



**SPO**  
Strengthening  
Participatory  
Organization

اداره استحکام شرکتی ترقی



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DEVELOPMENT RESOURCE CENTRE  
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Annual Report 2001-2002  
**Annual Report**  
**2001 - 2002**

اداره استحکام شرکتی ترقی

Strengthening  
Participatory  
Organization

دینا حسن اویسی بنی بنی مر اچ

هس اور لیلی دینا حسن مر اچ



12 شعبہ سہارا سجاد دل و بیان اور

# **Annual Report 2001 - 2002**





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## Abbreviations

AZT	<i>Anjuman Zanana Taleem</i>
BNM	Balochistan National Movement
CBO	Community-Based Organisation
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
DFID	Department For International Development, UK
DPM	Development, Planning and Management
DRC	Development Resource Centre
EC	Education Centre
ECCD	Early Child Care and Development
EU	European Union
FDO	Female Development Organisation
FO	Female Organisation
GAD	Gender And Development
HANDS	Health And Nutrition Development Society
HDCC	Hyderabad Development Coordinating Council
JAC	Joint Action Committee
LIS	Learning Information System
MCH	Mother and Child Health
NEF	National Education Foundation
NGO	Non-Government Organisation
NGORC	NGO Resource Centre
NWFP	North West Frontier Province
PC	Programme Coordinator
PDC	Participatory Development Coalition
PID	Projects Information Database
RD	Regional Director
RNE	Royal Netherlands Embassy
RSDP	Rural Social Development Programme
SDEPP	Supporting Democratic Electoral Processes in Pakistan
SPO	Strengthening Participatory Organisation
SSF	Social Sector Fund
TVO	Trust for Voluntary Organisations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VEC	Village Education Committee
VEP	Village Education Programme

# Message from the Chairperson

For social development and its stakeholders in Pakistan, the past twelve months have seen important, potentially far reaching changes. Among the many ramifications of the events of September 11 was the government's anti-terrorism policy, which has somewhat lessened the conservative resistance to NGOs' work in the country. On the dark side though, border tensions with India have exacerbated poverty, which is now estimated to affect 40 percent of Pakistanis. This, combined with the depressing effects of continued drought in large parts of Sindh and Balochistan, has increased the pressure to find quick, effective and sustainable means for empowering the poor in Pakistan. A ray of hope—and among the key changes seen in the preceding year—were the general elections that were held in the country. The emphasis on strong and representative local bodies was rightly welcomed by national and international NGOs throughout the country.

It gives me pleasure to reflect that SPO succeeded in striking the balance between pursuing its planned targets and responding to the compelling new needs that arose in the country during the period 2001-02. In accordance with its planned approach to social development, the organisation met most of its targets regarding the capacity building of male and female community based organisations, and their subsequent strengthening and funding. In the process, it refined its programme approaches—notably by introducing a phased structure for the Women's Programme, and by substituting rights based advocacy for training as the primary responsibility of its partner networks. These modifications belie a commitment to apprehending and responding to the real needs of people, even where this means reworking established practices.

In addition to its planned activities, SPO was able to employ its expertise to facilitate Pakistan's transition to democratic, bottom-up governance by undertaking effective awareness and capacity building campaigns to prepare rural communities for full participation in Local Bodies Elections. This support was provided independently as well as in partnership with other organisations. It accounts to a great extent for the fact that members of SPO-supported partner organisations won 146 seats in the Local Bodies Elections, while SPO-supported Councillors won 109. SPO particularly encouraged and mobilised its partner female organisations to participate in the elections: significantly, 43 women from SPO groups were elected Councillors.



Another important responsive measure by SPO was the continuation and completion of its relief project in district Kachchi, one of the areas hit hardest by the drought. The project is estimated to have alleviated the water supply problems of some 96 villages in Balochistan.

It is gratifying to see signs of growing institutional maturity at SPO: the organisation was an active participant in nationwide discussions regarding reform of the legal and fiscal framework for the establishment and operation of nonprofit voluntary organisations. SPO succeeded not only in meeting its key targets but also in responding to new challenges during a period when its own leadership was undergoing a transition. Mr. Ali Akbar, who served SPO diligently for the last nine years—the last three as the organisation's Chief Executive—bade us farewell; the mantle of his responsibilities now lies on the shoulders of Mr. Harris Khalique, who brings fresh experience and energy to the organisation.

I look forward to witnessing SPO's progress during the current year, in which the organisation's recently initiated efforts to consolidate and improve its programme, and strengthen its communications, resources and management structures will surely bear fruit.

**Prof. Dr. Karamat Ali**  
Multan, January 2003

# From the Chief Executive's Desk

Participation and empowerment have long replaced hierarchy and expertise as keywords in development administration, governance and economic management. It is understood that no actions should be taken without the consent of the majority of people in a community or a group. A unanimous voice and a complete understanding are most desired in critical decision making. Many civil society organisations, political and economic rights groups and academia in Pakistan have pushed this agenda forward through projects, programmes and advocacy initiatives. But the pace of change is deemed unsatisfactory by practitioners and critics alike. In understanding the causes, there is a need to recognise, besides the constraints determined by external actors, the gaps in our own effectiveness.

Participation is a value that is cherished in all our organisations and upon which we build our institutional programmes. But accountability and effectiveness, personal as well as institutional, should never be undermined in the name of values. It is noteworthy that the decisive reason cited by Weberians for the advance of bureaucratic organisation—which is impersonal, rational, bound by rules and hierarchy and also universalistic—is its pure technical superiority over any other form of organisation. We are faced with a challenge: to create participatory organisations which are technically superior to bureaucracies but not impersonal, and bound by rules but not by hierarchy.

SPO is working hard to achieve its goals of participatory development and empowerment of people. Increasingly, our work brings home the realisation that any social or community work is essentially political in nature. We take a broad definition of politics, understanding that the electoral process is merely a part of the larger political debate. Politics is about the realisation of people's rights—economic, social, cultural, civil and political. Divorced from social work, political work remains lopsided, and the same holds true for any social work that attempts to depoliticise communities.

Whatever SPO has planned and executed over the years has been people-centred and progressive. While all our initiatives were not resounding successes, most altered the social landscape in some meaningful way. We continue to learn rigorously and to serve at the same time. Most communities we have worked with are better organised, aware and critical. Our women-focused education initiatives in Turbat and D I Khan



brought about a signal change in the areas where we work. Across Pakistan, SPO has trained thousands of social activists. Hundreds of them lead and plan for the development of their communities with a renewed strength and ability. Many were elected to local bodies after the recent initiation of the devolution of power process.

Based on our established competencies, what we are looking at in the coming years includes capacity building of development institutions for good governance, a gender programme, social sector projects funding, civil society networks strengthening, development research, and special programmes and large-scale projects in education, health and environment. Our training packages are currently being updated with revised approaches and methodologies.

The report you are sifting through was compiled by Kiren Khan and designed by Riazat Hussain. Kiren had active support from our newly formed Monitoring, Evaluation, Research and Communication Unit, which became operational after the reporting period. We will be able to report more comprehensively on the changes in the programme and management that were initiated in June 2002, but were realised later, in the next annual report. The credit for all progress and achievements reported here goes to the committed team working in all seven SPO offices in the country and to Mr. Ali Akbar, who was SPO's Chief Executive during most of the reporting period.

**Harris Khalique**  
Islamabad, January 2003

# About SPO

**S**trengthening Participatory Organisation (SPO) is a non-government, not-for-profit institution that aspires to empower the poor—especially women—by building their ability to help themselves. Broadly, our interventions take the form of capacity building of community based organisations (CBOs) for improved development management, and subsequent assistance in project funding and network building. A Women's Programme ensures that women receive extra attention in the provision of these services, while a host of sectoral and collaborative projects enable us to provide specific development assistance, in the form of funding and capacity building, in different parts of the country.

SPO is registered under The Companies Ordinance 1984 as an indigenous support organisation. It is governed by a volunteer General Body through a Board of Directors, and operates from seven offices in the country, including a National Centre in Islamabad, and regional and project offices in Dera Ismail Khan (D I Khan), Hyderabad, Multan, Peshawar, Quetta and Turbat.

## Vision

A democratic, socially just and tolerant society, guided by participatory principles, which realizes the full potential of its people and their aspirations for sustainable and self-reliant development.

## Mission

To strengthen rural and urban CBOs to assist poor and disadvantaged sections of the communities to achieve their goals for sustainable development through a participatory approach.



## History

SPO was originally set up as the Pak-Canada “Small Projects Office” in 1987 under an agreement between the Government of Pakistan and the Canadian International Development Agency (CIDA). The three-year project was intended to provide intermediary funding services for community based voluntary organisations in Pakistan, mostly to promote local infrastructure development, alleviate poverty, and help meet the basic needs of life.

It soon became clear that funding alone was not enough: community based organisations lacked the capacity to systematically plan and effectively implement the development initiatives they needed. In response, SPO made two major changes in its strategy: we redefined our target group so as to focus only on rural communities; and we expanded our support role to emphasize capacity building of the funding recipients.

These changes came into effect in 1991, and SPO started training rural CBOs in:

- ♦ Planning, managing, and evaluating development initiatives;
- ♦ Identifying and mobilising local resources;



- ♦ Enhancing community participation;
- ♦ Increasing women's involvement in development; and
- ♦ Addressing environmental concerns.

This approach had such clear positive impacts on grassroots organisations that both CIDA and SPO staff decided to explore the project's continuation on a more permanent footing. With technical support from CIDA and Cowater International, and approval from the Governments of Canada and Pakistan, SPO was reborn as "Strengthening Participatory Organisation" in early 1994.

### Programme Areas

The broad areas of SPO's interventions are outlined below; more details about each are provided in the relevant section of the activity report:

**Development Planning and Management (DPM) Training and Other Capacity Building.** SPO conducts DPM training as well as shorter capacity building programs to motivate and assist CBOs in efficiently addressing local development needs, with the participation of other members of their communities.

**Participatory Development Coalitions (PDCs).** SPO helps partner CBOs that have undergone DPM training in forming coalitions, or PDCs, which can benefit from larger project funding, networking, and other opportunities.

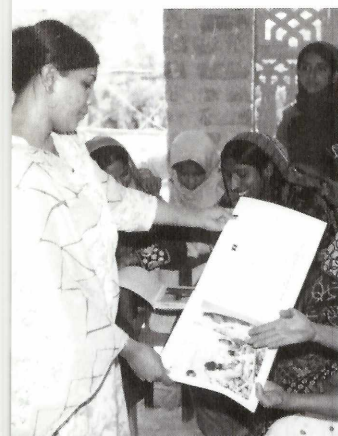
**Women's Programme.** This programme seeks to mobilise and strengthen female groups so they can evolve into formal development organisations that can then be mainstreamed into community development through DPM training and PDC membership.

**Project Funding.** SPO operates a social sector fund to support DPM-trained CBOs in conducting projects to promote health, education, environment, governance, agriculture, and income-generation in local communities.

**Sectoral and Collaborative Projects.** In addition to its core programmes, SPO undertakes various small-scale development projects in different parts of the country. These initiatives are supported by different donor agencies and aim to address a specific local need, such as education and literacy, child health, and awareness building for improved local governance.

**Institution Building.** Another important area of attention for the organisation is its own institutional development, i.e., its growth as a technically sound and financially viable organisation playing a responsible and responsive role in civil society.

**Common Elements in All Programme Areas.** In its development interventions, as well as its internal affairs, SPO takes great care to uphold principles of gender equality, environmental protection, and good governance. These themes occur repeatedly and in diverse forms in each of our activities, whether we are appraising projects for funding, preparing a training programme, or writing internal policy. Particular instances of attention to these "cross-cutting themes" are highlighted in each section of this report.



## Approach to Development

Development efforts succeed only when they respect the interests, capabilities and aspirations of the people they are meant to benefit; without meaningful and democratic participation of these “real” stakeholders, interventions are likely to have only limited and temporary benefits. Moreover, one-sided approaches to development eventually lead to the sort of inefficient and inappropriate socioeconomic and political systems perpetuating poverty in Pakistan today.

People’s participation, therefore, forms the cornerstone of SPO’s approach at all programme levels:

- ♦ SPO’s capacity building and funding support is directed at CBOs, which are the immediate representatives of community members.
- ♦ We not only practise participatory techniques, but also teach them to CBOs through our core capacity building programme, the Development Planning and Management module.
- ♦ On a broader level, we promote participation by facilitating the formation of CBO groups—or Participatory Development Coalitions—which provide a systematic forum for local participation in matters of larger scale.

Our relations with communities are based on equal partnerships and enthusiastic teamwork. A clear vision and flexible approach help us work efficiently in the field to achieve goals that matter. Regular reflection and a pervasive culture of accountability ensure that the SPO team is always conscious of its responsibilities towards project partners and donors.

The ideal situation, as we see it, is where local participation gains such momentum that external interventions become redundant. CBOs that have the technical capability and financial viability to address basic local needs can be a highly effective vehicle for alleviating poverty. Enabling people to take part in their own development, until they can confidently take charge, is what SPO’s work is all about.

