

RURAL DEVELOPMENT ORGANIZATION (RDO)

Utmanzai, District Charsadda | Khyber Pakhtunkhwa | Pakistan

ANNUAL REPORT 2025

Reporting Period: January – December 2025

“Resilient Communities. Protected Lives. Sustainable Livelihoods.”

With support from

**HOPE’87 • Government of the Netherlands – Ministry of Foreign Affairs
Catholic Relief Services (CRS)**

Submitted by

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Executive Director, Rural Development Organization (RDO)

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1. Message from the Executive Director

The year 2025 was one of the most defining periods in the history of the Rural Development Organization (RDO). It was a year in which our team responded to two very different but deeply connected realities: the long, patient work of building protection and livelihood systems for vulnerable communities in Charsadda, and the urgent humanitarian response required after the catastrophic August 2025 floods in District Buner.

On 14–15 August 2025, unprecedented cloudbursts and monsoon rains devastated District Buner, claiming more than two hundred lives, displacing thousands of families, and destroying homes, schools, health facilities, and local markets. Within forty-eight hours, RDO teams were on the ground conducting a Rapid Needs Assessment and delivering immediate food support. Over the following weeks, we partnered with Catholic Relief Services (CRS) to implement a Cash for Work programme that restored dignity and livelihoods to 762 households and small shopkeepers.

At the same time, our RAISE Project, funded by HOPE'87 and the Government of the Netherlands, continued to expand protection, GBV response, mental health, civil documentation, and vocational skills services across UC Utmanzai in District Charsadda. Through this project, we established a functional Protection Centre, trained more than thirty community Protection Champions, completed a baseline survey of over five hundred households, and enrolled more than two hundred and fifty women and men in market-oriented vocational training.

Behind these numbers are stories of courage and recovery. A woman restarting her small shop after losing everything to the floods. A young electrician ready to enter the local job market. A mother accessing a CNIC for the first time. A Protection Champion reporting and referring a case of domestic violence that would otherwise have remained hidden. These are the outcomes that define RDO's mission.

As we move into 2026, we are expanding our portfolio with new partnerships and a shortlisted initiative with the Centre for Peace and Development Initiatives (CPDI) that will support one thousand women to obtain legal identity documentation a foundational right that unlocks access to services, protection, and economic opportunity.

I extend my sincere gratitude to HOPE'87, the Government of the Netherlands, Catholic Relief Services, UNOCHA, our government partners in Khyber Pakhtunkhwa, and the dedicated RDO team and community volunteers whose commitment made this work possible.

Hakim Zada

Executive Director

Rural Development Organization (RDO)

2. Executive Summary

This Annual Report presents the activities, achievements and lessons of the Rural Development Organization (RDO) for the calendar year 2025. During this period, RDO implemented two major field programmes and actively engaged in regional coordination, disaster response and institutional positioning across Khyber Pakhtunkhwa (KP).

2.1 Programmes Implemented in 2025

- RAISE Project (April 2025 – ongoing) – An integrated protection and livelihood intervention in Union Council Utmanzai, District Charsadda, funded by HOPE'87 and the Government of the Netherlands – Ministry of Foreign Affairs.
- Flood Emergency Response – Cash for Work Project (September – October 2025) – An emergency cash-based intervention implemented in District Buner in partnership with Catholic Relief Services (CRS) following the August 2025 floods.

2.2 Key Results

Across both programmes, RDO reached more than 1,100 primary beneficiaries with direct protection, livelihood, vocational training or emergency cash support during 2025. In parallel, the organization strengthened its institutional positioning by formalising more than twelve partnerships and Memoranda of Understanding with government departments, UN agencies and civil society organizations, and by contributing to the establishment of the first District-Level Humanitarian Coordination Platform in Buner.

2.3 Headline Achievements

1,100+	762	357	30+
PEOPLE DIRECTLY SUPPORTED	FLOOD-AFFECTED HH & SHOPS	PROTECTION BENEFICIARIES	PROTECTION CHAMPIONS

500+	227	12+	99.9%
HOUSEHOLDS SURVEYED	VOCATIONAL TRAINEES	MoUs & PARTNERSHIPS	BENEFICIARY SATISFACTION (PDM)

The combination of long-term resilience building in Charsadda and rapid humanitarian response in Buner demonstrates RDO's growing capacity to operate simultaneously across the humanitarian-development nexus. The organization enters 2026 with a strengthened field presence, a diversified donor base, and a shortlisted pipeline project with the Centre for Peace and Development Initiatives (CPDI) that will further expand women's access to civil documentation.

3. About RDO

The Rural Development Organization (RDO) is a registered non-governmental, non-profit organization working in Khyber Pakhtunkhwa, Pakistan since 2005. RDO focuses on community-based development, protection and GBV response, livelihood empowerment, humanitarian response, and institutional strengthening. The organization operates from its head office in Utmanzai, District Charsadda, and extends its reach to vulnerable communities across multiple districts of KP.

3.1 Organizational Profile

Organization	Rural Development Organization (RDO)
Year Established	2005
Registration	Reg. No. KPK/DSW/2627 under Voluntary Social Welfare Agencies Ordinance, 1961
Executive Director	Mr. Hakim Zada
Head Office	Utmanzai, District Charsadda, Khyber Pakhtunkhwa, Pakistan
Operational Districts (2025)	Charsadda, Buner
Primary Thematic Focus	Protection & GBV Response; Livelihood & Economic Empowerment; MHPSS; Civil Documentation; Humanitarian / Disaster Response
Core Donors (2025)	HOPE'87; Government of the Netherlands - MoFA; Catholic Relief Services (CRS)
Staff Strength	Core project team of 7 + field consultants and community facilitators

3.2 Vision

“Creating a resilient organization where protection and sustainable livelihoods work hand-in-hand to ensure dignity and wellbeing for all.”

3.3 Mission

“To strengthen communities through integrated protection-centred development that enables secure and sustainable livelihoods while creating an environment where safety, economic empowerment, climate resilience and humanitarian response work together for lasting positive change among vulnerable populations.”

3.4 Strategic Focus Areas

RDO's strategic direction is built around five integrated pillars that guided the organization's programming in 2025:

- Protection and GBV Response – Ensuring that vulnerable individuals, especially women and children, are protected from violence, abuse and neglect through community-based mechanisms and formal referral pathways.
- Livelihood and Economic Empowerment – Building skills and entrepreneurial capacity so that households and individuals can achieve financial independence and long-term resilience.
- Mental Health and Psychosocial Support (MHPSS) – Providing psychosocial care and support systems that address trauma, distress and psychological vulnerability.
- Civil Documentation – Facilitating access to legal identity documents (CNICs, birth certificates, PWD cards) as a foundation for rights, protection and services.
- Humanitarian Response and Climate Resilience – Responding rapidly to disasters through cash-based and complementary modalities, and integrating climate resilience into recovery and development programming.

