. Khaleel Ahmed Tetlay, acting CEO of RSPN, gave a short talk on the SUCCESS programme. He noted that the SUCCESS programme is a part of RSPN's core function. He also gave a brief background on RSPN's work in Pakistan, which includes focusing on strengthening capacities of rural poor and encouraging them to work with each other and build social capital. He stated that when AKRSP was set up under Mr. Shoaib Sultan Khan's leadership, it was given two objectives:



1) to contribute to the improvement of the socio-economic conditions of the people of Gilgit Baltistan and Chitral, and

2) to develop replicable approaches which could potential be scaled up not only within Pakistan but also in the regional countries.

Under the leadership of Mr. Shoaib Sultan Khan, RSP approach has been scaled up within Pakistan through 11 RSPs, as well as in regional countries, e.g. Afghanistan, India, Tajikistan, etc. Mr. Khaleel Tetlay remarked that the SUCCESS programme follows an integrated approach to improving lives and livelihoods; there is a focus on improving poor households' incomes as well as access to social services through their own institutions. Talking about the Community Investment Fund (CIF), Mr. Khaleel Tetlay said that is the key to sustainable social mobilization; without CIF, social mobilization cannot be sustained. He remarked that EU's CDD approach fits very well with RSPs' own approach. While discussing RSPN's work culture, he encouraged the staff members to utilize RSPN's open door policy to access senior colleagues, and also promoted collaboration between colleagues for meeting common organizational goals.

### **Presentation on the SUCCESS Programme**

Following that, Mr. Fazal Ali Saadi took the stage to explain the objectives of the SUCCESS programme. This was an interactive question and answer session with the audience. He specified that there are four Expected Results from the SUCCESS programme, which include:

- 0) Inception phase: A 6 months inception period to prepare the Programme Implementation Manual and Monitoring Framework in partnership with RSPs, and to establish a comprehensive framework for undertaking baselines for the programme,
- 1) Approximately 770,000 rural households in 8 districts mobilised and capacitated through community organisations of which at least 70% will continue to function effectively at the end of the project,
- 2) An average sustainable increase of poor household incomes by 30%,

- 3) Increased economic and social services and community benefits from upgraded community infrastructures and productive assets operated and maintained with community involvement,
- 4) A dedicated Sindh Province policy and budget framework for community-driven local development implemented from 2018 onwards.

He also explained the role of RSPN in the overall SUCCESS programme and elaborated the following key results of the SUCCESS RSPN component:

- 1) Programme delivery, efficiency, impact measured and reported timely
- 2) Programme implementation methodologies and processes standardized across the partner RSPs to guarantee quality and coherence
- 3) Generate evidence from the work of RSPs and rural communities and document lessons learned
- 4) Provide evidence based recommendations to stakeholders, including policy makers, donors and development community to promote successful community development approaches within the country and beyond.

He further explained the key activities under each result of the RSPN component. He also observed that the Community Investment Fund is imperative to social mobilization and is an integral part of the social mobilization package. There was discussion about the official recognition for COs/VOs/LSOs to be fostered under the SUCCESS Programme. There was a general consensus that VOs and LSOs should have official recognition. On the use of BISP poverty data, Mr. Arshad Rashid, a representative from EU, said that that data is now dated. It was agreed that as social mobilization is rolled out, the poverty scorecard exercise would be conducted, very much like the approach that the Balochistan RSP is following for its EU supported Balochistan Community Development Programme.

## **RSPN Human Resource Policy and Procedures Including RSPN Gender Policy – Key Features**

Mr Jawad Khan, Human Resource Officer at RSPN, gave a brief overview of RSPN's HR manual and guidelines for RSPN employees in the audience. Mr. Jawad Khan explained the rules of employment at RSPN, which include equal employment opportunities, freedom and empowerment, employee involvement and financial integrity. RSPN's code of conduct was also discussed, which included conduct at RSPN and RSPN employees conduct towards the public. It was reiterated that RSPN enjoys a drug free and anti-harassment workplace. The selection and recruitment procedure of hiring was also explained and discussed. Leaves and holiday policy was also clarified to the audience.

This was followed by Ms. Sadaf Dar's, Programme Officer Gender and Development RSPN, presentation on RSPN's gender and anti-sexual harassment policy. Ms. Sadaf Dar explained that RSPN has zero tolerance for sexual harassment in the work place and has adopted and implemented the Protection Against Harassment of Women at the Workplace Act of 2010. RSPN also has a committee in place to deal with inquiries and complaints pertaining to sexual harassment at the workplace. This committee comprises of the Specialist Social Mobilization, Programme Officer for Gender and Development and Programme Officer for HR. The Gender Policy at RSPN also mandates gender mainstreaming in projects through gender sensitive language used in briefs, proposals and reports at RSPN.