## Outreach

SPO is currently working with 962, primarily rural, CBOs in 49 districts of Pakistan, which are listed in bold in the following table:

### In Balochistan, SPO is present in 12 out of 23 districts:

Awaran	<b>Kachchi</b>	Killa Abdullah	<b>Mastung</b>	<b>Sibi</b>
Barkhan	<b>Kalat</b>	Kilsa Saifullah	Nasirabad	<b>Zhob</b>
<b>Chaghi</b>	<b>Kech</b>	Kohlu	Panjgur	<b>Ziarat</b>
Dera Bugti	Kharan	<b>Lasbela</b>	<b>Pishin</b>	
Gwader	<b>Khuzdar</b>	Loralai	<b>Quetta</b>	

### In Sindh, SPO is working in 11 out of 17 districts:

<b>Badin</b>	Jacobabad	Malir	<b>Newshehro Feroz</b>	<b>Sukkur</b>
Dadu	<b>Karachi</b>	Mirpurkhas	Sanghar	Tharparkar
<b>Ghotki</b>	<b>Khairpur</b>	<b>Nawabashah</b>	<b>Shikarpur</b>	<b>Thatta</b>
<b>Hyderabad</b>	<b>Larkana</b>			





## In the North West Frontier Province (NWFP), we reach 13 out of 24 districts:

<b>Abbottabad</b>	Chitral	<b>Kohat</b>	Mansehra	<b>Swabi</b>
<b>Bannu</b>	<b>D I Khan</b>	Kohistan	<b>Mardan</b>	<b>Swat</b>
Battagram	Hangu	<b>Lakki Marwat</b>	<b>Nowshera</b>	Tank
Buner	Haripur	Lower Dir	<b>Peshawar</b>	Upper Dir
<b>Charsadda</b>	<b>Karak</b>	Malakand	<b>Shangla</b>	

## In Punjab, SPO reaches 14 out of 34 districts:

Attock	<b>Gujranwala</b>	<b>Khushab</b>	<b>Muzaffargarh</b>	Sahiwal
Bahawal Nagar	Gujrat	Lahore	Narowal	<b>Sargodha</b>
<b>Bahawalpur</b>	Hafizabad	<b>Layyah</b>	Okara	Shekhupura
Bakkar	Jhang	<b>Lodhran</b>	Pak Pattan	Sialkot
Chakwal	Jhelum	<b>Mandi Bahauddin</b>	Rahim Yar Khan	Tob Tek Singh
<b>D G Khan</b>	Kasur	<b>Mianwali</b>	<b>Rajanpur</b>	<b>Vehari</b>
Faisalbad	<b>Khanewal</b>	<b>Multan</b>	Rawalpindi	

## Donors and Partners

SPO is privileged to be generously supported in its core programmes by the following donors and partners:

- ♦ CIDA – supports SPO's core programmes in Punjab;
- ♦ European Union (EU) – supports our core programmes in Sindh and NWFP; and
- ♦ Royal Netherlands Embassy (RNE) – supports our core programmes, as well as a micro-credit scheme, in Balochistan.

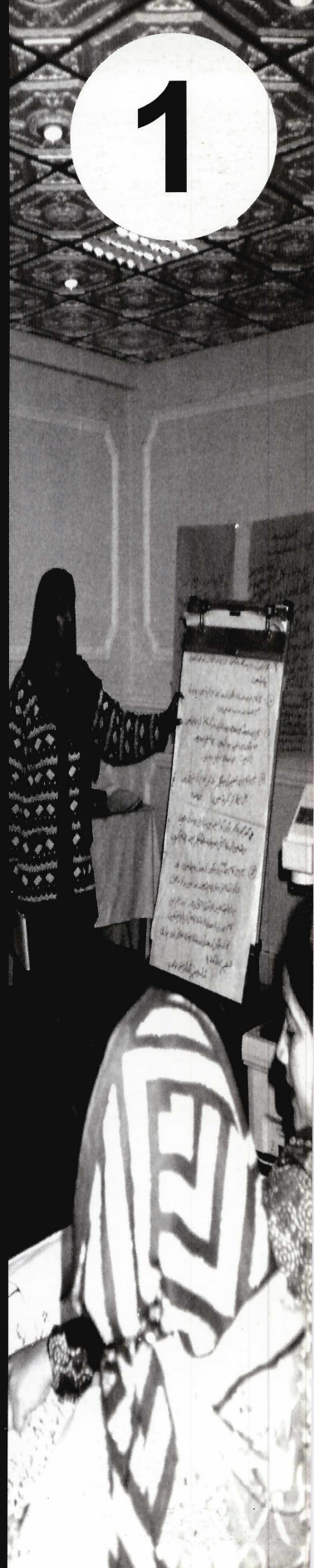
SPO has also benefited from its relationship with the following agencies:

- ♦ Action Aid – supports SPO's "Development Area 5" project in Turbat, Balochistan;
- ♦ Department for International Development, UK (DFID) – partially supports the Ammal Project, a sectoral venture of SPO in NWFP;
- ♦ United Nations Development Programme (UNDP) – provides assistance for the Supporting Democratic Electoral Processes in Pakistan (SDEPP) project, in which SPO is a partner;
- ♦ Japan International Cooperation Agency (JICA) – supported the construction of a community training centre under SPO's Village Education Project (VEP) in Turbat; and
- ♦ The Asia Foundation – supported SPO's Women's Emancipation Programme.

SPO also enjoys membership of prestigious national and international networks and development fora, including Balochistan NGO Federation, CIVICUS World Assembly, Coalition of Rawalpindi and Islamabad NGOs, International Capacity Building Forum, International Union for the Conservation of Nature and Natural Resources, Joint Action Committee (NWFP), Micro Credit Summit, Pakistan NGO Federation, Punjab NGO Coordination Council, Sarhad NGO Ittehad, Sindh NGO Federation and Southern Punjab NGO Forum.

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# Capacity Building







# 1. Capacity Building

SPO's core tool for building the capacity of community based organisations (CBOs) is the Development Planning and Management (DPM) training programme. This programme consists of a series of training events that are conducted over a period of 12-15 months and attended by representatives of carefully selected CBOs. Each programme is tailored to respond to the particular needs of the CBO cluster it addresses, and educates participants in concepts as well as techniques of development management. These include the meaning of development, as distinct from welfare strategies; problem identification; organisational management; data gathering techniques; project planning and management, including financial management; resource mobilisation; and environmental and gender related considerations.

In the last phase of the programme, the CBOs develop project proposals with SPO's assistance, which are subsequently funded by SPO through its "*Choti* (Small) Funding" programme. Through this final activity, CBOs discover first-hand the meaning of being change agents in their communities, and are encouraged to continue to make use of the skills and concepts they have learnt.

In addition to DPM training, SPO frequently hosts shorter and specialised training courses and exposure visits to meet the specific needs of partner CBOs. Such events concern themes like basic and reproductive health issues, infrastructure projects, financial management, gender issues, and networking.

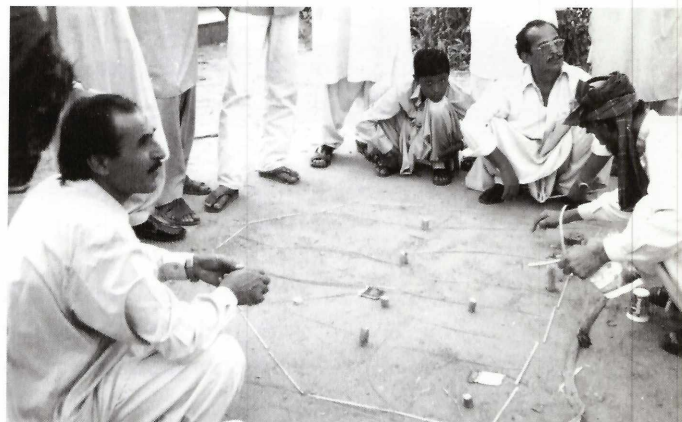
## DPM Training During the Reporting Period

The progress achieved last year in the DPM training of male CBOs is outlined below. Progress of the female organisations is discussed in Section 3.

This year, three new clusters joined SPO's DPM programme: the Kabirwala (13 CBOs) and Khushab (11 CBOs) clusters in Punjab, and the Shangla cluster (12 CBOs) in the North West Frontier Province (NWFP). In addition, the Balochistan-based Dalbandeen (8 CBOs) and Barkhan (12 CBOs) clusters joined the programme on a self-financed basis.

Sessions of DPM training were conducted for the following clusters:

- ♦ Mardan, Nowshera B and C, and Swabi D in NWFP;
- ♦ Shikarpur B, Shikarpur C and Hyderabad C in Sindh;
- ♦ Khuzdar, Noshki, Barkhan and Dalbandeen in Balochistan; and
- ♦ Khushab, Kabirwala and Bahawalpur in Punjab.





The first session of the DPM programme, DPM 1A, was conducted with 38 CBOs to introduce them to the concepts of development, gender, leadership, and organisational management. The second DPM session, DPM 1B, was conducted with 62 CBOs, on concepts and skills regarding situation analysis and training techniques. DPM 2, the third DPM session, was conducted with 73 CBOs, imparting detailed concepts and skills regarding the planning of projects and programmes. The final DPM session, DPM 3, was conducted with 91 CBOs. Participants learnt advanced management concepts and acquired management skills.

During the DPM workshops and follow-ups, participants were trained to prioritise community needs, plan and implement projects, and undertake participatory monitoring and management. In the follow-up activities after each session, DPM learning was replicated with other members of the organisations, and a plan of action was developed with each CBO. This helped increase all the members' active involvement in development activities within their communities.

In addition, *choti* funding was awarded to 95 CBOs, 23 in Sindh, 6 in NWFP, 11 in Balochistan, and 55 in Punjab. The project needs assessments were carried out by the recipient organisations, and most projects related to water supply, income generation, infrastructure, credit, livestock, health, and sanitation.

New DPM graduates during the reporting period included the Mardan cluster in NWFP (13 CBOs); the Thattha A cluster in Sindh (9 CBOs); the Khuzdar and Noshki clusters in Balochistan (25 CBOs altogether); and the Bahawalpur and Khushab clusters in Punjab (11 CBOs each). The Mardan cluster includes 5 CBOs that are partners

of the National Education Foundation (NEF), providing educational services in the Tribal Areas.

### Other Capacity Building

Alongside DPM workshops, SPO conducted the following training courses to enable partner organisations to play their roles more fully:

*Gender and Development (GAD) training.* Several sessions were held to sensitise partner CBOs to gender issues in development. These exposed participants (comprising both men and women) to gender concepts, the methods of gender analysis, and gender-related myths. Such workshops were held for 9 CBOs hailing from 3 clusters in Punjab, and for 26 CBO members in Khuzdar, Balochistan.

*Environmental training.* A number of workshops were held to expose DPM partners to the environmental dimensions of development, including the benefits and methods of adopting environmental safeguards in projects. Sessions were held for 9 CBOs from 4



clusters in Punjab, and for the 12-member Gadap cluster in Sindh.

*Training for NEF Partners.* In response to the individual and collective needs of partners of NEF, SPO provided livestock management training to 3 CBO project committees in NWFP.

*Financial Management training.* Since budgeting and book-keeping are important for CBOs, SPO regularly equips its partners with the basic skills, tools, and mechanisms for financial management. This year, financial training was provided to:

- ♦ 32 CBOs in Balochistan belonging to the Khuzdar and Noshki clusters;
- ♦ 2 CBOs in Swat and Nowshera, NWFP;
- ♦ 11 CBOs in Punjab; and
- ♦ 2 clusters in Shikarpur and Ghotki, and 24 CBOs of the Nawabshah and Gadap clusters in Sindh.

Participants from four clusters in Sindh were trained in project proposal development, and general technical assistance was provided to all partner CBOs soliciting external donor funding.

*Micro-credit Management training.* A 2-day training course was held in Quetta for partner CBOs that have established micro-credit projects with SPO funding. The training was designed to provide an understanding of credit management issues and their solutions, and to enable a critical sharing of experiences in this area.



In addition, 12 representatives of 6 such CBOs were taken on exposure visits to the Orangi Pilot Project, Karachi and National Rural Support Programme, to observe how experienced practitioners have managed their micro-credit programs.

### **Strengthening Local Governance**

SPO's programme is being increasingly directed at strengthening local government structures through capacity building of relevant stakeholders. This year, some preliminary activities were initiated in Bagh, a tehsil of district Kachchi in Balochistan. Specifically, local authorities and the Tehsil Nazim were informed about SPO's future programme for local government strengthening. In consultation with the Nazim, criteria for SPO support for Union Councils were finalized, and five Union Councils (Nowshera, Bhag I, Bhag II, Chhahlgari and Jalal Khan) were visited to select two for the demonstration phase. To promote deeper involvement of partner organisations in strengthening the local government, joint meetings of CBOs, participatory development coalitions (PDCs) and local authorities were arranged to evolve a concrete strategy for SPO partners' involvement in the strengthening of Union Councils. The committee constituted by the Tehsil Nazim for the mobilisation of Village Councils includes the coordinator of PDC Bolan.



In a similar intervention, SPO was invited by a major provincial political party, the Balochistan National Movement (BNM), to facilitate a two-day training workshop for BNM's 50 executive members. The workshop was designed to strengthen analytical and political analysis skills in the context of common development issues, and to develop "strengths, weaknesses, opportunities, threats" (SWOT) analysis skills to enable participants to systematically analyse causes of problems and conduct planning based on a long-term agenda for social change.

## Activities of DPM Partner CBOs

Monitoring of DPM graduate CBOs during the reporting period revealed that most of them are well on their way to undertaking independent development interventions in their communities that respect the needs of the marginalised, especially the women, and the environment.

Many have succeeded in attracting the interest of other donors and programme collaborators. In fact, more than 50 percent of technical funding and assistance from the Trust for Voluntary Organisations (TVO) and the Aurat Foundation was directed at SPO's partner organisations during the reporting period.