3.5 Governance and Accountability

RDO is committed to sound governance, transparency, accountability and ethical conduct. The organization operates in accordance with applicable laws and internal policies, including conflict-of-interest and whistleblowing procedures. Its Board of Directors provides strategic oversight, while annual financial statements are reviewed by an independent auditor. RDO remains accountable to the communities it serves, its donors, partners and public stakeholders, and is committed to using resources responsibly and effectively in pursuit of its mission.

RDO is governed by a seven-member Board of Directors that provides strategic direction, oversight and institutional accountability.

Board of Directors

Name	Designation
Noor Bastia	Chairperson
Dawood Khan	Voice Chairman
Umar Khan	BOD Member
Said Hakeel	BOD Member
Ms Khushbu	BOD Member
Sher Afzal	BOD Member
Ms Saima	BOD Member
Hakim Zada	General Sectary / Executive Director

Project Team

RDO's 2025 programmes were delivered by a lean and experienced core team, supported by field consultants, community facilitators and trained volunteers.

Role	Name
Executive Director	Mr. Hakim Zada
Manager Programs	Mr. Gul Wahid
Project Manager	Mr. Majid Ali
Monitoring & Evaluation Officer	Mr. Shah Sawar
Protection Associate	Ms. Shazia Wazir
GBV Associate	Ms. Wahida Zaman
MHPSS Associate	Ms. Laila Siyar
Skills / Livelihood Associate	Ms. Faiza Wakeel
Project Officer – Buner Emergency Response	Mr. Sajjad Ali

4. Year at a Glance

The table below captures RDO's combined operational footprint during calendar year 2025 across both active programmes.

Indicator	2025 Result	Programme / Location
Total direct beneficiaries	1,100+	Combined (Charsadda + Buner)
Flood-affected households supported (CFW)	548	Buner
Small shopkeepers supported (CFW)	214	Buner
Protection / GBV / MHPSS / documentation beneficiaries	357	Charsadda
Households surveyed (baseline)	500+	UC Utmanzai, Charsadda
Protection Champions trained	30+	4 VCs, Charsadda
Vocational trainees enrolled	227	Charsadda
MoUs and active partnerships	12+	Government, UN, Civil Society
Beneficiary satisfaction rate (PDM)	99.9%	Buner CFW Programme
Grievances received and resolved (FCRM)	105 / 103	Buner CFW Programme

Indicator	2025 Result	Programme / Location
Coordination meetings participated / convened	20+	District & Provincial

These figures reflect not only the scale of service delivery but also the breadth of RDO's community engagement, institutional positioning and humanitarian readiness during 2025.

5. Programme Portfolio 2025

During 2025, RDO implemented two major programmes that together illustrate the organization's ability to work simultaneously across the humanitarian–development nexus. The RAISE Project in Charsadda represents a long-term, integrated resilience-building initiative. The Cash for Work (CFW) intervention in Buner represents a rapid, life-saving emergency response. Both are described in detail below.

5.1 RAISE Project – Charsadda

5.1.1 Project Snapshot

Full Title	Resilience Advancement through Integrated Social Protection and Economic Empowerment (RAISE)
Donor	HOPE'87 Government of the Netherlands – Ministry of Foreign Affairs
Implementing Partner	Rural Development Organization (RDO)
Location	UC Utmanzai (VCs: Haleemabad, Parichkhel, Piran Utmanzai, Tariq Abad), District Charsadda, KP
Target Population	Afghan Refugees (≈60%) and Host Community (≈40%)
Commencement	April 2025
2025 Coverage in this Report	(Jan 2025-Dec 2025)

5.1.2 Project Overview

RAISE is a comprehensive initiative designed to enhance the resilience of vulnerable Afghan refugee and host-community populations in District Charsadda. It operates through two integrated pillars: a Protection Component and a Livelihood Component, supported by a strong emphasis on community mobilization, institutional coordination, and MEAL.

5.1.3 Protection Component

The protection component addresses vulnerabilities related to gender-based violence, child protection, mental health and psychosocial well-being, and access to civil documentation. Key 2025 interventions included:

- Establishment and operationalization of a dedicated Protection Centre at Utmanzai, equipped with furniture, fixtures, protection leaflets, legal information charts and referral directories.
- A nine-day Baseline Vulnerability Assessment (24 July – 5 August 2025) covering 500+ households across Afghan Refugee Camps (Sectors A, B, C) and host-community areas in all four target VCs.
- Identification, training and formalization of 30+ Protection Champions into Protection Committees, linked to government institutions including CPU, DYO, Social Welfare, Police and the Health Department.

- Development of core protection tools: Protection Incident Tracking Sheet; Referral Pathway Template; Training Manual on Protection, GBV, MHPSS and Response Mechanisms (revised through four iterations); and a Referral Directory covering service providers in Charsadda district.
- Regular community sessions on GBV and protection case identification in Afghan Refugee Camps A, B and C (October – December 2025), jointly facilitated by the Protection, GBV and MHPSS Associates.
- Facilitation of civil documentation (CNICs, birth certificates, PWD cards) through linkages with NADRA and Social Welfare.

5.1.4 Protection Impact Assessment – November 2025

An impact assessment with Protection Committees and Champions in November 2025 surfaced the following caseload and qualitative change indicators:

Case Category	Cases Identified / Supported
Child abuse cases	3
Domestic violence risks	9
Psychosocial distress (women & youth)	11
Families lacking identity documentation	20+

Protection Champions reported a marked increase in community awareness regarding GBV, child protection and civil documentation. Women and youth have become more vocal in raising concerns and actively seeking help through community-based mechanisms.

5.1.5 Livelihood and Skills Component

The livelihood component focuses on building economic self-reliance through market-oriented vocational training, digital readiness, business planning support and market linkage. In 2025, four vocational tracks were delivered, reaching 227+ enrolled trainees across male and female groups:

Vocational Track	Enrolled	Gender
Tailoring	35	Female
Energy Saver / Bulb Repair	40	Male & Female
School Bag Making	19	Female
Electrician / Wiring	54	Male
Awaiting enrolment (Energy Saver – female batch)	40+	Female
Other (mixed batches / follow-on)	~39	Mixed
TOTAL enrolled in 2025	227+	Mixed

By year-end, female trainees in tailoring and bag-making were exploring home-based micro-enterprise options, while male electrician graduates were being supported to enter the local employment

market. Monitoring visits and mentoring were conducted throughout the year at both male and female training centres. Certificate distribution for the first cohort was scheduled for Q1 2026 (see Section 11).

5.1.6 Training of Trainers and Capacity Building

- Three-day Training of Trainers (TOT) conducted 27–29 August 2025 to build capacity of project staff and community facilitators on protection, GBV, MHPSS and M&E systems.
- Staff orientation and protection-protocol training conducted on 21 August 2025.
- Refresher training for partner NPOs, including BWDO, conducted in May 2025.