## **EU And RSPN Procurement Policies and Procedures - Key Features**

Mr. Ali Akbar Qureshi, administrative and Procurement Officer at RSPN, gave a presentation on the procurement policies of RSPN and EU and their key features. He explained the explicit rules of procurement pertaining to service contracts, supply contracts and work contracts in addition to the rules of procurement specific to RSPN.

## **Financial Policy and Procedures (RSPN/EU) - Key Features**

Mr. Assad Ali Hashmi, Chief Financial Officer at RSPN, gave a concise synopsis of RSPN and EU's financial management policies and features. RSPN was registered in 2000 as a Guarantee Limited Company under Section 42 of the Companies Ordinance 1984. The structure includes 23 Directors on the Board of Directors and 2 Advisors, including the CEOs and Chairpersons of RSPs. In terms of accounting and reporting, RSPN holds dedicated bank accounts and separating accounting procedures for each project. There are monthly and quarterly management reports for each project as per donor's requirements, and a bi-annual review of physical and financial progress by the Finance and Investment Committee and the Board of Directors of RSPN. RSPN's annual financial statements are in accordance with the requirements of the International Financial Reporting Standards (IFRSs) and Companies Ordinance, 1984. The records of all transactions are maintained up to 10 years. Mr. Assad Ali Hashmi also discussed the eligibility criteria for costs during the life of this programme covering eligible direct costs and non-eligible costs. Additionally, he discussed the financial and narrative reports and their reporting deadlines and the financial provisions for currency conversion.

## **Compliance Policies and Procedures - Key Features**

Mr. Bader ul Islam, Manager Compliance at RSPN, talked about the SUCCESS programme's compliances procedures and policies in place for effective compliance of donor agreement. The compliance procedure at RSPN includes preparing a compliance checklist from the programme agreement, orient the Programme Manager and staff and share the compliance sheet on a monthly basis with the Programme/Project managers. It also includes a bi-annual visit from the Chief Internal Auditor and Compliance Manager to each project. The Internal Audit and Compliance Reports prepared are submitted to the Audit Committee of the Board and also presented in the Board meetings.

## Audit Policies and Procedures - Key Features

Mr. Qazi Habib Rauf, Chief Internal Auditor at RSPN, gave a summarized presentation on RSPN's audit procedures pertaining to the SUCCESS programme. He explained the internal audit structure of RSPN, which comprises of a hierarchy with the Board of Directors at the top. The scope of an internal audit covers expenditure verification, assets management, ensuring financial records are accurate and complete, and identification of loopholes with recommendations and suggestions.

## RSPN M&E Policies and Procedures – Key Features

The workshop was concluded by Mr. Fazal Ali Saadi. He discussed RSPN's monitoring and evaluation policies specific to the SUCCESS Programme as well as the project implementation modalities. The key monitoring & evaluation policies at RSPN include:



1. Monitoring and evaluation should be independent of those implementing an intervention. All the project M&E officers will directly report to the Specialist M&E of RSPN and the specialist M&E will report to CEO.
2. All the project Managers and staff involved in operations and implementation report to COO.
3. RSPN's management shall develop a five year Strategic Result Matrix (SRM) and report to the Board on the SRM at least once a year
4. Both M&E functions should follow the commonly used OECD-DAC criteria of relevance, efficiency, effectiveness, sustainability and impact as applicable.
- 5.
6. All the RSPN project will follow a result framework including results chain narrative, results flow chart, results matrix and log frame matrix

7. All the projects of RSPN will developed Project Monitoring Plan
8. Project evaluation should be done through third party, subject to donor agreement
9. Adequate budgeting should be negotiated with donors for M&E in the project design phase.

He noted that monitoring and evaluation should be impartial, useful, accountable, equal and credible. He then opened up the floor to questions from the audience.

### **Closing Remarks**

The final concluding remarks were given by Mr. Shoaib Sultan Khan, who wished the team good luck for the implementation of the SUCCESS programme. He thanked the participants for their attendance and for contributing to the future accomplishment of the programme, and thanked the EU representative for the support they are extending to the RSPs to help support the poor people of Pakistan. During this time, the participants were able to have an interactive discussion with other colleagues and Dr. Amaury and share their experiences and expectations from the programme. Mr. Shoaib Sultan Khan said that he hopes to work together with EU in the future as well to bring about a constructive change in rural communities of Pakistan.