### *Stitching New Destinies in Nawan Shehar*

*Choti funding is small in scale, but its wise use has alleviated large problems in many a community. An example of this can be found in Nawan Shehar, a town close to Multan. Here, "Young Itehad Taraqiat-i-Tanzeem," an enthusiastic local CBO, attended SPO's DPM training and then developed a choti funding project that was to change the lives of many.*

*Realising that the absence of local health facilities and general poverty prevented many women from seeking medical help when the need arose, the CBO launched an income generation project for women. Members pooled Rs. 10 a day from their pockets, raised funds from the community, and collected Rs. 20 each from the organisation's General Body members. Once sufficient funds had been collected, the members bought a sewing machine, engaged a lady to train women in stitching undergarments, and set up a training institute in their town.*

*As local women availed this facility, the institute soon became a thriving business centre, supplying well-priced products to markets in Bahawalpur and Multan. Each year, 15 women graduate from the institute, capable of earning and taking care of some of their basic needs.*

*Today, the centre is self-sustaining, has even invested in more capital – two new sewing machines – and is setting its sights on bigger markets.*

# Participatory Development Coalitions







## 2. Participatory Development Coalitions

After providing DPM training to CBOs, SPO supports them in maturing as organised groups or “Participatory Development Coalitions” (PDCs). Each PDC is a group of DPM capacitated clusters that lie within the same district. There may also be other CBOs, that have not benefited from DPM training, who participate as non-voting members. Through membership of PDCs, CBOs are facilitated further in carrying out development activities. The functions and benefits of PDCs include:

*Local Awareness and Capacity Building* – PDCs educate their communities by replicating DPM training and conducting other needs based training for CBOs in the area; update their members on current development issues; organise fora to discuss and disseminate information about local development issues; and provide a platform for spreading political education. In this manner, SPO’s capacity building services are extended to organisations beyond the reach of its formal capacity building programme.

*Joint Action* – PDCs provide a forum where like-minded CBOs can pool their intellectual and material resources to jointly frame local development strategies, and devise and undertake appropriate projects. Such interventions are generally geared to address environmental, gender equity and human rights issues of the marginalised poor. Through PDCs, CBOs are able to conduct projects that are more resource-intensive and of larger scale than initiatives they can manage singly.

*Enhanced ‘Say’* – PDCs provide excellent networking points for CBOs from remote areas. Not only are local linkages strengthened, but PDCs also facilitate networking and participation at larger fora, where a group needs to have a broad representation to be heard. As PDC members, CBOs benefit from contact with major non-government organisations (NGOs) and support groups, and can participate confidently in provincial and national level dialogues with government line departments, donors and other decision-makers.

*Pressure for Good Governance* – As a natural result of their other functions, PDCs serve as local advocacy and pressure groups, promoting the interests of their areas’ development



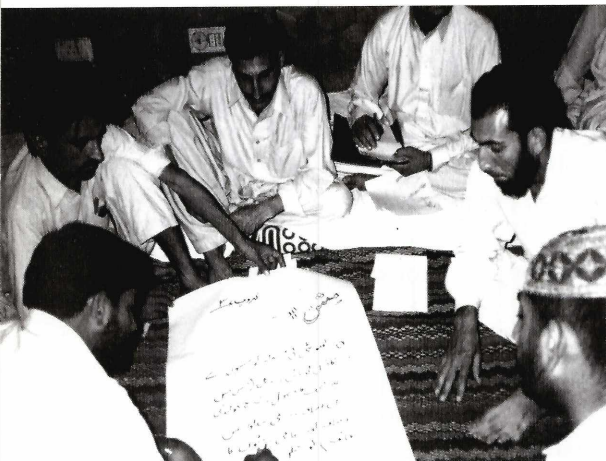
wherever they interact with the government and other stakeholders. Perhaps even more importantly, they serve to shake local communities out of traditional passivity and inertia, and to create a culture where there is an awareness of – and demand for – basic citizen rights. Such an environment is indispensable for creating a pressure for good governance in Pakistan.

### PDC Facilitation During Reporting Period

This year, SPO formed 5 new PDCs and strengthened 6 existing coalitions.

Forming PDCs entails selecting DPM graduate CBOs by assessing them against pre-defined criteria, orienting them to their objectives, and then facilitating their group formation and networking so they organise and become an independent entity.

In the reporting period, 1 new PDC was formed in NWFP that includes 8 CBOs of the Mardan cluster, which completed its DPM cycle this year. Another PDC was established in district Noshki, Balochistan, with a membership of 13 DPM graduate organisations. The remaining 3 PDCs were set up in Punjab, in Lodhran, Bahawalpur and Khushab.



PDC strengthening consisted of a variety of events this year:

- ♦ Exchange visits were conducted with the Takht Bhai, Swabi and Charsadda clusters, to enable them to observe model development features in each other's areas; sector-specific project visits were arranged for interested organisations;
- ♦ An exchange visit within the Charsadda PDC was facilitated to a Canada Fund project which was being managed by one of the members;
- ♦ An exposure visit to the Orangi Pilot Project, Sindh Education Foundation, and Health and Nutrition Development Society (HANDS) in Karachi was arranged for the Sargodha cluster;
- ♦ Financial training was conducted for 12 organisations in the Sargodha and Khushab clusters;
- ♦ Two new equipped offices were established for the PDCs in districts Sibi and Noshki;
- ♦ A Training of Trainers workshop was conducted for PDCs in Sindh, focussing on facilitation skills; and
- ♦ All Punjab based PDCs were linked with the Punjab NGO Coordination Council and the Southern Punjab NGO Federation.

During this year, a Programme Review Meeting was conducted in which PDCs and SPO's regional offices participated. Here, two important changes were decided in SPO's approach for PDCs. The first pertains to the role of PDCs. It has been agreed that, for the present, PDCs' role of providing DPM training to other organisations will be withdrawn, as this requires highly specialised skills, which all PDCs cannot acquire just yet. However, PDCs will continue to identify, select, and orient new clusters, and to educate their communities in health issues. In addition, they will have a challenging new role to play:



rights-based advocacy and political education, with particular emphasis on women's rights. In this, they will be supported technically as well as financially by SPO.

During the reporting period, a 3-day workshop on advocacy was arranged for PDC members to enable them to fulfil their new roles as social activists. In addition, meetings were arranged for them with the Government Literacy Programme, the Social Welfare Department, district governments, social organisers (SOs), and other networks.

The second change has been decided regarding SPO's coordination of PDCs. We plan to make our strategy for PDC coordination more coherent and consistent across regions by appointing PDC coordinators in each region who will form a core group within SPO.

### **Other Network Building**

*Networking for Gender Issues* – This year, the GAD sections of several partner organisations initiated national and provincial gender networking.

A GAD Network was formed in South Punjab with the broad aim of sustaining implementation of GAD training workshops, and promoting joint interventions by female and male partner organisations. The detailed terms of reference of this network are being formulated.

Female development organisations (FDOs) in district Mastung have also initiated a network to educate local women in gender issues.

A training workshop on GAD was conducted by SPO with GAD network members.

*Facilitation of CBO Registration* – Delays and complications in the registration of CBOs has been a longstanding issue in Balochistan. The vast majority of CBOs are registered under the Voluntary Social Welfare Agencies Ordinance 1961, under which the Social Welfare Department has the authority to approve the legal existence of CBOs. Under the new devolution plan, district Social Welfare Officers have become empowered to register and incorporate CBOs. However, their lack of knowledge regarding this new role prevents them from fulfilling it efficiently.

To address this concern, SPO, in collaboration with the Social Welfare Department, Government of Balochistan, organised a training workshop for 21 Assistant Directors of the District Registration Authority. In addition, an orientation workshop was organised on registration procedures delineated in the Social Welfare Voluntary Act 1961 for directors of the Social Welfare Department. The registration authorities were also briefed about SPO's role and its strong links with the voluntary sector of Pakistan.

This intervention is expected to remove many of the problems faced by Baloch CBOs in obtaining registration.

Three FDOs were supported in obtaining registration certificates from the Social Welfare Department.



*Post-9/11 Peace Efforts* – The events of 11 September 2001, and the USA's subsequent attack on Afghanistan, led to serious disturbance in parts of Quetta city in Balochistan. A series of political demonstrations were held that resulted in casualties and property losses. At this stage, SPO participated in several government and non-government measures to promote peace and tolerance in the city. These included rallies and discussion fora, some of which were presided by leading provincial authorities.

*FDOs' Linkage and Networking* – This year, 3 FDOs were linked with the Family Planning Association of Pakistan to help them provide basic and reproductive health facilities in their villages.

FDOs of the Bolan cluster were facilitated in participating in two special events conducted by Aurat Foundation. In the first, 3 FDO members were trained in managing information networking centres, and in the other, 35 FDO members were sensitised regarding the upcoming local bodies elections.

In addition, SPO's regional centres helped female organisations develop linkages with donors and support organisations, such as TVO, Aurat Foundation, and the Canada Fund.

*DPM Alumni* – Representatives of some 385 CBOs in Balochistan were awarded DPM completion certificates in a formal ceremony, where they mutually decided to form a new CBO network, the "Balochistan DPM Graduate Council". The network aims to facilitate information sharing and cooperation between the CBOs, initiate local and national level dialogues with NGOs and donors to influence their policies, and address capacity building priority needs of CBOs in the province.

*Promotion of Religious Harmony* – Another area of relationship building this year concerned religious harmony. In the last three years, the D G Khan district had become infamous for sectarian enmities between the local Deobandi and Shia sects, which flared up in frequent and fatal clashes in Moharram. This year, SPO, along with South Punjab NGOs Forum and Al-Asar Development Organisation, hosted a seminar in which religious and community leaders appealed to the public for peace and tolerance. This event on 18 March 2002 may have been one of the factors behind the uncharacteristically peaceful month of Moharram in the district this year.

DPM partners in Punjab presented an interesting case of inter-faith harmony this year. After the devastating religious attack in 1997 on Shanti Nagar, a Christian village near Khanewal, SPO Multan had selected the village for DPM training. Participation in this programme enhanced the interaction of the Christian representatives with Muslim communities. The extent to which Shanti Nagar residents have been mainstreamed in local society was highlighted when they hosted an Iftar-o-Sehr party for the Muslim members of their DPM cluster, and later celebrated Christmas with them.

SPO also attended a meeting arranged by CBOs of district Pishin to discuss strategies to protect NGOs' image and avoid confrontation with religious fanatics.

*Media Perception of NGOs* – In 2001, the NGO Resource Centre (NGORC) initiated a

“Media Perception Study” to counter the frequently negative portrayal of NGOs in Pakistan’s media by enhancing mutual understanding and linkages between print media and NGOs. Based on the study, SPO hosted a consultation with representatives of 20 leading NGOs in Balochistan.

*Lectures and Other Outreach Events* – In addition to the above, SPO was able to support and participate in a host of outreach events through which relations with development stakeholders were strengthened:

- ♦ In D G Khan, lectures and discussions commemorating Human Rights Day were attended by 17 CBO representatives;
- ♦ Southern Punjab NGO Federation, which was established by SPO, arranged a discussion on “Extremism and Challenges to Civil Society” for its members and religious organisation representatives, at which participants were able to share views and discuss possible joint collaboration;
- ♦ Southern Punjab NGO Federation hosted a Farmers’ Convention in Bahawalpur which was attended by the previous Secretary for Agriculture and where agricultural problems and issues were discussed with farmers; and
- ♦ A meeting of the Network for Regional Development was hosted by SPO in Khanewal, and attended by members of the Jehanian and Khanewal clusters.

### Activities of PDCs

Outlined very briefly below are the various activities that PDCs undertook in the reporting period:

*Capacity Building* – DPM and other training courses were conducted with local organisations by the Ghotki, Sibi, and Shikarpur PDCs in Sindh and the Pishin, Ziarat, and Bolan PDCs in Balochistan.

*Strengthening Local Governance* – During the local government elections, PDCs actively participated in motivating people to increase voter turnout and female participation. SPO has also involved them in the United Nations Development Programme’s Supporting Democratic Electoral Processes in Pakistan (SDEPP) project, details of which appear in Section 5.



Since then, the Bolan PDC has greatly helped SPO conduct dialogues with elected councillors regarding their capacity building needs in Balochistan.

*Water Issues* – The longstanding drought in Balochistan has caused severe development problems in parts of the province, which were highlighted in a number of events arranged by the regional PDCs. The Pishin and Bolan PDCs arranged a “Consultation Workshop on Underground Water Depletion”, while the Bolan PDC hosted an awareness seminar on “Construction of Kachchi Canal”. Another workshop on the “Implications of Water Shortage Downstream of Indus River” was organised by the Thattha cluster.



*Linkage Development* – Several PDCs demonstrated their capability to expand their linkages independently. The PDCs in Kot Addu, Lodhran and Jehanian established links with the Social Welfare Department and district and tehsil governments. In addition, PDC Kot Addu partnered with SPO to develop a Model Union Council Project in Kot Addu. The PDC completed a survey of 41,000 households in Mehmood Kot for this purpose.

*Commemoration of Special Days* – Lectures, seminars, walks, and other outreach events were arranged by many PDCs to commemorate special days, including the International Education Day (Malir cluster), International Tobacco Day (Gadap male and female clusters, and the Hyderabad Development Coordinating Organisation), International Water Day (Nawabshah Social Development Coalition and Mastung female cluster), and Poverty Day (Bolan cluster).

### ***Overthrowing Oppression in Mohledino Mir Baher***

*Mohledino Mir Baher, located some 20 kilometers from Hyderabad, was a quiet farming village until one of its residents, Abdul Latif, angered local waderay (feudal lords) by contesting against them in local elections. From the wadera perspective, the village had committed an outrage by confronting the status quo, wherein it was at the mercy of waderay and corrupt public officials at every turn. Mohledino Mir Baher had to be taught a lesson.*

*On the day of the elections, the polling process was botched up when the electricity supply was mysteriously terminated in the village – Mohledino's representative lost. Then, on the evening of 7 April 2002, local police practically attacked the villagers under the guise of searching for criminals that the village was accused of harbouring. During this horrifying incident, men, women, and even children were beaten, until the villagers started fighting back.*

*Some of the villagers had heard of Hyderabad Development Coordinating Organisation (HDCO), a PDC in nearby Hyderabad. They complained to HDCO, which immediately helped them stage a protest before the Hyderabad Press Club. To nip this agitation in the bud, the waderay sent another police raid to Mohledino. This time, every house was raided, doors were broken, and 11 men were arrested.*

*Mohledino and HDCO fought back. They arranged for media reporters to visit the village and witness the situation for themselves. They contacted 11 Nazims in the area, protested before the District Nazim's residence, and contacted about 25 NGOs to involve them in the campaign. Thanks to these efforts, false charges against the villagers were withdrawn and disciplinary action was taken against the police officials responsible.*

*Once and for all, Mohledino, with the Hyderabad PDC's help, had shown its waderay that their traditional master-slave relationship was over.*



3

# Women's Programme





### 3. Women's Programme

The aim of SPO's Women's Programme is to enhance the participation of women in their communities' development. The services provided to women are essentially the same as those provided to male CBOs, i.e., training, including the DPM programme as well as other specialised training; networking support for participation in PDCs as well as linkages with other groups; and project funding.