5.1.7 RAISE Project Activity Timeline (April – December 2025)

Month	Key Activities
April 2025	Project launch; staff deputation; office and Protection Centre setup; field consultant recruitment.
May 2025	Hiring of field consultants; staff orientation; referral directory development; DSWO coordination.
June 2025	Protection system development (manual, referral pathway, incident tracking); Protection Champion identification in VCs and refugee camps; YWC meetings.
July 2025	Baseline survey preparation; nine-day household survey launched (24 July).
August 2025	Baseline survey completed; staff training (21 Aug); TOT (27–29 Aug); skills training centres established; MoU with Government Technical & Vocational College.
September 2025	Continuation of vocational skills trainings; protection activities.
October 2025	MoUs signed (Ayan Medical Centre, Education Dept., CHMC); GBV / protection sessions in Camps A, B, C; training-centre monitoring; multi-sectoral coordination meeting.
November 2025	Protection Champions identification (6 locations); Protection Impact Assessment; business planning with graduating students; Identified Champions List finalized.
December 2025	Protection Champions training; follow-up monitoring; monthly coordination with YDO and WDO; Executive Director monitoring visit.

5.2 Flood Emergency Response – Cash for Work, District Buner

5.2.1 Project Snapshot

Full Title	Cash for Work (CFW) and Food for Flood-Affected Households and Shopkeepers at District Buner
Donor	Catholic Relief Services (CRS)
Implementing Partner	Rural Development Organization (RDO)
Target District	Buner, Khyber Pakhtunkhwa
Target Union Councils	Daggar, Gokand, Gadaizai, Malakpur, Pacha Kalay
Implementation Period	1 September 2025 – 31 October 2025

5.2.2 Context and Rationale

Between 14 and 15 August 2025, unprecedented cloudbursts and intense monsoon rains triggered severe flash floods and landslides across several districts of Khyber Pakhtunkhwa. Buner was the worst-affected district, with catastrophic loss of life and large-scale displacement. Floodwaters swept away entire villages, homes, bridges, agricultural land and livelihoods.

According to RDO's situation update of 20 August 2025, Buner alone recorded 228 fatalities, 120 injuries, and 3,868 livestock losses. Damage included 162 fully destroyed houses, 575 partially damaged houses, 29 schools and 14 health facilities. Within 48 hours of the disaster, RDO mobilized a Rapid Needs Assessment (RNA) covering affected villages across Tehsils Gadaizai and Daggar, and extended immediate food support to the most vulnerable families.

A post-disaster needs assessment conducted by RDO revealed that thousands of families had lost their homes, assets and primary sources of income. Small shopkeepers – the backbone of the local economy – had seen their inventory and infrastructure completely destroyed. Traditional in-kind assistance was deemed insufficient to address the diverse and immediate needs of the affected population. A cash-based approach was identified as the most effective, dignified and efficient modality to empower beneficiaries to prioritize their own needs.

5.2.3 Project Goal and Strategic Objectives

Goal: To restore flood-affected communities in Buner through inclusive, accountable and climate-resilient recovery interventions.

Strategic Objective 1 – Address immediate recovery needs of vulnerable households through Cash for Work and food assistance.

- IR 1.1 – Vulnerable households receive CFW and food support to meet urgent recovery needs.
- IR 1.2 – Informal business owners receive CFW to restore income-generating activities.

Strategic Objective 2 – Strengthen local coordination platforms and systems for sustained recovery and resilience, working through the district government.

- IR 2.1 – A district-level humanitarian coordination platform is established and operational in Daggar.
- IR 2.2 – CRS and RDO provide technical support to district authorities for recovery planning, information management and climate-resilient system strengthening.

5.2.4 Implementation Approach

- Conducted detailed needs assessments in target union councils, in coordination with the District Administration, PDMA and other humanitarian actors.
- Finalized transparent beneficiary selection criteria in consultation with community elders and local authorities; verification carried out by Community Verification Committees (CVCs).
- Registered and verified 763 potential beneficiaries using a multi-layered process, including cross-checking with NADRA data and physical verification by project staff.
- Partnered with JazzCash for secure, mobile-based cash disbursement, with agent counters deployed within communities to overcome mobility barriers for women.
- Disbursed PKR 20,000 per household / shopkeeper, structured as PKR 12,000 CFW (2 members × 5 days × PKR 1,200), PKR 4,000 essential food items, and PKR 4,000 essential non-food items; shopkeepers received PKR 20,000 as context-specific conditional cash support for business recovery.
- Established a Feedback, Complaints and Response Mechanism (FCRM) with dedicated helpline (0345-9532737) and a physical complaints box at the field office.
- Conducted Post-Distribution Monitoring (PDM) visits and community feedback sessions to ensure accountability and transparency.

5.2.5 Beneficiaries Reached – Disaggregated Summary

Tehsil	Union Council	Total	Male	Female
HOUSEHOLDS REACHED				
Daggar	Daggar	32	29	3
Gadaizai	Gadaizai	70	59	11
Daggar	Gokand	22	18	4
Gadaizai	Malakpur	124	101	23
Gadaizai	Pacha Kalay	300	252	48
Sub-total – Households		548	459	89
SHOPKEEPERS REACHED				
Daggar	Daggar	2	2	0

Tehsil	Union Council	Total	Male	Female
Gadaizai	Gadaizai	12	12	0
Daggar	Gokand	6	6	0
Gadaizai	Malakpur	29	29	0
Gadaizai	Pacha Kalay	165	163	2
Sub-total – Shopkeepers		214	212	2
GRAND TOTAL		762	671	91

5.2.6 Key Results and Accountability Outcomes

- 548 households assisted with CFW successfully cleared homes of debris and met immediate food, shelter-repair and healthcare needs. 98% of PDM respondents reported using cash for food, shelter repairs and debt repayment.
- 214 shopkeepers reopened their businesses, with local markets in Pacha Kalay showing up to 99% of targeted shops operational after cash disbursement.
- Post-Distribution Monitoring recorded a beneficiary satisfaction rate of 99.9%. Over half of assisted households achieved acceptable dietary diversity, with further support identified for the most food-insecure segment.
- The project FCRM received 105 grievances; 103 (98%) were resolved within the target timeframe.
- A District-Level Humanitarian Coordination Platform was established in Daggar – the first of its kind in Buner – with support from UNOCHA and the District Administration, enabling regular multi-agency coordination and information-sharing.
- The intervention was implemented without creating social tension or exclusion; registration, information-sharing and timeliness were rated very highly by beneficiaries.

6. Coordination, Partnerships and Network Engagement

Institutional coordination and active participation in regional and district-level networks have been central to RDO's approach throughout 2025. These engagements amplified the reach of RDO's programmes, ensured complementarity with other humanitarian and development actors, and strengthened the organization's positioning as a credible implementing partner in Khyber Pakhtunkhwa.