**Annex A**


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**Staff Orientation Workshop – Sindh Union Council and Community Economic  
Strengthening Support – RSPN Component**

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**Workshop Agenda and Schedule**

**Date: Monday - October 19, 2015 | Venue: Margala Hotel Islamabad**

Timings: Start: 0900 | Tea Break: 1045-1115 | Lunch Break: 1330-1430 | Tea Break and closing 1630

<b>Timing</b>	<b>Sessions</b>	<b>Facilitator</b>
0900 – 0915	Registration of participants	Farhana Yasmin (Admin and Procurement Officer SUCCESS)
0915 – 0930	Welcome note Introduction of the participants	Fazal Ali Saadi (Programme Manager SUCCESS)
0930 – 1000	Vision and mission of RSPN and RSPs	Shoaib Sultan Khan, Chairman RSPN
1000 – 1015	EU Programmes in Pakistan and Expectations from EU-SUCCESS Programme	Dr. Amaury HOSTE Head of Section Rural Development and Economic Cooperation
1015 – 1045	Introduction to RSPN/RSPs and Expectations from SUCCESS programme team	Khaleel Ahmed Tetlay (Acting CEO RSPN)
1115 – 1200	Presentation on the SUCCESS Programme (Background, Objectives, Programme Components, Logfram, Work Plan) Q and A and open discussion	Fazal Ali Saadi (Programme Manager SUCCESS)
1200 – 1240	RSPN Human Resource Policy, and procedures including RSPN gender policy – key features	Jawad Khan, HR officer RSPN Sadaf Dar, Programme Officer Gender
1240 – 1310	EU and RSPN procurement policies and procedures - key features Q and A with EU representative	Ali Akbar Qurashi (Admin Officer RSPN)
1310 – 1340	Financial policy and procedures (RSPN/EU) - key features Q and A with EU representative	Assad Ali Hashmi, CFO RSPN
1430 – 1500	Compliance policies and procedures - key features Q and A with EU representative	Bader ul Islam Siddiqui, Manager Compliance RSPN
1500 – 1530	Audit policies and procedures - key features Q and A with EU representative	Qazi Hasib Rauf, Chief Internal Audit RSPN
1530 – 1600	RSPN M&E policies and procedures – key features	Fazal Ali Saadi (Programme Manager SUCCESS)

		Q and A with EU representative	
1600	–	Overview of the day and feedback of participants	Fazal Ali Saadi (Programme Manager SUCCESS)
1620	–	Closing Remarks	Khaleel Ahmed Tetlay (Acting CEO RSPN)
1630			

**Annex B****List of participants:**

	<b>Name</b>	<b>Organization</b>
1	Shoaib Sultan Khan	RSPN
2	Irteza Haider	NRSP
3	M. Tahir Waqar	NRSP
4	Sadaf Dar	RSPN
5	Jawad Khan	RSPN
6	Mohammad Ali Azizi	RSPN
7	Ghaffar Paras	NRSP
8	Dr. Abdur Rehman Cheema	RSPN
9	Agha Ali Jawad	NRSP
10	Asad Mahmood	NRSP
11	Tallat Mahmood	NRSP
12	Muhammad Shahzad	NRSP
13	Khurram Shahzad	RSPN
14	Assad Ali Hashmi	RSPN
15	Arshad Rashid	EU Delegation
16	Amoury Hoste	EU Delegation
17	Khaleel Tetlay	RSPN
18	Meher Jabeen	RSPN
19	Sundas Ahmed	RSPN
20	Amal Qureshi	RSPN
21	Marvi Ahmed	RSPN
22	Misbah Jatoi	RSPN
23	Savaila	RSPN
24	M. Abdullah	RSPN
25	Bashir Anjum	RSPN
26	Qazi Haseeb Rauf	RSPN
27	Bader ul Islam	RSPN

28	Fazal Ali Saadi	RSPN
29	Jai Prakash	TRDP
30	Usama Tariq	RSPN
31	Abdul Hadi	RSPN
32	Ali Akbar	RSPN
33	Nasir Abbas	RSPN
34	Farhana Yasmin	RSPN
35	Jawad Rehman	NRSP
36	Arafat Majeed	NRSP
37	Muhammad Hussein	NRSP
38	Habib Asghar	RSPN
39	Muhammad Nadeem Akhtar	RSPN
40	Sohail Manzoor	NRSP
41	Nasir Ahmed Khan	RSPN

**Definition of European Union:** “The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders”.

SUCCESS Programme is based on the Rural Support Programmes' (RSPs) social mobilisation approach to Community-Driven Development (CDD). Social Mobilisation centers 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. The RSPs under the SUCCESS Programme provide social guidance, as well as technical and financial assistance to the rural poor in Sindh.

SUCCESS is a six-year long (2015-2021) programme funded by the European Union (EU) and implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP), Sindh Rural Support Organisation (SRSO), and Thardeep Rural Development Programme (TRDP) in eight districts of Sindh, namely: Kambar Shahdadkot, Larkana, Dadu, Jamshoro, Matiari, Sujawal, Tando Allahyar, and Tando Muhammad Khan.



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