The major differences are that the Women's Programme is directed exclusively at women, and there is greater emphasis on mobilisation, which is carried out by SPO as a distinct preliminary phase. This is needed to counter the traditional attitudinal and cultural blocks to female participation in community development. Initial mobilisation includes a series of exercises to motivate and orient men, and the orientation and basic capacity building of women participants. The trained groups are known as "Female Organisations" (FOs). If the FOs are able and willing to continue, their capacity building enters the second phase, during which they undergo DPM training, and receive funding and networking support in much the same manner as male CBOs. Graduate organisations are called "Female Development Organisations" (FDOs), which can become members of PDCs, and participate in their communities' development with other local CBOs.

By offering a separate Women's Programme, SPO acknowledges and addresses the fact that women face greater obstacles in attaining self-reliance than men in the same communities. Being even more marginalised than their male counterparts, women in poverty require special attention to take control of their development.

#### **Mobilisation and DPM Training of Female Organisations in 2001-02**

This year, 20 female groups were mobilised, oriented to basic development concepts, and motivated to develop into formal female development organisations. These included 9 groups in Balochistan and 11 in Punjab.

In NWFP, 9 FOs were successfully transformed into FDOs in NWFP, including 8 in Takht Bhai and 1 in Nowshera.

Sadly, as a result of the backlash against "the West", following the USA's attack on Afghanistan after 9/11, the Women's Programme has suffered a serious setback in Balochistan. The 8 female groups mobilised in district Ziarat are facing grave resistance but have been able to continue their operations so far, particularly 3, which have showed great resilience.

DPM training under the Women's Programme was conducted for the:

- ♦ Takht Bhai, Nowshera, and Swabi clusters in NWFP;
- ♦ Gadap and Shikarpur clusters in Sindh;
- ♦ Mastung cluster in Balochistan; and







♦ Jehanian, Khushab, and D G Khan clusters in Punjab.

The first session of the DPM programme, DPM 1A, was conducted with 32 FDOs to introduce them to concepts about development, gender, leadership, and organisational management. The second DPM session, DPM 1B, was conducted with 47 FDOs, where participants learnt concepts and skills regarding situation analysis and training techniques. DPM 2, the third DPM session, was delivered at 52 FDOs to impart detailed concepts and skills regarding the planning of projects and programmes. The final DPM session, DPM 3, was delivered at 52 FDOs. Participants learnt advanced management concepts and acquired management skills.

As with male CBOs, during the DPM workshops and follow-ups, the women were trained to prioritise community needs, plan and implement projects, and undertake participatory monitoring and management. In the follow-up activities after each session, DPM learning was replicated with other members of the organisations, and a plan of action developed for each FDO.



In addition, *choti* funding was awarded to 47 FDOs, including 8 FDOs in Balochistan, 4 in NWFP, 8 in Sindh, and 27 in Punjab. It is anticipated that these organisations will acquire skills to develop larger projects, eligible for SPO's social sector funding facility, after the successful implementation of these projects.

New graduates of the DPM programme included 10 FDOs from the Takht Bhai, Nowshera and Swabi clusters in NWFP; 24 FDOs from the Gadap and Shikarpur clusters in Sindh; 8 FDOs from the Mastung cluster in Balochistan; and 29 FDOs from the Jehanian, Khushab and D G Khan clusters in Punjab.

The Women's Programme, which has thus far been known as the "Women's Emancipation Programme," was revised so it is now conducted in two phases: in the first phase, female organisations are mobilised, and, in the next, their capacity is built so they mature into female development organisations. Unlike the previous approach, the current approach offers an option where a female organisation may not undergo the second phase. This approach appreciates the fact that, in some areas, women can be mobilised only to a limited extent owing to serious cultural hindrances.

### Other Capacity Building

In addition to regular sessions of DPM, SPO conducted a range of supplementary training courses with partner FDOs to enable them to play their full roles effectively. These included:

*Financial Management training* – The Gadap, Shikarpur and Ghotki female clusters in Sindh were provided training in financial management to help them maintain their books and manage their funds systematically.

In addition, the Shikarpur cluster was trained regarding micro enterprises, to learn to avail

small business opportunities, while the Shikarpur and Hyderabad clusters were trained in project proposal development.

Moreover, 3 FDOs were facilitated in opening bank accounts.

*Gender and Development training* – Sensitisation on gender issues in development was conducted for 4 female organisations in Punjab, and the Hyderabad cluster in Sindh.

In addition, an exposure visit of the Shikarpur female cluster was arranged to Hyderabad female clusters for experience sharing.

### Strengthening Local Governance

As mentioned in Section 1, SPO is poised to play an increasing role in strengthening local governance.

During the second phase of Local Bodies Elections held during the reporting period, SPO was active in 11 districts. Nearly 90 CBOs, including some 25 FDOs, were provided information and orientation to undertake their roles effectively. SPO's local resource persons acted as focal points to help partner organisations access information and submit nomination papers. Members of SPO-supported partner organisations won 146 seats, while SPO-supported councillors won 109.



SPO particularly encouraged and mobilised its FDOs to actively participate in the elections. Significantly, 43 women from SPO groups were elected Councillors. These women had no political backgrounds and won the elections on their own merit. They were facilitated in their efforts by the knowledge provided by SPO about the Devolution Plan.

In order to maintain the momentum of women's political empowerment, it will be necessary to educate them regarding the political system and their role in it.

### Activities of FDOs

Outlined briefly below are some of the interventions that FDOs undertook during the reporting period.

FDOs of the Mastung cluster arranged a walk on International Water Day. The walk included some 150 FDO members and schoolchildren of Mastung city. The key message of the walk was a return to the traditional *karez* system for irrigation, or to some other sustainable method, in place of tube-wells, which have nearly exhausted the area's groundwater resources and pose a grave threat to its once thriving farms.



With SPO's support, FDOs of Punjab held a crafts promotion exhibition in Islamabad. Three Quetta-based FDOs arranged awareness seminars on International Women's Day, advocating a better understanding of the rights of women with the aim of improving enforcement of laws, especially in the areas of female labour and family protection. SPO helped plan and finance these events.

An FDO of the Sargodha cluster commemorated International Day of Torture Against Women.

In addition, FDOs held special events to commemorate International Literacy Day and International Population Day.

### ***A Destiny of Her Own***

*A resident of Village Momin Khan in Mardan, Najma learnt early the art of taking matters into her own hands. Nobody taught this young woman how; she just knew from the start that there had to be more to her life – and her work – than the simple farming that had sustained her family for several generations.*

*So it was that, even after her parents withdrew her from school after class eight, Najma kept wondering what more she could do than help in the fields and in the care of her 10 younger siblings. Her first foray in self-help was a tailoring course at a local vocational centre, Dar-ul-Falah, where she learnt to stitch clothes. Before long, she was a recognised village tailor, supplementing her family's income with her earnings.*

*Next, Najma became a member of a local CBO, Sahara Women's Organisation. Her skills were quickly spotted here, so that she soon became the finance secretary and was made in charge of a vocational centre for women. Membership of the CBO soared from 40 to 400 as people felt its direct impact on their livings. Najma also set up her own small business making and selling garments.*

*In 2001, Najma heard about the Local Bodies Elections that were to be held in her district. Awareness raising events arranged by SPO in her area informed her about the opportunities for women to participate, and guided her in standing for the position of Union Councillor. As a woman, Najma may have been considered unfit for government office by the people of her area but she had two things to support her: her own impressive background of economic independence and community participation; and SPO's intensive political awareness raising efforts, geared to inspire local political participation and to change gender related biases in this regard.*

*Today, Najma is an active Union Councillor, who has a say in local decision-making about her area. She continues to provide vocational training to women in her area, a living example of all a rural woman can be when she has the courage, and is encouraged, to fulfil her own potential.*

## 4. Project Funding

To encourage partner CBOs to apply what they have learnt from DPM training, and to facilitate them in effecting improvements in their communities, SPO operates a Social Sector Fund (SSF) that supports them in conducting projects in the following sectors:

- ♦ Health – Primary and reproductive;
- ♦ Water supply and sanitation;
- ♦ Education – Basic (formal and non-formal), adult education, child care and development, computer literacy and vocational training;
- ♦ Agriculture and Livestock – Irrigation, poultry farming and fisheries;
- ♦ Environment – Solid waste management, biodiversity conservation and natural resource management;
- ♦ Governance – Women’s empowerment, human rights, political education and political capacity development of partners; and
- ♦ Income Generation Activities – Village banks (micro-credit) and other projects to enhance local livelihood opportunities.



To be eligible, however, the organisation must also be registered, demonstrate that its project will maximise the use of local resources and be gender and environment sensitive, and be able to contribute 20 percent of the total project cost, either monetarily, or through in-kind or service contributions. SPO’s contribution does not exceed Rs. 400,000.

Apart from the SSF and the *choti* funding programme (described in Section 1), SPO’s Quetta office also supports a separate microcredit programme for partner CBOs in the Quetta region. In addition, SPO assists its partners in developing proposals and obtaining funding from other donor agencies.

Regional project approval committees scrutinise each case for funding. All SPO funded projects are carefully monitored (Box 1), and many benefit from the organisation’s technical assistance.

### Project Funding and Related Assistance During Reporting Period

The proposals submitted for SSF funding by SPO’s partner organisations reflected that they had undertaken detailed problem identification, defined their objectives clearly, and devised appropriate methodologies and budgets, using the skills and knowledge imparted to them during DPM training. The proposed projects had also been screened for environmental soundness, and showed sensitivity to gender concerns.

In all 63 projects were approved for funding, including 11 that were proposed by female development organisations. Most of the new projects approved this year concern primary and reproductive health; primary education and vocational training; basic infrastructure development, especially sanitation; and livelihoods generation. Start-up formalities and disbursement schedules have been finalised for all of them.



**Box 1: Monitoring and Evaluation**

*In all programme areas, regular and detailed monitoring and evaluation are integrated in SPO's work approach. Performance is measured not only in terms of direct outputs, such as skills learnt by CBOs undergoing DPM training, but also in terms of long-term outcome, such as the impact of an SPO-partner CBO on its community.*

*Careful monitoring helps SPO assess progress in each programme area, learn from past experience to adapt better in the future, track activities, and assess the impact of its interventions on partner CBOs and, through them, on their communities.*

*Depending on the purpose, monitoring may be conducted by SPO staff, representatives of donor agencies, the CBOs being monitored, and/or representatives of communities in which CBOs are functioning. In the interests of accuracy and transparency, SPO attempts to involve all stakeholders as far as possible.*

*Over time, SPO has developed sophisticated methods and tools to track and manipulate monitoring information. Among these are the computerised Learning Information System (LIS) and the Web-enabled Projects Information Database (PID): while LIS manages information regarding the DPM training programme, PID tracks information about projects undertaken by partner CBOs with SPO support.*

Details of the approved projects are as follows:

**Balochistan**

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Saving and credit scheme	Friends Development Society, Chhargari, Bolan	250,000
Saving and credit scheme	Gidan Social & Educational Welfare Society, Lakhorian	250,000
Saving and credit scheme	Tanzeem Itehad Naujawan, Killi Khanai Baba, Pishin	250,000
Saving and credit scheme	Nasl-e-Nau Talimi Markaz, Marree Abad-Quetta	250,000
Saving and credit scheme	Rural Social Welfare Society, Balbal Totak-Khuzdar	250,000
Saving and credit scheme	Development Society Murgha Zakriazai, Pishin	250,000
Brick pavement of a street	Anjuman-e-Naujawan, Killi Ragha Balozai	257,400
Construction of a shingle road	Sarawan Development Society, Kanak-Noshki	263,256
Irrigation project	Anjuman Social Welfare, Sasol-Khuzdar	250,500





<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Goat rearing project	Bilsum Social Welfare Organisation, Moola-Khuzdar	233,760
Karez rehabilitation	Anjuman Naujawanan, KardGap	236,775
Pahore irrigation channel	Memar Development Society, Pahore	314,600
Agriculture centre	Shashan Welfare Society, Khad Kucha	345,000
Goat rearing project	Sada Bahar Women Development Organisation, Took	150,000
Goat rearing project	Hani Development Society, Chhargari	150,000

**NWFP**

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Promotion of reproductive health	Swabi Women's Welfare Society, Swabi	243,000
Extension of reproductive health services	Young Welfare Organisation, Khat Kalay, Nowshera	202,866
Improvement in education at 10 primary girls' schools	Tehsil Coordination Council, Takht Bhai	243,060
Construction of 130 twin-pit pour-flush latrines	Progressive Organisation for Women Development, Empowerment and Reconstruction of Society, Hathian, Takht Bhai	460,200
Construction of 100 twin-pit pour-flush, low-cost latrines	Dar-al-Falah, Takht Bhai	354,000
Drinking water supply scheme	Falahi Taraqiati Tanzeem Sebjuni, Swat	296,594
Sanitation project	Social Development Organisation, Khesgi Bala, Nowshera	185,788

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Prevention of sexually transmitted diseases in Charsadda	United Welfare Organisation, Ser Dheri, Charsadda	284,000
Provision of low-cost latrines at household level in Islampur	Al-Falah Tanzeem, Islampur, Swat	336,500
Safe motherhood programme at village Mardan Kalan	Hamdam Development Organisation, D I Khan	233,420
Mother and Child Health (MCH) centre at village Yar Hussain	Tanzeem Nowjawannan Islahi Muashira, Swat	344,975
Construction of 100 twin-pit pour-flush latrines	Shah Sarwar Youth Organisation, Hisar Tang Nizampur, Nowshera	337,000
MCH centre at village Yar Hussain	Ladies Wing, Anjuman Samaji Behbood, Yar Hussain, Swat	188,400
Extension of MCH centre	Young Welfare Organisation, Sakardara, Nowshera	181,800
Construction of 80 pour-flush latrines	Job Creation Development Society, Charsadda	477,900
Construction of 80 pour-flush latrines	Shamma Social Village Development Organisation, Nissata, Charsadda	252,000