6.1 MoUs and Active Partnerships

Partner Organization	Type	Purpose
HOPE'87 / Government of the Netherlands – MoFA	Donor / International	Primary donor – RAISE Project (Charsadda)
Catholic Relief Services (CRS)	Donor / International NGO	Primary donor – Buner Flood CFW Project
UNOCHA	UN Agency	Support for District Coordination Mechanism, Buner
District Administration, Buner	Government	Coordination, beneficiary verification, emergency response
Provincial Disaster Management Authority (PDMA), KP	Government	Disaster response coordination
Ayan Medical Centre	Health	Medical referral for protection cases
District Education Department, Charsadda	Government	Educational referral and support
Charsadda Health Management Committee (CHMC)	Health	Health coordination and referral
Government Technical & Vocational College	Education	Skills training linkage and certification
District Youth Office (DYO)	Government	Youth coordination and referral
Women Development Organization (WDO)	Civil Society	Women empowerment collaboration
Youth Development Organization (YDO)	Civil Society	Youth development collaboration
Umeed-e-Insaniyat Organization	Civil Society	Protection coordination
MS Marble Factory	Private Sector	Economic Development Support
JazzCash	Financial Service Provider	Digital cash disbursement for CFW
Bilal Coach	Private Sector	Child Protection

6.2 Regional and Network Meetings – 2025

RDO actively participated in and convened a range of coordination meetings, working groups and inter-agency platforms throughout 2025. Key engagements included:

- District Social Welfare Office (DSWO) coordination meetings Charsadda (May 2025 onwards).
- Monthly coordination meetings with District Youth Office (DYO), Women Development Organization (WDO) and Youth Development Organization (YDO) throughout the reporting year.
- Multi-Sectoral Coordination Meeting October 2025.
- Reproductive Health Coordination Meeting October 2025.
- District-Level Humanitarian Coordination Platform – Buner (established September 2025 with UNOCHA and District Administration); weekly and monthly follow-up meetings throughout Q4 2025.
- Ongoing coordination with DSWO, SWDO, DHQ Hospital Charsadda, International Medical Corps (IMC) and the District Coordination Council.
- NPO coordination and refresher trainings including joint session with BWDO (May 2025).

6.3 Network Visibility and Institutional Positioning

Throughout 2025, RDO systematically communicated its vision, mission and project portfolio to district-level stakeholders, government line departments and fellow implementing partners through coordination meetings, monitoring visits and joint assessments. The HOPE'87 monitoring visit in early 2026 and the Executive Director's direct engagement with district authorities further consolidated the organization's credibility and opened new avenues for partnership – the detailed outcomes of which are summarized in Section 11 (Post-Reporting Period Highlights).

7. Monitoring, Evaluation, Accountability and Learning

RDO applies a consistent Monitoring, Evaluation, Accountability and Learning (MEAL) framework across all programmes. In 2025, the MEAL system was instrumental in ensuring transparent delivery, evidence-based decision-making and continuous improvement in both the RAISE Project and the Buner CFW response.

7.1 Monitoring Systems

- Monthly Progress Reports (MPRs) submitted to HOPE'87 covering all RAISE reporting months.
- Progress Matrices and Activity Schedules updated monthly across all project components.
- Routine and surprise monitoring visits to vocational training centres; Executive Director monitoring visit documented on 6 October 2025.
- Post-Distribution Monitoring (PDM) of 105 CFW beneficiaries in Buner; consolidated PDM report produced.
- Real-time beneficiary registration via the CommCare digital platform for the Buner CFW Project.

7.2 Accountability and Feedback Mechanisms

- Functional Feedback, Complaints and Response Mechanism (FCRM) for Buner CFW with dedicated helpline (0345-9532737) and physical complaints box – 105 grievances received, 103 resolved within target timeframe.
- Community feedback sessions held after each disbursement wave in Buner.
- Referral pathways in Charsadda linked to formal complaint channels through government line departments.

7.3 Learning and Evidence Generation

- Protection Impact Assessment conducted in November 2025 with Protection Champions in Charsadda.
- Post-Distribution Monitoring survey completed for Buner CFW, generating disaggregated data on use of cash, dietary diversity, satisfaction and grievance handling.
- Internal review meetings held following each major milestone to capture lessons and adjust implementation.

8. Annual Review of RDO Strategic Plan 2025–2030

8.1 Purpose of the Review

The RDO Strategic Plan 2025–2030 provides the overarching framework for organizational programming, institutional development and resource mobilization around five strategic goals: Protection; Economic Development; Humanitarian Aid; Disaster Risk Reduction & Climate Change Adaptation; and Organizational Development. The Strategic Plan became effective from 1 July 2025 and consequently the present review represents the first annual assessment of progress under the new strategic cycle.

The purpose of this review is to assess whether RDO's programmes, partnerships, institutional systems and results during 2025 were moving the organization in the direction established by the Strategic Plan. As this is the first implementation year, the assessment focuses not only on numerical progress against long-term targets but also on whether the necessary systems, partnerships, community structures, service delivery mechanisms and institutional foundations were established to enable achievement of the 2030 results.

Overall, the review finds that substantive progress was initiated under four of the five Strategic Goals during 2025, with particularly significant advances under Protection, Economic Development, Humanitarian Aid and Organizational Development. Progress under Disaster Risk Reduction and Climate Change Adaptation was comparatively more limited and was primarily reflected through the climate-resilient humanitarian recovery response in Buner rather than through the dedicated climate-smart agriculture, early-warning and DRR interventions envisaged in the Strategic Plan. This area therefore requires greater programmatic attention in subsequent years. The Annual progress report depicts more than 1,100 direct beneficiaries across Charsadda and Buner, 357 protection-related beneficiaries, 227 vocational trainees, more than 30 Protection Champions, 762 flood-affected households/shopkeepers supported, and more than 12 active partnerships.

8.2 Strategic Goal 1: Protection

Strategic Goal: Enhanced protection and legal documentation status of vulnerable communities through integrated support services, strengthened civil registration systems, and sustainable social support networks.

The Strategic Plan places protection among RDO's principal areas of specialization. By 2030, the organization intends, among other results, to facilitate legal documentation for 3,000 individuals, improve access to specialized protective services, support 7,000 individuals through community-based protection mechanisms, establish 15 structured community-based protection response systems, train 750 community members in protection principles and develop a network of 375 active Protection Champions.

Progress during 2025

The implementation of the RAISE Project in UC Utmanzai, Charsadda represented RDO's principal contribution toward this strategic goal during 2025. Rather than limiting the intervention to individual protection cases, RDO started establishing an integrated community-based protection architecture comprising a Protection Centre, trained community members, referral systems, protection tools and institutional partnerships.

A dedicated Protection Centre was established and operationalized at Utmanzai to provide an accessible entry point for protection, GBV, MHPSS and civil-documentation support. The centre was equipped with relevant information and referral materials, thereby laying an institutional foundation for the Protection Resource Centre model envisaged under the Strategic Plan.

A nine-day Baseline Vulnerability Assessment was conducted between 24 July and 5 August 2025 covering more than 500 households across Afghan refugee settlements and host communities. This was strategically important because it began developing the evidence base required to identify protection vulnerabilities, documentation gaps and households requiring specialized assistance.

During the year, RDO reported 357 beneficiaries receiving protection, GBV, MHPSS or documentation-related support. Community-level protection capacity was simultaneously strengthened through the identification, training and organization of 30+ Protection Champions into Protection Committees. The Champions were linked with institutions including Social Welfare, the Child Protection Unit, Police, health institutions and other service providers.

Important protection-system tools were also developed, including the Protection Incident Tracking Sheet, Referral Pathway Template, Protection/GBV/MHPSS Training Manual and district Referral Directory. These outputs demonstrate progress beyond activity delivery toward the establishment of systems capable of identifying, tracking and referring protection cases.

The November 2025 Protection Impact Assessment further demonstrated early functionality of these community mechanisms. Protection Champions had identified or supported cases relating to child abuse, domestic violence risks, psychosocial distress and lack of identity documentation. The assessment also reported increased community awareness, particularly among women and youth, and greater willingness to raise protection concerns and seek assistance.

Civil documentation was integrated within the protection response through coordination with NADRA, Social Welfare and other institutions for CNICs, birth certificates and PWD cards. However, the Annual Report does not provide a consolidated figure for the number of documentation cases successfully completed, and this should therefore become a specific annual Strategic Plan reporting measure from 2026 onward.

Annual Review Assessment

Assessment: Good foundational progress / strategically on track.

The first year established many of the structures required for longer-term achievement: Protection Centre, baseline data, community Protection Champions, referral arrangements, incident tracking and government linkages. However, subsequent reporting should increasingly move from reporting numbers of activities and people reached to reporting protection outcomes, including cases successfully resolved, successful referrals, documents obtained, response time to incidents and beneficiary-level improvement.

8.3 Strategic Goal 2: Economic Development

Strategic Goal: Strengthened capacity of vulnerable communities, especially women and youth, to achieve sustainable livelihoods through enhanced skills development and market engagement.

The Strategic Plan establishes ambitious longer-term targets including 3,400 individuals completing market-driven skills and digital-literacy programmes, 136 functional market linkages, 546 approved business plans and substantial transition of trained beneficiaries into employment, apprenticeships, businesses and other sustainable economic opportunities. It further expects improved household income and sustained employment/business outcomes.

Progress during 2025

Economic development programming was operationalized principally through the livelihood component of RAISE. During 2025, RDO established vocational training opportunities in Tailoring, Energy Saver/Bulb Repair, School Bag Making and Electrician/Wiring, enrolling 227+ women and men. The selection of different trades for women and men reflected an effort to connect training opportunities with locally accessible livelihood pathways.

Skills-development activities were supported through monitoring and mentoring visits and linkages with the Government Technical & Vocational College, strengthening opportunities for institutional recognition and technical support. Business planning activities were initiated with graduating trainees during November 2025, while women participating in tailoring and bag-making began exploring home-based livelihood options. Electrician trainees were similarly being linked with employment opportunities in local markets.

The programme also started moving beyond conventional vocational training toward digital and entrepreneurship-oriented economic development. This direction became more visible immediately

after the reporting period through digital livelihood training and certificate distribution during the first quarter of 2026. These post-reporting developments are important evidence of continuity, although they should not be counted as 2025 results.

The Annual Report nevertheless identifies a critical measurement requirement for the next phase: while enrolment and training delivery have been documented, the Strategic Plan ultimately measures economic transformation, particularly employment, enterprise establishment, income increase and sustainability. The report itself accordingly prioritizes a structured follow-up assessment of vocational graduates in 2026 to determine income-generation and market absorption outcomes.

Annual Review Assessment

Assessment: Progress initiated; outcome measurement still required.

RDO successfully established the skills-development platform during the first strategic year. Future annual reviews should distinguish between enrolment, completion, certification, employment/self-employment, income increase and business survival, because these represent progressively stronger levels of achievement against the Strategic Plan.

8.4 Strategic Goal 3: Humanitarian Aid

Strategic Goal: *Enhanced humanitarian response capacity and effective emergency assistance delivery through community-based systems, emergency preparedness, and coordinated relief mechanisms.*

The Strategic Plan aims by 2030 to reach 7,500 individuals with timely humanitarian assistance, establish functional emergency mechanisms, train emergency-response volunteers, implement market-based emergency relief and livelihood-restoration interventions and strengthen humanitarian coordination partnerships. It specifically aims for at least 80% of emergency responses to be initiated within 72 hours of incident reporting.

Progress during 2025

The August 2025 floods in Buner provided the first major test of RDO's humanitarian response capacity under the new Strategic Plan. RDO mobilized within 48 hours of the disaster to undertake Rapid Needs Assessment and provide immediate food assistance, demonstrating response readiness consistent with the Strategic Plan's intended 72-hour response standard.

Subsequently, RDO entered into partnership with Catholic Relief Services (CRS) to implement a Cash for Work and recovery intervention. The programme supported 548 flood-affected households and 214 shopkeepers, for a total of 762 supported household/shopkeeper cases. Assistance was delivered through a cash-based modality using JazzCash, enabling affected households to prioritize food, shelter repair, healthcare and other essential needs while enabling affected businesses to restart economic activities.

This approach closely reflects the Strategic Plan's commitment to market-based humanitarian response and livelihood restoration, rather than exclusively providing conventional relief assistance. The humanitarian response also generated important institutional results. A District-Level Humanitarian Coordination Platform was established in Daggar with the District Administration and UNOCHA, creating a mechanism for multi-agency coordination and information sharing. Post-Distribution Monitoring recorded 99.9% beneficiary satisfaction, while the project's Feedback, Complaints and Response Mechanism received 105 grievances and resolved 103 within the specified timeframe.

The experience therefore generated not only emergency assistance but also organizational learning in rapid assessment, transparent beneficiary verification, digital cash assistance, accountability mechanisms and coordination with district authorities.

Annual Review Assessment

Assessment: Strong first-year progress.

The Buner response substantially validated RDO's strategic decision to retain humanitarian response as a core organizational goal. Particular strengths were the rapid mobilization, market-based recovery modality, partnership with an international humanitarian organization, community verification, accountability mechanisms and district-level coordination.

Future progress should build on this experience by institutionalizing preparedness before emergencies, including trained emergency volunteers, Community Emergency Response Teams, response plans, pre-positioned arrangements and documented early-warning systems.

8.5 Strategic Goal 4: Disaster Risk Reduction and Climate Change Adaptation

Strategic Goal: Enhanced community resilience to climate change impacts and disaster risks through climate-smart development, early warning systems, and adaptive capacity building.