### Sindh

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Family planning and health centre	Surth Samaji Tarraqiati Tanzeem, Village Morio Meerbahar, Hyderabad	352,300
Drainage scheme	Village Development Organisation, Village Bachal Sangrasi, Sanghar	336,780
Drainage scheme	Sahib Nizamani Development Organisation, Village Sahib Khan Nizamani, Sanghar	498,000

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Water supply scheme	Al-Hussain Wadhela Baloch Social Welfare Association, Hussain Baloch, Malir	450,700
Community health centre	Sindh Social Welfare Association, Village AB Khoso, Shikarpur	488,000
Youth learning centre	Village Development Welfare Association, Village Jindo Dero, Shikarpur	498,150
Ujala Training Institute for Tailoring	Ujala Aurat Taraqiatii Tanzeem, Malir	225,050
Income generation through small loans	Dhoon Women Welfare Association, Nak Mohammad Goth, Karachi West	238,000
MCH centre	Bhittai Social Welfare Association, Village Jhali Kalwani, Shikarpur	461,400
Activity based community school	Village Development Association, Village Allaah Bux Ballai, Taluka Hala, Hyderabad	480,768
Community health centre	Mullah Esa Village Welfare Association, Mullah Esa Goth Deh Thana, Malir	398,934
Family health centre	Shah Latif Welfare Association, Village Ghulam Hyder Bhutto, Nawabshah	497,800
Sustainable agriculture farming	Ibrahim Dasti Welfare Association, Village Ibrahim Dasti, Nawabshah	455,230
Community health unit	Social Welfare Association, Village Qaim Babar, Hyderabad	487,162
Community based computer centre	Peace Social Welfare Association, Village Mulla Arzi Baloch, Gadap	262,675
MCH centre	Preh Taraqiatii Tanzeem, Allah Rakhio Solangi, Hyderabad	207,895
Brick latrines and sanitation	Village Welfare Association, Village Ramzan Rahu, Nawabshah	437,537
Daffodils Education Academy and Resource Centre	Nari Taraqiatii Tanzeem, Village Soomar Kandani Khashkheli, Karachi	294,700
Small business credit programme	Goth Sudhar Sangat, Village Ahmed Khan, Thattha	248,700



**Punjab**

<i>Project</i>	<i>Recipient</i>	<i>Funds Approved (Pak Rupees)</i>
Credit scheme for un-employed women	Jinnah Welfare Society, Qasba Gujrat, Gujrat	199,600
Al-Asar women computer training centre	Al-Asar Development Organisation, D G Khan	211,500
Credit scheme for women, farmers & the unemployed	Insan Dost Welfare Society, Basti Juglani, Kot Addu, Muzaffargarh	220,600
Credit scheme for women, farmers & the unemployed	Anjuman Islah-e-Moashra (AIMS), Ali P Jatoi, Muzaffargarh	192,000
Madadgar Credit Scheme	Madadgar Taraqiati Tanzeem, Kot Addu, Muzaffargarh	243,000
Young Computer Literacy Centre	Young Welfare Society, Dhanote, Lodhran	251,800
Khushali Scheme, Mouza Sahu	Ashiana Taraqiati Tanzeem, Basti Sahu, Mailsi Jaha, Multan	259,060
Credit scheme for farmers, women & the unemployed	Muheb-e-Wattan Development Society, Rangpur, Muzaffargarh	135,200
Community health centre	Social Welfare Society, Basti Goddu Wali, Muzaffargarh	265,000
Agricultural facilities for the poor & small farmers	Rural Women Welfare Organisation, Bahawalpur	345,300

It is very encouraging to note that SPO-capacitated organisations are systematically exploring options for alleviating development problems in their communities. Their efforts have attracted the interest of other donor programmes, such as TVO and Aurat Foundation, who are increasingly selecting them for technical assistance and funding. SPO continues to facilitate such external support by providing exposure and networking opportunities to its partners (see Section 2), and by occasionally assisting them in writing proposals.

**Micro Credit Programme in Quetta**

SPO operates a separate micro credit programme in Quetta, which is funded by the Royal Netherlands Embassy. The programme funds micro-credit schemes of CBOs that have completed DPM training.

During the reporting period, 6 new partner organisations availed this facility. CBOs operating micro credit schemes found 170 new borrowers; the total number of their borrowers has increased to 522.

Aside from proposal approval and fund management, various events were arranged to build the micro credit management capabilities of partner organisations. These included a refresher course to enhance general skills in micro credit scheme management; exposure visits by 12 participants from 6 partner organisations to the micro finance programmes of the Orangi Pilot Project, Karachi and National Rural Support Programme; and a two-day training course aimed at building financial management skills and vision.



In addition, for internal streamlining, SPO engaged a consultant to help refine procedures, roles, byelaws, and similar details concerning its micro credit policy.

The loan status of the 20 CBOs that have benefited from the programme is as follows:

Borrower	Loan Disbursed		Loan Recovered			Balance	
	No. of Loans	Principal Amount	No. of Loans	Amount	Service Charges	Amount	Service Charges
Male	443	3,829,630	53	1,202,852	189,375	2,626,778	454,456
Female	79	457,070	27	160,618	25,274	296,452	47,704
<b>Total</b>	<b>522</b>	<b>4,286,700</b>	<b>80</b>	<b>1,363,470</b>	<b>214,649</b>	<b>2,923,230</b>	<b>502,160</b>

Thus far, PRs3,529,000 has been disbursed to partner CBOs for their projects, while PRs4,286,700 has been lent by the CBOs to borrowers. The nature of projects for which funds are usually borrowed include agriculture (41%), livestock (26%), village shops (15%), embroidery (6%) and poultry farms (4%).

### Drought Relief Project in Balochistan

The Balochistan area has been in the grip of a worsening drought for the last several years. In order to help alleviate the serious water shortage problems that are arising, SPO undertook a special project in 2000 to facilitate drinking water supply in 96 villages in district Kachchi, one of the hardest hit areas. The project entailed installation of 67 hand pumps and construction or repair







of 47 water ponds. It was implemented in association with 10 CBOs which are SPO's DPM partners. Funding, amounting to PRs4.5 million, was provided by the Canadian International Development Agency (CIDA).

During the reporting period, this project was completed. A total of 60 hand pumps and 45 water ponds have been constructed. The total number of direct and indirect beneficiaries is estimated at 45,000, including community users, trained community members, CBO masons, and volunteers.

### ***Changing Perceptions in Swabi***

*Until recently, the discussion of reproductive health matters was considered taboo in Karnal Sher Khan Kili, a village in district Swabi. The All Pakistan Women's Association (APWA) launched a project to address female health problems here, but its efforts were resisted strongly by local religious leaders (maulvis) and by other men. In 1991, as the time approached to hand the project over to local workers, it seemed unlikely that the project would continue.*

*To continue the project, a few strong-minded women in the village decided to get organised. They were joined by some of the educated and enlightened men, and formed the Swabi Women Welfare Society (SWWS) in 1992. The early experiences of SWWS were not encouraging: men forbade women from visiting the Society's Mother and Child Health (MCH) Centre in the village. The centre seemed doomed to failure until SWWS elicited the involvement of women from households of local maulvis. With this milestone, the scenario was transformed and from then on, SWWS has not looked back.*

*The organisation underwent DPM training with SPO in 1994. By 1999, it was managing six MCH centres in surrounding villages. When the need for funds arose, it was able to obtain support from SPO's social sector fund. Today, 30 lady health visitors of SWWS centres are being trained in reproductive health practices, who further train lady health workers at basic health units (BHUs) set up by the government in different villages, as well as dais (traditional birth attendants). Knowledge about hygienic practices in service delivery and sterilization, as well as modern methods of family planning is increasing in the area. The turnout of women at the MCH centres has increased, and the use of family planning methods in the villages has increased from 6 percent in 1991 to 48 percent in 2002.*

*In recognition of SWWS's courageous efforts on this sensitive issue, the Government of NWFP honoured the Society with an award in 2002.*



5

# Sectoral and Collaborative Projects





## 5. Sectoral and Collaborative Projects

In addition to its core programmes, SPO undertakes various small-scale development projects in different parts of the country. These initiatives are funded by different donor agencies and aim to address a specific local need, such as education and literacy, child health, and awareness building for improved local governance.

Current projects of this nature include:

- ♦ Village Education Programme in Turbat, supported by CIDA;
- ♦ The Development Area 5 Project, supported by Action Aid;
- ♦ “Supporting Democratic Electoral Processes in Pakistan” in 11 districts of NWFP and Sindh, supported by the United Nations Development Programme (UNDP);
- ♦ Ammal Project in Dera Ismail Khan, NWFP, in partnership with the Department for International Development (DFID), UK and Government of NWFP; and
- ♦ Early Child Care and Development (ECCD) Project in NWFP, supported by United Nations Children’s Fund (UNICEF).

Brief descriptions of these projects, and the progress achieved during the reporting year, are outlined below.

### Village Education Programme with CIDA

SPO’s Village Education Programme (VEP) is aimed at improving the particularly acute and chronic problem of female illiteracy and low grassroots development activity in the Balochistan province.





VEP helps local communities form village groups called “Anjuman Zanana Taleem” (AZT) – meaning female education organisations – which devise and implement programs for non-formal education for women in their areas. SPO assists AZTs in assessing needs, opportunities and difficulties in providing non-formal education; identifying appropriate approaches for local women’s education and development; identifying and obtaining the necessary financial and technical resources; and planning and managing successful education programs.

Support in literacy initiatives becomes an entry point to start longer-term partnership plans with male as well as female organisations, which are assisted in maturing into female development organisations or male CBOs that can benefit from SPO’s other facilities for FDOs.

Progress during 2001-02 was somewhat retarded by the anti-NGO sentiment that sprang up in the project area after the September 11 events, as well as some funding difficulties. The following events took place:

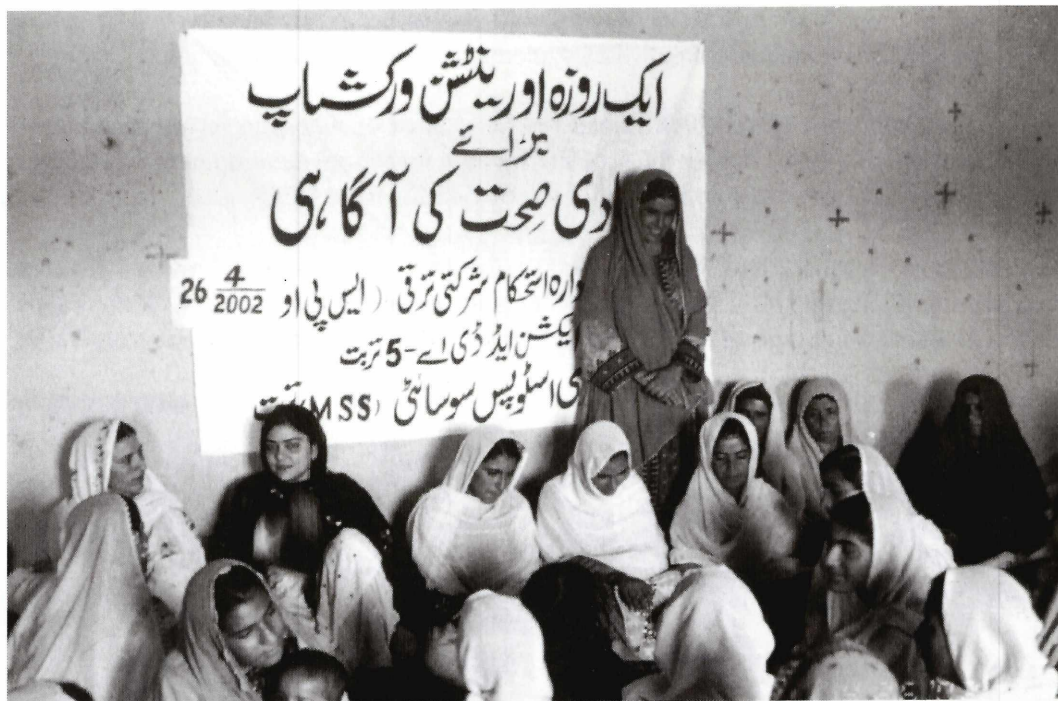
- ♦ 11 Education Centres (ECs) were monitored to check enrolment, assess learners and guide teachers
- ♦ 118 students from 11 ECs appeared in fifth grade examinations; 108 passed the examinations
- ♦ 7 meetings were held with the Buleda, Pidark, Turbat and Sami clusters of AZTs to discuss any problems in VEP implementation
- ♦ 13 AZTs were assessed against SPO’s capacity building indicators in preparation for their DPM training
- ♦ A DPM workshop was conducted for 5 male CBOs in the Pidark A cluster, building the proposal development skills of 15 participants. Unfortunately, no DPM training could be carried out for AZTs owing to funding bottlenecks
- ♦ 2 basic organisational training workshops were conducted for 7 male and 4 female CBOs of the Pidark B cluster, enhancing the management skills of 19 male and 17 female participants
- ♦ 2 financial management training workshops were conducted for 10 male CBOs of the Pidark A and B, and the AZT Sami and Tump clusters. These developed the record-keeping and financial record maintenance skills of 60 male and 14 female participants.

In addition, linkages of 5 AZTs were facilitated with the Marie Stopes Society to support them in providing reproductive health services and other health facilities in their communities, and 2 AZTs were assisted in building linkages with and obtaining funding from TVO.