The Strategic Plan targets, among other results, 6,000 people benefiting from climate adaptation and DRR measures, 450 climate-resilient livelihood initiatives, 1,800 farmers trained in climate-smart agriculture, community early-warning mechanisms, climate-risk assessments and 30 DRR infrastructure projects.

Progress during 2025

Progress under this strategic goal was more limited than under the Protection, Economic Development and Humanitarian Aid goals. Nevertheless, the Buner flood response generated an important entry point for future work on climate resilience.

The flood intervention explicitly adopted a climate-resilient recovery orientation, while RDO worked with the District Administration, PDMA, CRS and UNOCHA in needs assessment, recovery coordination and local systems strengthening. Restoring businesses and household livelihoods following a climate-related disaster contributed indirectly to community resilience and reduced immediate economic vulnerability.

The experience also provided RDO with direct operational evidence of the increasing exposure of communities to floods, landslides and extreme weather events—risks already identified in the Strategic Plan's PESTEL analysis.

However, the Annual Report does not document dedicated implementation during 2025 of the major climate-specific interventions envisaged under the strategy, such as climate-smart agriculture training, community climate monitoring systems, formal early-warning systems, climate-risk assessments, climate-resilient livelihood businesses or DRR infrastructure projects.

Annual Review Assessment

Assessment: Early-stage / requires accelerated attention.

While humanitarian recovery in Buner created a practical climate-resilience entry point, dedicated DRR and climate-change adaptation programming remains an area for expansion. Future proposals and resource mobilization should convert lessons from Buner into preparedness, mitigation and adaptation interventions rather than primarily post-disaster response.

This gap is already partially recognized in the Annual Report's pipeline, which identifies climate-resilient recovery programming in flood-affected districts as a future direction.

8.6 Strategic Goal 5: Organizational Development

Strategic Goal: Strengthened organizational capacity achieving Functional Stage–Level 4 status through enhanced systems, diversified funding and institutional excellence.

The Strategic Plan places significant emphasis on organizational systems, staff competencies, financial sustainability, digitalization, partnerships and institutional positioning. Among its longer-term targets are Level 4 organizational systems, strengthened staff competency, increased funding diversification, digitalization of core organizational processes and expansion of strategic partnerships.

Progress During 2025

The adoption of the Strategic Plan 2025–2030 itself was an important organizational-development achievement. The Plan was formally approved by the General Council following a participatory process and established a clearer organizational specialization around Protection and Economic Development supported by humanitarian response, climate resilience and organizational strengthening.

Governance and accountability arrangements continued through the Board of Directors, management oversight and independent financial audit. The external auditor concluded that the financial statements presented fairly, in all material respects, the organization's financial position as of 30 June 2025.

Financial performance also showed positive institutional growth. Restricted grant income increased from approximately PKR 3.67 million in FY2024 to PKR 5.68 million in FY2025, representing reported growth of approximately 55%, while total assets increased from approximately PKR 0.61 million to PKR 2.08 million.

Partnership development was another significant area of progress. More than 12 active MoUs and partnerships were reported with international organizations, government departments, UN actors, civil-society organizations, technical institutions and financial-service providers. Partnerships included HOPE'87, CRS, UNOCHA, government departments, technical/vocational institutions and local service providers. This supports the Strategic Plan's emphasis on strategic networking and institutional collaboration.

Internal technical capacity was strengthened through staff orientation, a three-day Training of Trainers, project-level technical training and regular monitoring support. The organization also operationalized several MEAL practices including monthly progress reports, progress matrices, activity schedules, protection impact assessment, PDM, internal review meetings and digital beneficiary registration through CommCare in the Buner response.

Use of CommCare for real-time beneficiary registration and mobile financial transfers through JazzCash also reflects initial progress toward greater digitalization of programme-management processes.

At the same time, monitoring identified areas requiring institutional improvement, particularly MHPSS case documentation and some aspects of vocational-training quality. Importantly, these gaps were acknowledged rather than concealed, and corrective measures were incorporated into the 2026 priorities. This reflects the Strategic Plan's intended culture of organizational learning and continuous quality improvement.

Annual Review Assessment

Assessment: Positive institutional progress, with systems strengthening continuing.

Partnership expansion, financial growth, independent audit, staff development, digital practices and strengthened MEAL systems demonstrate progress toward a more mature organization. Future annual reviews should increasingly report organizational-development indicators systematically, including IDA/POCA scores, policy implementation status, staff competency results, retention, funding diversity, digitalization percentage and partnership effectiveness.

8.7 Overall Strategic Progress Assessment 2025

The first annual review confirms that RDO's operational portfolio during 2025 remained substantially aligned with the Strategic Plan 2025–2030. The strongest alignment was observed under Protection, Economic Development and Humanitarian Aid, while considerable institutional development also occurred under Organizational Development. DRR and Climate Change Adaptation remained comparatively underdeveloped as a standalone programme area and should therefore receive greater emphasis in resource mobilization and programme design during the next strategic period.

Strategic Goal	Key 2025 Evidence	Annual Status	Review
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1. Protection	Protection Centre; 500+ households assessed; 357 protection-related beneficiaries; 30+ Protection Champions; protection/referral tools and partnerships	Good progress
2. Economic Development	227+ vocational trainees; four vocational tracks; business-planning and market-linkage work initiated	Progressing – outcomes to be tracked
3. Humanitarian Aid	Response initiated within 48 hours; 548 households + 214 shopkeepers supported; district humanitarian coordination mechanism established	Strong progress
4. DRR & Climate Change Adaptation	Climate-resilient recovery incorporated into Buner response; coordination with disaster-management actors	Early stage / needs acceleration
5. Organizational Development	Strategic Plan operationalized; independent audit; financial growth; 12+ partnerships; staff capacity strengthening; MEAL and digital systems improved	Good progress

8.8 Strategic Learning from the First Year

The 2025 experience demonstrates that RDO's integrated strategic model is relevant to the operating context. Protection programming benefited from combining individual assistance with community structures and institutional referral pathways. Economic-development interventions showed the value of linking technical skills to markets and entrepreneurship rather than treating training as an end in itself. The Buner emergency demonstrated that RDO can translate its humanitarian-development nexus approach into practice by combining immediate assistance with livelihood recovery, community accountability and institutional coordination.

At the same time, the review highlights the need to improve the Strategic Plan performance-tracking architecture. Several achievements are currently reported primarily as activities or participant numbers, whereas the Strategic Plan includes outcome-level measures such as income change, sustainable employment, protection response time, successful referrals, functioning market linkages, business sustainability and improved community resilience. From 2026 onward, the annual report should therefore include a consolidated Strategic Plan Progress Matrix showing, for each strategic indicator, the 2030 target, annual milestone, current-year achievement, cumulative achievement and status.

8.9 Management Conclusion and Priorities for 2026

The year 2025 can be considered a foundation and operationalization year for the RDO Strategic Plan 2025–2030. The organization moved the strategy from an approved document into active programming through protection systems, vocational skills development, emergency humanitarian response, institutional partnerships and organizational strengthening.

For 2026, strategic management attention should focus on converting these foundations into measurable outcome-level results: expanding Protection Champions and protection systems, documenting successful civil-documentation and referral cases, tracking vocational graduates for income and employment outcomes, strengthening market linkages and entrepreneurship, institutionalizing humanitarian preparedness, developing dedicated climate/DRR programming, and progressively measuring organizational maturity against the Strategic Plan's Level 4 ambitions. These priorities are consistent with the direction already identified in the Annual Report's Way Forward section.

9. Challenges and Mitigation

Operating across two districts, under very different contexts, presented a range of operational, social and technical challenges during 2025. The table below summarizes the most significant challenges and the mitigation measures taken.

Challenge	Impact	Mitigation Taken
Stigma around GBV reporting	Under-reporting of domestic violence and protection cases	Continuous awareness sessions; deployment of female Protection Champions able to reach women in private settings
Limited mobility for women	Constrained outreach to female beneficiaries	Female associates deployed; home visits conducted; engagement of male family members where appropriate
Bureaucratic delays in civil documentation	Delayed CNIC and birth-certificate issuance	Linkages with NADRA and Social Welfare established; follow-up case tracking maintained
MHPSS documentation gaps (flagged in monitoring)	Case management records below desired standard	Comprehensive review and reform of MHPSS tools committed; BWDO technical support engaged
Overcrowded vocational training environment	Limited practical learning for trainees	Trainees divided into separate batches; batch schedule revised during Q4 2025 / Q1 2026
Loss or damage of beneficiary mobile phones in floods	Limited ability to receive direct cash assistance (Buner)	Delegation / proxy registration allowed under strict verification
Distance to JazzCash outlets for women	Difficulty accessing cash in Buner	Mobile JazzCash counters deployed via agents at central community locations
Agent overcharging in some local markets	Risk of reduced effective transfer value	Identified agents removed from the programme; monitoring strengthened
Weak mobile signals and low digital literacy	Delays in OTP-based cash-out transactions	On-site support by field staff; simplified guidance provided in local language

10. Lessons Learned

The 2025 programme cycle generated a rich set of operational and strategic insights that will inform RDO's future programming design and partnerships.

- Community ownership of protection mechanisms is strongest when Protection Champions are selected by communities themselves, rather than appointed by the organization.
- Integrating protection services with livelihood opportunities significantly increases community trust and participation in both components.
- MoU-based referral pathways require ongoing relationship management with partner institutions; one-time signing is not sufficient for functional referrals.
- Peer-buddy and experiential learning models improve outcomes for participants with varying skill levels in both vocational and digital training.
- Regular impact assessments with community focal points generate valuable qualitative evidence that complements quantitative M&E data.
- Cash-based modalities – when combined with transparent targeting, community verification and a functional FCRM – are highly effective and dignified in post-disaster contexts.
- The flexibility of Cash for Work allows beneficiaries to address their most pressing, differentiated priorities more effectively than predefined in-kind packages.
- Proactive, early coordination with district administration and fellow NGOs is essential to avoid duplication and harmonize humanitarian response.
- Formally articulating organizational vision, mission and strategic focus at district coordination forums strengthens institutional credibility and opens new partnership avenues.
- Combining short-term cash with longer-term skills development and market linkage offers the most sustainable recovery trajectory for vulnerable households.

11. Success Stories

The numbers in this report represent real people whose lives have been measurably improved. The stories below illustrate the human impact of RDO's work in 2025.

11.1 Hadia Bibi – Restoring a Livelihood after the Floods

Hadia Bibi, a determined woman from District Buner, lives with her son and a daughter with a disability. Before the August 2025 floods, she ran a small shop that was the family's only source of income. The disaster destroyed her home and shop, leaving her without any means of support.

Through the Cash for Work programme, Hadia received PKR 20,000 via JazzCash. She invested PKR 5,000 to restock her shop with biscuits, chips and snacks, and used the remainder for debris removal, essential household needs and her daughter's medication.

Hadia described the assistance as life-changing, saying it arrived at the most critical time. With this support she restarted her business from home, regained her livelihood and recovered her confidence.

11.2 Khyal Munir – From Despair to Hope

In the small village of Pacha Kalay, Pir Baba, lives 52-year-old Khyal Munir, a man with a physical disability known for his resilience. He supports a family of ten through daily-wage labour. When the devastating floods struck in August 2025, his house was badly damaged and his belongings swept away. He and his family sought temporary shelter, facing hunger and uncertainty.

The RDO–CRS team identified Khyal as one of the most vulnerable flood-affected beneficiaries and provided him with PKR 20,000 in cash assistance. With this support, he cleared debris from his home, repaired basic structures and purchased essential food and non-food items.

Today, Khyal and his family have returned to their repaired home, regaining a sense of normalcy and hope. In his own words: "The RDO and CRS gave me hope when I had nothing left. Their support helped me rebuild my home and my life."

11.3 A Protection Champion's Voice – UC Utmanzai

In UC Utmanzai, a female Protection Champion trained under the RAISE Project identified a domestic violence case that had remained hidden for months. Through the community-based referral pathway, the case was documented and referred to the District Social Welfare Office and the Police, resulting in protection services being extended to the survivor for the first time.

The Champion reflected that the training had given her both the knowledge and the confidence to act – and that, more importantly, women in her village had started to recognize her as a trusted first point of contact. This story illustrates the compounding effect of community-based protection systems: one trained Champion can unlock protection pathways for many.

12. Post-Reporting Period Highlights (January–March 2026)

Although this report covers calendar year 2025, a number of significant RAISE Project milestones materialised in the first quarter of 2026 and are noted here for continuity and transparency.

- January 2026 – PWD awareness session held; coordination meetings with Health, Social Welfare and the Election Commission; follow-up impact assessment with Protection Champions; monthly YDO coordination meeting.
- February 2026 – Executive Director formally presented RDO’s vision and mission at the Periodic Review of the District Protection System (6 February, Social Welfare Office, Charsadda) and at the Coordination Meeting with DHQ Hospital Charsadda.
- 16–17 February 2026 – Hunarmand Khwateen Mela (Women Skills Exhibition) organized jointly with the Social Welfare Department and DYO, providing a market-linkage platform for women producers and amplifying institutional branding.
- 9–10 February 2026 – HOPE’87 monitoring visit facilitated; all observations addressed with agreed timelines, including MHPSS documentation reforms.
- 25–26 March 2026 – Two-day Digital Empowerment and Livelihood Enhancement training delivered to 25 participants (selected from 54 applicants) covering WhatsApp Business, Facebook/Instagram selling, product photography, financial record-keeping and AI tools (ChatGPT, Gemini).
- 31 March 2026 – Certificate Distribution Ceremony held at the Social Welfare Department, Charsadda; 148 vocational training graduates formally recognized.