### **Development Area 5 with Action Aid**

In the Development Area 5 project, SPO is a partner of Action Aid Pakistan, which is supporting us in promoting community development and social, legal, political and economic rights in the Turbat region, through capacity building of CBOs, and helping them engage in policy and advocacy work. This year, the following activities were undertaken under the aegis of this project:

- ♦ An integrated pest management workshop was conducted for 40 farmers in Pidark
- ♦ 3 interactive theatre training workshops were conducted with 8 community and 2 SPO Turbat team members. The participants then performed interactive theatre shows, highlighting local social issues, in Turbat, Pidark, Sari Kalag, and Jamak



- ♦ 3 reflect workshops were conducted. Of these, 2 were conducted with 2 community members and 1 SPO Turbat team member, and a reflect circle was established and the mobilisation and motivation process initiated. The third was conducted with 2 community members and an SPO-VEP team member. 2 reflect circles have also been established in Pidark
- ♦ 3 primary health care orientation workshops were conducted for women of Sari Kalag, Basol Kahn, Gowarkop and Dan Sar
- ♦ A 4-day workshop was conducted by Action Aid Pakistan (AAPK) on Food Rights, which was attended by representatives of 13 Development Areas to discuss issues and experiences.

### **Ammal Project with DFID**

The Ammal Project seeks to increase girls' access to and attendance at primary schools in NWFP. It is a joint venture of the Government of NWFP, DFID and SPO. The first phase of this project is being implemented in the Dera Ismail Khan district by SPO.

Key activities of the project include:

- ♦ Increasing awareness and motivation in rural communities regarding non-formal education for girls;
- ♦ Forming, training and linking Village Education Committees (VECs);



- ♦ Supporting community-based primary schools;
- ♦ Developing a community-based system for monitoring schools; and
- ♦ Developing a community-supported education concept.

During the reporting period, much of Ammal project work consisted of monitoring. It was found that 38 schools are functional out of the 40 established. They are attended by 2,178 female and 193 male students. In all, 121 students have completed the course.

Classes are conducted by 62 SPO-trained teachers, most of whom have improved their educational qualifications during the project. Savings for school development funds have reached PRs170,128 for female VECs and Rs. 61,542 for male VECs.

Support to the teachers and VECs has taken the form of materials development and assistance to 22 female VECs and 8 male VECs in opening bank accounts. Some VECs were also assisted in proposal development; two succeeded in obtaining funds from TVO.



Government recognition has given the project a boost: the Government of NWFP recognises the primary education completion certificate provided by Ammal schools, and the Social Welfare Department has registered five VECs as CBOs.

### **Early Child Care and Development Project with UNICEF**

The ECCD Project aims to improve ECCD policy formulation and planning in NWFP, and demonstrate to stakeholders – including communities, government agencies, and relevant civil society organisations – in selected districts, an ECCD model for the holistic development of children less than 5 years old in rural areas and urban slums.

The broad activities of this project consist of facilitation of ECCD related policy

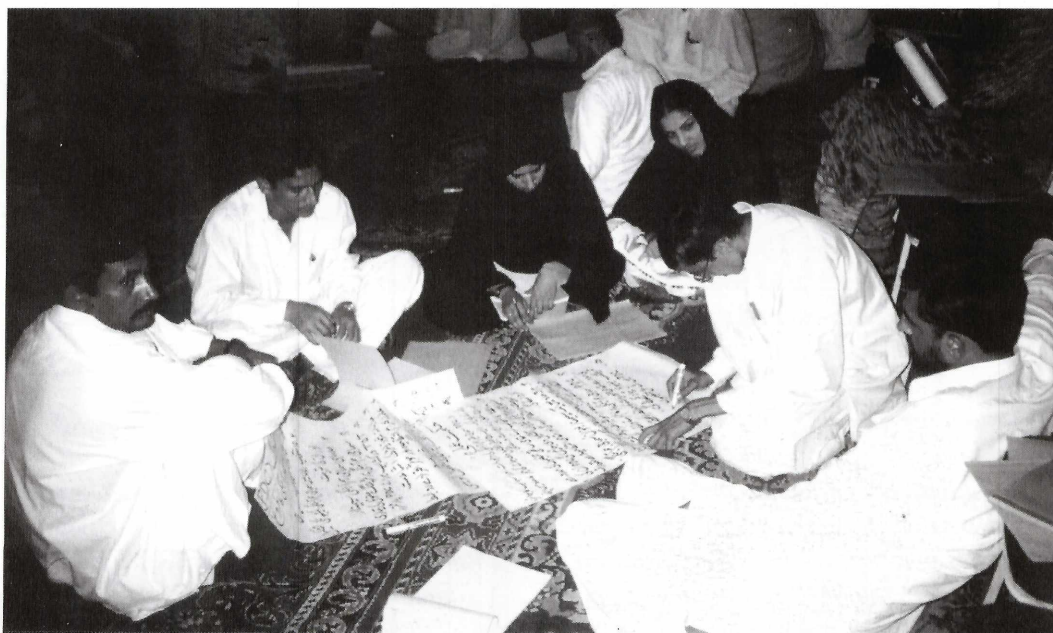


promotion and planning; advocacy and social mobilisation regarding ECCD with partner communities; and capacity building of staff at civil society organisations, as well as social volunteers, in ECCD concepts and their dissemination.

During the reporting period, the following activities took place:

- ♦ SPO's ECCD Project Coordinator, along with other Pakistani professionals, attended a meeting of South Asian ECCD experts in Maldives to explore ECCD models and challenges for the region. The meeting provided a valuable brainstorming forum for national ECCD policy formulation.
- ♦ Nationally developed information materials on ECCD, including posters, flip charts, and guide books, were disseminated to 'ECCD promoters' – CBOs, NGOs, community elders, councillors, etc. – in Kohat and Mardan.
- ♦ Through a network of 41 CBOs in Kohat and Mardan, 66 community gatherings were arranged in the two districts to disseminate ECCD messages. An estimated 2,700 people were reached directly and, through them, 18,900 people indirectly (assuming each participant interacted with 7 family members).
- ♦ 150 people, including staff of NGOs, CBOs, and government departments, and social volunteers, were trained in ECCD concepts and their dissemination through various workshops in Mardan and Kohat.
- ♦ 21 home visits and interactive community meetings were conducted by ECCD promoters in 10 villages of Kohat. In this manner, 670 families were counselled directly in best child rearing practices, and data was collected and compiled regarding the current state of their children.

In addition, the SPO-ECCD team participated in various provincial and national fora concerning child care and reproductive health.





## Supporting Democratic Electoral Processes in Pakistan Project with UNDP

The Supporting Democratic Electoral Processes in Pakistan Project, or SDEPP, was initiated just before the close of the reporting period. This multi-donor project is being implemented by UNDP in 75 districts of Pakistan through 8 NGOs, one of which is SPO. SPO's role is to increase political awareness, especially regarding voting and the associated procedures and expectations, in 7 districts of Sindh and 4 of NWFP. Messages are to be disseminated through workshops, public gatherings and published material to the general public, especially women, local activists, journalists and potential candidates.

### *Lighting Up Minds in Hassa Kachi Paind Khan*

*Sending girls to school has never been a priority in Hassa Kachchi Pehn Khan, a village in D I Khan, NWFP. The distance from the closest government school; the cost of books, uniforms and tuition fees; and the custom of early marriage used to keep most of the female population away from formal education. Then Ishrat Parveen Janjua came along, set up Aks-e-Noor, and made female education too accessible to avoid.*

*Ishrat's case is best expressed through the story of her own life. An only daughter, she had just reached class eight when she was wedded to her cousin and started bearing children. The spark for learning was decreased for a time, but not extinguished, and after seeing to her children's education, she set about teaching others. She began with teaching neighbourhood children at home and then accepted a teaching position at a school in a nearby village.*

*Here, in 1998, she learnt about the Ammal Project, under which SPO, in collaboration with the Department for International Development (DFID), UK was establishing primary schools for girls, with free education. These schools did not demand any uniform and were to provide children with school books, free of charge. Deeply interested, Ishrat found out details about the project, contacted the Ammal team, and offered a part of her own house for setting up the school.*

*Her request was accepted, and Ishrat received teachers training in Lahore. In 1999, she started running the school, which was named "Aks-e-Noor" – reflection of light. The number of students, including boys and girls, increased to 70 in six months, and when it reached 100, one of her cousins donated his house in the village to expand the school premises. Now, in 2002, the number of students has increased to 150.*

*Much of the school's success is due to Ishrat's practical problem-solving approach. For instance, when her class five girls passed and confronted the problem of uniforms for class six, Ishrat taught them to raise the money themselves by making and selling paper flowers. As always, she had deftly dodged an excuse to give up. Aside from the curriculum contents, her school instils the same message of self-reliance in each of her students.*

6

# Institution Building







## 6. Institution Building

Since SPO's inception, the organisation's long-term sustainability – financial as well as role-related – have been an important and distinct area of interest. Staff training, management planning discussions, and visioning exercises are conducted regularly to maintain progress towards building SPO into a financially viable organisation with its own niche in the development sector.

The key institution building events, decisions and measures undertaken during the reporting period are outlined briefly below.

### Governance

In the reporting year, as in previous years, SPO continued to benefit from the experience and commitment of its Board of Directors. The Board met four times this year to discuss and to provide policy guidance on matters pertaining to the future strategy, programmes, and overall management of the organisation.

During the reporting period, SPO's previous Chief Executive, Mr. Ali Akbar, resigned for personal reasons. His departure and the recruitment of his successor, Mr. Harris Khalique, were significant events at the organisation, during which the counsel and stewardship of the Board, as well as the leadership provided by the Acting Chief Executive, Mr. Gul Mastoi, were invaluable.

### Programme Reviews and Responses

During the year, two programme review meetings, two senior management committee meetings, four Board of Directors meetings, and one Annual General Meeting were conducted. Through the deliberations at these fora, SPO reviewed and revised its programme and organisational activities and took improvement measures.

Two important changes occurred in the programme for Participatory Development Coalitions and the Women's Programme. In the case of PDCs, as outlined in Section 2, it was decided that since PDCs cannot deliver DPM training as effectively as SPO, their responsibility of replicating DPM training in their communities will be withdrawn for the present. Instead, they have been assigned the new and much-needed role of rights-based advocacy in their areas.

As mentioned in Section 3, the Women's Programme, which has thus far been known as the "Women's Emancipation Programme," was revised so it is now conducted in two phases: mobilisation and transformation. This approach appreciates the fact that, in some areas,







women can be mobilised only to a limited extent owing to serious cultural hindrances.

At a participatory review meeting on 18-19 June 2002, four committees of SPO staff were formed to produce a review of DPM module contents; a communications strategy; a fundraising strategy; and a plan for quality improvement and programme consolidation. The results of their deliberations will be incorporated in programme approaches in the coming year.

In the course of the new chief executive's orientation and review in June 2001, several formal meetings were arranged within and outside SPO to discuss the existing status and planned direction of SPO programmes.

### Capacity Building of SPO Team

In 2001-02, a thorough assessment was conducted internally to determine staff training needs. After a prioritisation exercise, it was decided that staff would be trained especially in the concepts of good governance, political education, results based management, documentation, action research and project cycle management

SPO staff availed the following capacity building opportunities this year:

- ♦ The Senior Management Committee received training in results-based management from Universalia, the monitoring partners of CIDA
- ♦ The Programme Coordinator (PC) Women's Programme attended a five-day training on "Monitoring Steering Processes, Observing Effects" at the Asian Institute of Management (AIM), Thailand
- ♦ The Finance Assistant at the National Centre, attended training in Financial Analysis at Pakistan Institute of Management (PIM), Karachi, with support from the Rural Social Development Programme (RSDP), which is a partner of one of SPO's major donors, the European Union
- ♦ All PCs received a 10-day training on conducting participatory rural appraisal (PRA) from the organisation, Cavish, in Quetta. The PCs also underwent four days' training on project proposal writing at the NGORC
- ♦ The Regional Director (RD) Balochistan attended an "Advanced Management and Leadership Course" in the Netherlands
- ♦ SPO Balochistan's programme staff visited the Orangi Pilot Project and Thardeep Programme in Sindh to enhance their understanding of micro-finance programmes, and progressive training philosophies and methods
- ♦ Balochistan staff members attended an in-house one-day training on report writing; four were further trained in advanced computer usage
- ♦ The Female Programme Coordinator, SPO Balochistan attended a week-long training on project management organised by Church World Service
- ♦ The Section Head Finance and Administration, SPO Balochistan attended a week-long development management course from the Institute of Management Services.

Technical plans to meet future staff and institutional development needs were made in meetings with Universalis and RSDP. The Plan with RSDP targets report writing and documentation, general communication, gender and development concepts, action research, management information systems and training material production. The Plan with CIDA, on the other hand, covers rights-based approaches and political education, proposal development and writing, revision of the current DPM module to meet the particular needs of the Women's Programme and support in re-organising SPO's Development Resource Centre (DRC), which houses a variety of publications on development issues.

### Administrative Changes

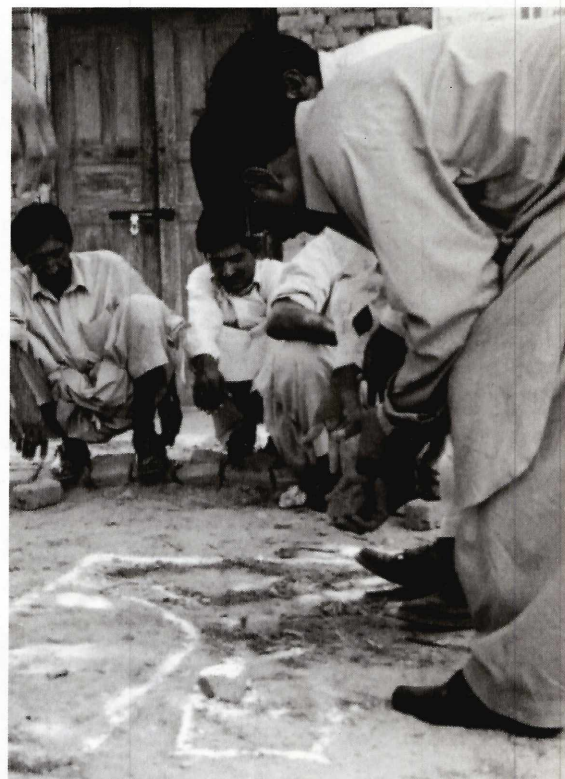
A major move towards decentralisation of responsibilities from Islamabad to regional centres was the shifting of programme management for the Northern Punjab region from the National Centre to the Multan office in South Punjab. This measure is expected to result in a better distribution of responsibilities, enabling both offices to focus more on their future roles.