Taken together, these Q1 2026 milestones closed out the first full project year of RAISE and positioned the programme strongly for its next phase.

13. Financial Information (2024–2025)

13.1 Independent Auditor's Opinion

Independent Auditor: RSM Avais Hyder Liaquat Nauman, Chartered Accountants.

Audit Opinion: "In our opinion, the annexed financial statements present fairly, in all material respects, the financial position of the Organization as at June 30, 2025, its financial performance and cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan".

13.2 Statement of Income and Expenditure

The following represents our financial performance for the year ended June 30, 2025, compared to the previous year

Category	FY 2025 (Rupees)	FY 2024 (Rupees)
Restricted Grant Income	5,684,481	3,666,939
Program Cost	4,676,567	2,630,880
Operating Cost	757,914	502,539
Total Expenditures	5,434,481	3,133,419
Surplus for the Year	250,000	533,521

13.3 Statement of Financial Position

Our financial position remains stable as of June 30, 2025.

Category	FY 2025 (Rupees)	FY 2024 (Rupees)
Total Assets	2,083,576	613,802

Current Liabilities	834,619	35,000
Net Assets Employed	1,248,957	578,802

13.4 Key Funding Partners

We extend our deepest gratitude to our funding partners and donors who made our 2025 programs possible:

- Orangi Pilot Project Research and Training Institute (OPPTI).
- Strengthening Citizens' Engagement for Inclusive and Accountable Local Governance (CPDI).
- HOPE 87
- Transparency International Pakistan (TIP).
- Trust Democratic Education Accountability (TDEA).

13.5 Financial Highlights and Growth Narrative

In Fiscal Year 2025, the Rural Development Organization (RDO) experienced significant financial growth, enabling us to expand our impact in developing the potentials of vulnerable and marginalized populations. Thanks to the continued trust and commitment of our funding partners, our restricted grant income grew by 55%, increasing from Rs. 3,666,939 in 2024 to Rs. 5,684,481 in 2025. This critical influx of support directly empowered us to scale our on-the-ground efforts, driving our direct program investments up from Rs. 2,630,880 to Rs. 4,676,567. Furthermore, our overall financial health was significantly strengthened, with our total assets more than tripling from Rs. 613,802 to Rs. 2,083,576. This robust financial position solidifies our stability and ensures our continued capacity to drive sustainable, community-led development initiatives in the years to come."

14. Pipeline and Upcoming Projects

Building on the credibility and field presence established in 2025, RDO has successfully expanded its pipeline of projects and partnerships. The most advanced pipeline initiative is summarized below.

14.1 CPDI – NIC Facilitation Project for Women (Shortlisted)

Partner	Centre for Peace and Development Initiatives (CPDI)
Status	Shortlisted

Thematic Focus	Civil Documentation – National Identity Cards (NICs/CNICs) for women
Target Beneficiaries	1,000 women
Duration	14 months
Key Modality	Facilitation of NIC issuance combined with bi-quarterly community awareness sessions
Strategic Alignment	Directly advances RDO’s Civil Documentation and Protection pillars

14.1.1 Project Rationale

Access to a National Identity Card is the foundational right that unlocks a woman’s access to social protection, banking, mobile connectivity, voting, inheritance, property, health services and child enrolment. In many rural and peri-urban communities of Khyber Pakhtunkhwa, women remain disproportionately undocumented – a gap that RDO’s own baseline assessment in UC Utmanzai documented in 2025.

This shortlisted project with the Centre for Peace and Development Initiatives (CPDI) is designed to address this gap at scale, facilitating 1,000 women to obtain valid CNICs within a 14-month implementation window.

14.1.2 Expected Components

- Direct facilitation of NIC/CNIC issuance for 1,000 women, including documentation support, NADRA liaison and follow-up tracking.
- Bi-quarterly community awareness sessions in target union councils, covering the legal, economic and social benefits of possessing a NIC, and countering community-level barriers to women’s documentation.
- Coordination with NADRA mobile registration van services where available.
- Linkages with RDO’s existing Protection Committees and community Protection Champions for case identification and follow-up.
- Disaggregated monitoring and case tracking to ensure quality, completion and learning.

14.1.3 Strategic Contribution

The CPDI–NIC project will significantly strengthen RDO’s Civil Documentation portfolio, providing a structured, scalable model that can be replicated in other districts and integrated into future protection and livelihood programming. It also reinforces the organization’s positioning as a credible implementing partner for gender-responsive, rights-based initiatives in KP.

14.2 Additional Pipeline Directions

Beyond the CPDI initiative, RDO is actively exploring new partnerships and concept notes in the following directions:

- Continuation and expansion of the RAISE model into additional VCs and community segments in Charsadda.
- Follow-on livelihood and market-linkage support for vocational training graduates.
- Climate-resilient recovery programming in flood-affected districts, building on lessons from the Buner response.
- Digital and financial inclusion programming targeted at rural women.

15. Way Forward – Strategic Priorities for 2026

Drawing on the results, challenges and lessons of 2025, RDO has identified the following strategic priorities for 2026:

- Expand Protection Champion coverage to additional VCs and community segments, including explicit outreach to persons with disabilities.
- Complete Energy Saver vocational training for the 40+ women on the waiting list, and launch follow-on entrepreneurship support for graduates.
- Continue and deepen digital mentorship for female entrepreneurs through online market linkage groups.
- Conduct a structured follow-up impact assessment on vocational graduates to measure income-generation outcomes and market absorption.
- Strengthen periodic reviews of the Protection System to incorporate community feedback and evolving case patterns.
- Scale awareness sessions on civil documentation (CNIC, birth certificates, PWD cards), in alignment with the shortlisted CPDI pipeline project.
- Sustain coordination with all MoU partners through quarterly joint review meetings.
- Reform and fully operationalize MHPSS case-management tools to meet minimum standards, with technical support from BWDO.
- Institutionalize RDO's humanitarian response capacity, drawing on the Buner CFW experience, so that the organization can respond to future disasters within 48–72 hours.
- Pursue additional pipeline opportunities aligned with the five strategic pillars, with an explicit focus on women's empowerment, climate resilience and civil documentation.

16. Acknowledgements

RDO gratefully acknowledges the trust, technical guidance and financial support of its donors and partners, including HOPE'87, the Government of the Netherlands – Ministry of Foreign Affairs, Catholic Relief Services (CRS), UNOCHA, relevant government departments in Khyber Pakhtunkhwa, and civil society partners. Their collaboration enabled RDO to deliver protection, livelihood and emergency response services with accountability and dignity throughout 2025. RDO also extends sincere appreciation to the communities of Charsadda and Buner for their resilience, participation and continued confidence in the organization's work.

Rural Development Organization (RDO)

Utmanzai, District Charsadda, Khyber Pakhtunkhwa, Pakistan

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