Progress was also made in decentralising SPO's Learning Information System (LIS), which will enable regional offices to undertake some information management tasks independently that they previously conducted through the National Centre.

The Projects Information Database (PID) component of LIS has been decentralised through Web-enabling. It is now possible for regional offices to update, edit and view project information about their regions on their own, rather than obtaining data from and feeding it through the National Centre. Staff have also been trained to use the modified systems.

### Networks and Linkages

SPO's regional offices continued to enjoy linkages with various other national and international organisations and fora, including Balochistan NGO Federation, CIVICUS World Assembly, Coalition of Rawalpindi and Islamabad NGOs, Human Rights Development Network, International Capacity Building Forum, International Union for the Conservation of Nature and Natural Resources, Joint Action Committee (NWFP), Micro Credit Summit, Pakistan NGO Federation, Pakistan NGO Coordination Council, Punjab NGO Coordination Council, Sarhad NGO Ittehad, Sindh Net, Sindh NGO Federation and Southern Punjab NGO Forum.



Some interactions that took place during the reporting period are outlined below:

- ♦ SPO Punjab invited representatives of the above mentioned networks and organisations and many other partners to a thought-provoking lecture by Mr. Tasneem Siddiqui, Director Katchi Abadis (squatter settlements) in the Government of Sindh.



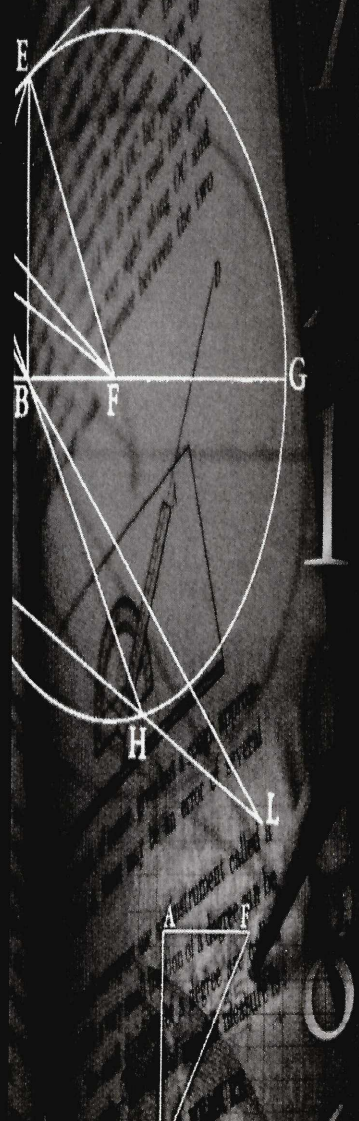
The lecture was entitled “Our Continued Development and the Role of Civil Society.”

- ♦ SPO participated in a consultation meeting organised by Pakistan Centre for Philanthropy to discuss an improved regulatory system that could help create an enabling environment for civil society organisations (CSOs). The Government of Pakistan has frequently expressed its support for CSOs, but has been unable to follow up its efforts with clear and supportive regulations.
- ♦ The Deputy Chief Executive, RD Sindh, and RD NWFP attended the RSDP Annual Forum at TVO’s Islamabad office.
- ♦ RD Sindh regularly attended Sindh Net meetings.
- ♦ RD Sindh attended a one-day orientation workshop on “Bonded Labour” organised by the International Labour Organisation (ILO).
- ♦ RD Sindh attended a Development Dialogue meeting organized by the Government of Sindh.
- ♦ RD Sindh visited the offices of IUCN-The World Conservation Union (IUCN), Social Welfare Department, Sindh Education Foundation, Health and Nutrition Development Society, UNICEF, EDO, HDF, Oxfam, Save the Children, IED, the district nazims of Hyderabad and Karachi, and line departments to foster linkages.
- ♦ RD NWFP attended a meeting of “Gender Voices,” a provincial network on gender issues.
- ♦ SPO NWFP staff attended network meetings of Joint Action Committee (JAC), Pakistan Reproductive Health Network, and Sarhad NGO Ittehad.
- ♦ SPO NWFP developed linkages with AHITI to arrange training for CBOs in dairy farming.
- ♦ SPO NWFP continued to interact with the Provincial Education & Development Department, Frontier Education Foundation, and the Agriculture, Forest and Health departments.
- ♦ SPO NWFP facilitated visits of various missions, representing the EU, DFID, UNICEF, and RSDP, as well as a two-day visit by a CIDA intern. A CIDA monitoring visit was facilitated to one CBO of the Takht Bhai cluster.
- ♦ SPO Balochistan maintained active relations with a range of government, non-government and donor organisations, particularly in promoting the smooth registration of CBOs by the Social Welfare Department, an initiative that was welcomed by the Government of Balochistan.



7

# Financial Report







# 7. Financial Report

## STRENGTHENING PARTICIPATORY ORGANIZATION BALANCE SHEET AS AT 30 JUNE 2002

		2002 Rupees	2001 Rupees
<b>FIXED ASSETS</b>	1	26,773,218	23,327,655
<b>LESS: ACCUMULATED DERECIATION</b>		<u>9,734,029</u>	<u>8,017,936</u>
		17,039,189	15,309,720
<b>AMOUNTS RECEIVABLE FROM COMMUNITY BASED ORGANISATIONS</b>	2	<u>3,217,894</u>	<u>1,966,700</u>
		<u>20,257,083</u>	<u>17,276,420</u>
<b>CURRENT ASSETS</b>			
Current portion of amounts receivables from community based organizations		1,219,600	563,100
Advances, deposits, prepayments and other receivables	3	3,130,915	4,489,991
Cash and bank balances	4	<u>47,865,268</u>	<u>38,511,751</u>
		52,215,783	43,564,843
<b>CURRENT LIABILITIES</b>			
Accrued and other liabilities	5	<u>(1,864,695)</u>	<u>(1,882,712)</u>
<b>NET CURRENT ASSETS</b>		50,351,088	41,682,130
<b>DEFERRED GRANTS</b>	6	<u>(13,766,043)</u>	<u>(13,441,916)</u>
<b>NET ASSETS</b>		<u>56,842,128</u>	<u>45,516,634</u>
<b>REPRESENTED BY</b>			
Fund balances	7	1,750,998	457,191
Capital reserves		6,984,060	6,984,060
Microfinance pool		4,689,294	2,575,400
Reserve funds		8,182,147	4,714,050
Restricted funds		35,235,629	30,785,933
		<u>56,842,128</u>	<u>45,516,634</u>

These accounts should be read in conjunction with the attached notes

ISLAMABAD

CHIEF EXECUTIVE

DIRECTOR



**STRENGTHENING PARTICIPATORY ORGANIZATION  
REVENUE AND EXPENDITURES ACCOUNT  
FOR THE YEAR ENDED 30 JUNE 2002**

		<b>2002 Rupees</b>	<b>2001 Rupees</b>
<b>REVENUE</b>	<b>8</b>	<b>72,902,760</b>	<b>50,369,898</b>
<b>EXPENDITURE</b>			
<b>PROGRAMME ACTIVITIES</b>			
Programme expenses	9	35,003,770	33,380,716
Grants to NGOs / CBOs		6,553,777	4,024,402
Disbursement from funds managed on behalf of other organisations	10	7,191,215	7,865,950
Expenses incurred from reserve funds		-	1,346,360
Sub-total program expenses		48,748,762	46,617,428
<b>ADMINISTRATIVE EXPENDITURE</b>	<b>11</b>	<b>12,016,368</b>	<b>9,984,901</b>
Exchange loss/(gain)		506,455	(1,345,632)
		<b>61,271,584</b>	<b>55,256,697</b>
<b>EXCESS OF REVENUE OVER EXPENDITURE / (EXPENDITURE OVER REVENUE)</b>		<b>11,631,176</b>	<b>(4,886,799)</b>
<b>TRANSFER (TO)/FROM RESTRICTED FUNDS</b>		<b>(4,729,511)</b>	<b>12,395,249</b>
<b>TRANSFER TO DEFERRED GRANTS</b>		<b>(2,139,761)</b>	<b>(5,178,379)</b>
<b>SURPLUS FOR THE YEAR</b>		<b>4,761,904</b>	<b>2,330,071</b>
<b>SURPLUS FOR THE YEAR TRANSFERRED TO:</b>			
FUND BALANCES		(1,293,807)	(1,315,582)
RESERVE FUND		(3,468,097)	(1,014,489)
		<b>-</b>	<b>-</b>

These accounts should be read in conjunction with the attached notes.

ISLAMABAD

CHIEF EXECUTIVE

DIRECTOR

**STRENGTHENING PARTICIPATORY ORGANIZATION  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED JUNE 30 2002**

	<b>2002 Rupees</b>	<b>2001 Rupees</b>
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Net surplus/(deficit) for the year	11,631,176	(4,886,799)
Adjustment for:		
Depreciation	2,343,676	2,021,974
Fixed assets written off	(1,815,635)	(27,239)
<b>OPERATING SURPLUS/(DEFICIT) BEFORE WORKING CAPITAL CHANGES</b>	<u>12,159,217</u>	<u>(2,892,064)</u>
Decrease/(increased) in receivables	1,359,076	(1,864,258)
Increase in receivable form Community Based Organisations	(1,907,694)	(2,529,800)
Decrease in current liabilities	(18,017)	(962,838)
<b>NET CASH FLOW FROM/(USED IN) OPERATING ACTIVITIES</b>	<u>11,592,582</u>	<u>(8,248,960)</u>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Capital expenditure	(4,073,144)	(4,986,633)
Refund to donors	(279,815)	(26,000)
<b>NET CASH FLOW USED IN INVESTING ACTIVITIES</b>	<u>(4,352,960)</u>	<u>(5,012,633)</u>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
Microfinance pool	<u>2,113,894</u>	<u>2,575,400</u>
<b>NET INCREASE/(DECREASE) IN CASH AND BANK BALANCES</b>	9,353,516	(10,686,193)
<b>CASH AND BANK BALANCES AT THE BEGINNING OF THE YEAR</b>	<u>38,511,751</u>	<u>49,197,944</u>
<b>CASH AND BANK BALANCES AT THE END OF THE YEAR</b>	<u><u>47,865,267</u></u>	<u><u>38,511,751</u></u>

These accounts should be read in conjunction with the attached notes.

ISLAMABAD

CHIEF EXECUTIVE

DIRECTOR



STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2002

1 FIXED ASSETS

PARTICULARS	COST		Rate of Depreciation	DEPRECIATION		WRITTEN DOWN VALUE AS ON 30.06.2002 (Rs.)
	As on 01.07.2001 (Rs.)	Of additions/ (deletions) during the Year (Rs.)		As on 01.07.2001 (Rs.)	For the year / (on deletions and adjustments) (Rs.)	
Building	3,407,636	-	5%	568,886	124,899	2,713,851
Electrical appliances and equipment	3,787,031	453,884 (139,200)	15%	1,369,890	356,980 (105,608)	2,480,453
Vehicles	11,180,141	3,883,811 (1,457,012)	15%	3,710,532	1,347,644 (500,948)	9,049,712
Computer equipment	4,275,010	678,100	20%	2,085,484	459,579	2,408,047
Furniture and fixtures	677,837	54,760 (28,780.00)	15%	283,145	54,573 (21,027)	387,126
2002	23,327,655	5,070,555 (1,624,992)		8,017,937	2,343,676 (627,583)	17,039,189
2001	18,628,639	6,829,506 (2,130,490)		6,283,578	2,021,974 (287,616)	15,309,720

3.1 The Turbat Female Community Centre Building is constructed on land measuring 9,000 Sq. ft. allotted to the company by the Government of Balochistan.

**STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2002**

	<b>2002 Rupees</b>	<b>2001 Rupees</b>
<b>2 AMOUNT RECEIVABLE FROM COMMUNITY BASED ORGANIZATIONS</b>		
Disbursements during the year	4,689,294	2,575,400
Less: Recoveries during the year	(251,800)	(45,600)
Transferred to current maturity	(1,219,600)	(563,100)
	(1,471,400)	(608,700)
	<u>3,217,894</u>	<u>1,966,700</u>
<b>2.1</b> These receivables do not carry interest.		
<b>3 ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES</b>		
Advances to staff	533,619	159,900
Others advances	182,026	40,000
Security deposits	-	75,000
Prepayments	627,308	456,774
Tax deducted at source	840,000	749,422
Receivable from Insurance Company	-	1,815,635
Interest receivable	275,405	367,269
Other receivables	672,557	825,991
	<u>3,130,915</u>	<u>4,489,991</u>
<b>4 CASH AND BANK BALANCES</b>		
Cash in hand	70,000	61,991
Cash at bank:		
on current accounts	13,676,262	3,696,691
on PLS accounts	20,119,006	20,753,069
on deposit accounts	14,000,000	14,000,000
	47,795,268	38,449,760
	<u>47,865,268</u>	<u>38,511,751</u>



## STRENGTHENING PARTICIPATORY ORGANIZATION NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 30 JUNE 2002

		2002 Rupees	2001 Rupees
<b>5</b>	<b>ACCRUED AND OTHER LIABILITIES</b>		
	Accrued expenses	1,127,817	924,238
	Provision for tax	600,000	600,000
	Income tax payable	19,169	34,657
	Payable to Provident Fund	117,709	299,531
	Other payables	-	24,286
		<u>1,864,695</u>	<u>1,882,712</u>
<b>6</b>	<b>DEFERRED GRANTS</b>		
	Opening balance	13,441,917	8,290,776
	Add: Grants deferred during the year	4,319,171	6,829,506
	Less: Depreciation for the year	(2,179,410)	(1,651,127)
		2,139,761	5,178,379
	Less Adjustment on account of insurance claim etc.	(1,815,635)	(27,239)
		<u>13,766,043</u>	<u>13,441,916</u>
<b>7</b>	<b>FUNDS BALANCE</b>		
	Opening Balances	457,191	(858,391)
	Surplus for the year	1,293,810	1,315,582
		<u>1,751,998</u>	<u>457,191</u>
<b>8</b>	<b>REVENUE</b>		
	Grants / donations received	8.1 68,564,181	48,033,073
	Other receipts	8.2 4,338,579	2,336,825
		<u>72,902,760</u>	<u>50,369,898</u>

**STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2002**

	2002 Rupees	2001 Rupees
<b>8.1 GRANTS / DONATIONS RECEIVED</b>		
UNICEF	506,000	1,035,400
Canadian International Development Agency (CIDA)	21,562,278	19,673,468
European Commission (EC)	22,246,542	-
UNDP	932,175	-
Sungi Development Foundation (PA)	-	112,500
Embassy of Japan-GRA	-	3,491,218
World Bank	-	138,406
Department For International Development (DFID)	549,000	4,628,156
Action Aid-Pakistan (AAP)	5,768,844	3,698,942
Aurat Foundation	-	260,000
IUCN-Gilgit	-	163,685
Royal Netherland Embassy	16,916,218	14,223,887
Individual Philinthropist	46,280	-
Emergency Relief Fund	36,845	-
Human Development Foundation	-	607,411
	<u>68,564,181</u>	<u>48,033,073</u>
<b>8.2 OTHER RECEIPTS</b>		
Interest on deposits / PLS accounts		
- Restricted funds	1,232,966	1,246,591
- Unrestricted funds	613,775	817,169
Services provided / monitoring charges	156,898	216,900
Profit on sale of fixed assets	322,001	-
Claim received form insurance company	1,815,635	-
Miscellaneous receipts	197,304	56,165
	<u>4,338,579</u>	<u>2,336,825</u>
<b>9 PROGRAMME EXPENSES</b>		
Staff costs	11.1 19,721,835	17,646,962
Travelling and conveyance	3,123,234	3,864,679
Vehicle running and maintenance	3,193,241	2,985,547
Office supplies	451,125	252,542
Resource materials and publications	1,184,431	1,496,849
Training and development	5,532,146	5,154,129
Monitoring, evaluation and reporting	1,728,328	1,876,068
Maintenance and renovation	69,430	103,940
	<u>35,003,770</u>	<u>33,380,716</u>

- 9.1 This includes Rs.1,399,479 (2001 : Rs 1,488,058 ) on account of aggregate remuneration of the Chief Executive.



**STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2002**

<b>10</b>	<b>DISBURSEMENTS FROM FUNDS MANAGED ON BEHALF OF OTHER ORGANISATIONS</b>	<b>2002 Rupees</b>	<b>2001 Rupees</b>
	UNICEF - Early Child Care Development	557,796	577,826
	CIDA-Bolan District	1,134,203	912,105
	Swiss NGO Programme Office - Training	-	-
	The Asia Foundation - Peoples Assembly	-	106,742
	Sungi Development Foundation-Peoples Assembly	-	193,175
	Department For International Development - Amal project	1,590,065	3,790,256
	World Bank	-	99,131
	Embassy of Japan	6,307	188,336
	Action Aid Pakistan	3,505,138	1,325,809
	Human Development Foundation	-	442,926
	IUCN Gilgit	67,008	10,571
	UNDP	284,418	-
	Individual Philintrapoist	46,280	-
	Aurat Foundation	-	219,073
		<u>7,191,215</u>	<u>7,865,950</u>
<b>11</b>	<b>ADMINISTRATIVE EXPENSES</b>		
	Staff costs	2,316,691	1,446,703
	Travelling and conveyance	26,630	157,826
	Telephone and postage	1,722,468	1,608,615
	Vehicle running and maintenance	383,956	305,521
	Office rent	1,885,540	1,644,919
	Utilities	1,057,629	878,088
	Maintenance and renovation	401,242	550,543
	Office supplies	948,645	782,456
	Legal and professional charges	352,612	207,467
	Audit fee	80,000	80,000
	Publicity and promotion	309,312	267,489
	Miscellaneous expenses	187,967	33,300
		<u>9,672,692</u>	<u>7,962,927</u>
	Add : Depreciation	2,343,676	2,021,974
		<u>12,016,368</u>	<u>9,984,901</u>

**12** Total number of employees as at 30 June 2002 was 82 (2001: 86)

**STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2002**

**13 TAXATION**

Provision for taxation has not been made in these accounts as in the opinion of the management, the company is not subject to tax and accordingly income tax returns are not being filed with the tax authorities.

**14 INTEREST RATE RISK MANAGEMENT**

- 14.1** The financial liabilities of the company aggregated to Rs.1.86 (2001: Rs.1.88 million). These liabilities are non-interest bearing.
- 14.2** The financial assets of the company aggregated to Rs.54.8 (2001: Rs.45 million) out of which financial assets amounting to Rs. 34.11 (2001: 34.75 million) carry interest ranging from 2.25% to 8% per annum.

**15 FAIR VALUE OF FINANCIAL INSTRUMENTS**

The estimated fair value of the financial instruments are not significantly different from the book values as shown in these financial statements.

**16 CREDIT RISK MANAGEMENT**

The company controls its credit risk by the following methods:

- (i) Monitoring of the debts on continuous basis.
- (ii) Legal notices and follow-up.

**17 COMMITMENTS**

During the year 2001-2002 the Board of Directors approved sixty projects for Rs. 26.03 million of which the company's contribution of Rs. 17.77 million is spread over two years. With the approval of these projects the company has committed an aggregate of Rs. 66.22 million out of which commitments outstanding as at June 30, 2002 amounted to Rs.23.21 million (2001: Rs. 11.97 million).

**18 GENERAL**

- 18.1** Figures have been rounded off to the nearest rupee.
- 18.2** Corresponding figures of the previous year have been rearranged wherever necessary, for the purposes of comparison.

ISLAMABAD

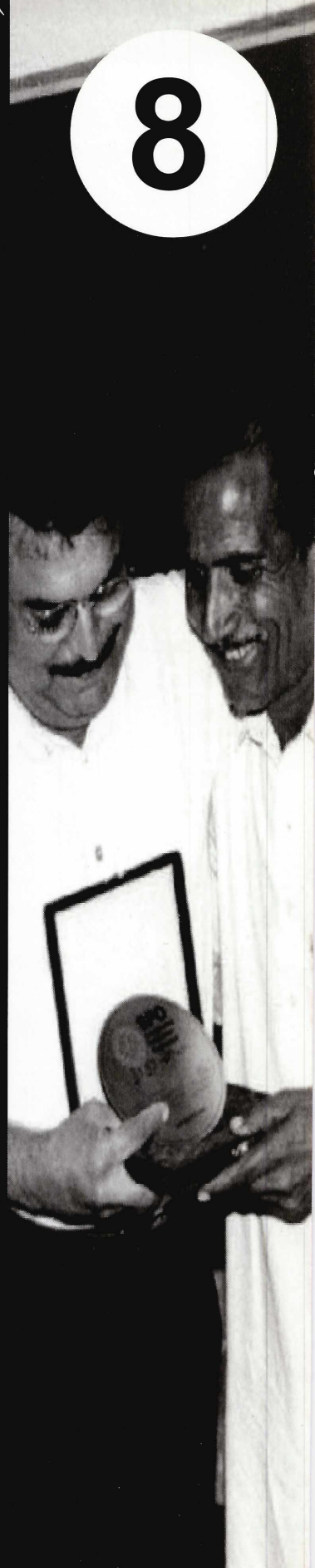
DIRECTOR

CHIEF EXECUTIVE





# The SPO Team in 2001-2002







## 8. The SPO Team in 2001-02

### Board of Directors

Prof. Dr. Karamat Ali (Chairman)  
 Syed Abid Rizvi (Vice Chairman)  
 Ms. Tahira Abdullah  
 Mr. Mohammad Amin  
 Mr. Mohammad Riaz Gondal  
 Mr. Javed Jabbar  
 Mr. Waris Khan  
 Dr. Tufail Mohammad  
 Ms. Rukhshanda Naz  
 Mr. Noor Ahmed Nizamani  
 Ms. Sadiqa Salahuddin  
 Ms. Ferida Sher  
 Ms. Zeenat Yaqub Yousafzai  
 Mr. Ali Akbar/Harris Khalique (Chief Executive, ex-officio)

### General Body

Ms. Tahira Abdullah  
 Dr. Tasleem Akhtar  
 Dr. Prof. Karamat Ali  
 Ms. Shaheen Sardar Ali  
 Mr. Mohammad Amin  
 Dr. Qurat-ul-Ain Bakhtari  
 Mr. Vincent A. David  
 Sister Naseem George  
 Ms. Parveen Ghauri  
 Mr. Mohammad Riaz Gondal  
 Mian Ijaz-ul-Hassan  
 Ms. Rasheeda A. Husain  
 Ms. Neelam Hussain  
 Mr. Javed Jabbar  
 Mr. Iqbal Jafar  
 Ms. Beala Jamil  
 Prof. Ms. Tanveer Junejo  
 Ms. Farhat Khan  
 Mr. Waris Khan  
 Mr. Izat Aziz Kurd  
 Mr. Naseer Ahmed Memon  
 Dr. Husna J. Memon  
 Dr. Tufail Mohammad  
 Ms. Rukhshanda Naz  
 Mr. Noor Ahmed Nizamani  
 Ms. Farida Tahir Nowsherwani

Dr. Hafiz Pasha  
 Ms. Aliya Rab  
 Mr. Mohammad Rafiq  
 Mr. Syed Abid Rizvi  
 Ms. Sadiqa Salahuddin  
 Ms. Ferida Sher  
 Mr. Reginald Dennis Williams  
 Ms. Zeenat Yaqub Yousafzai  
 Ms. Shahla Zia

*Ms. Shahla Zia*  
*National Centre*

### Staff

#### National Centre

*Malique Chief Executive*

1. Ali Akbar/Harris Khalique, Chief Executive
2. Hina Ambreen, Programme Coordinator, Women's Emancipation Programme
3. Muhammd Arif, Senior Staff Driver
4. Aaref Farooqui, Programme Coordinator, Human Resource
5. Usman Ghani, *Chowkidar* (Security Guard)/Gardener
6. Muhammad Khalid, Senior Staff Driver
7. Muhammad Sher Khan, *Chowkidar*
8. Rehana Khilji, Programme Manager, Gender and Development
9. Muhammad Zubair Kiyani, Manager, Finance & Administration
10. Farooq A. Malik, Programme Coordinator, General Services & DRC
11. Gul Mohammad Mastoi, Deputy Chief Executive
12. Rizwan Mehmood, Section Head, Research & Publications
13. Shahid Mehmood, Maintenance Person
14. Haji Muhammad Mushtaq, Staff Driver
15. Mian Bilal Naqeeb, Programme Specialist, Learning Information System
16. Fakhar-ud-din Razi, SPONET Administrator
17. Muhammd Riaz, House Keeper
18. Tahir Rizwan, Finance Assistant
19. Atif Sandhu, Programme Coordinator, Field
20. Fatima Sardar, Programme Coordinator, Project Monitoring
21. Roland Williams, Communications Assistant



**Balochistan Centre** *Balochistan Centre*

22. Mukhtiar Ahmed Chhargari, Programme Coordinator, Field
23. Najm-ud-Din, *Chowkidar*
24. Kathy Javed Gill, Regional Office Assistant
25. Ihtesham-ul-Haq, Staff Driver
26. Fatima Hussain, Programme Coordinator, Field
27. Yasmeen Noor, Programme Coordinator, Women's Emancipation Programme
28. Fazal-ur-Rehman, Staff Driver
29. Khawaja Sameeullah, Associate Section Head, Finance & Administration
30. Muhammad Younas, Programme Coordinator, Credit
31. Zafar Zeeshan, Regional Director

**NWFP Centre**

32. Irshad Ali, *Chowkidar*
33. Arshad Haroon, Regional Director
34. Muhammad Ihsan, Staff Driver
35. Zarqa Iqbal, Programme Coordinator, Field
36. Aliya Jabeen, Regional Office Assistant
37. Farmanullah Jan, Staff Driver
38. Sarwat Jehan, Programme Coordinator-Women's Emancipation Programme
39. Mateen Khan, Section Head, Finance & Administration
40. Muhammad Sohail Khan, Finance Assistant
41. Shahid Mehmood, Programme Coordinator, Field
42. Ibad-ur-Rehman, Staff Driver
43. Gul Abbas Shah, *Chowkidar*

**Punjab Centre** *Punjab Centre*

44. Abdul Rasheed Abbassi, Regional Office Assistant
45. Shabir Ahmed, Staff Driver
46. Ghulam Mustafa Baloch, Regional Director
47. Raja Mohammad Basheer, Staff Driver
48. Hassan Buksh Bhatti, *Chowkidar*
49. Shahnawaz Khan, Programme Coordinator, Field
50. Uzera Nishat, Section Head, Finance & Administration
51. Feroza Zahra, Programme Coordinator, Women's Emancipation Programme

**Sindh Centre**

52. Muhammad Shakil Munawar Abro, Programme Coordinator, Field

53. Ali A. Daudpota, Regional Office Assistant
54. Shagufta Daudpota, Finance Assistant
55. Shahzad Jakhani, Staff Driver
56. Amerta Maitlo, Programme Coordinator, Women's Emancipation Programme
57. Muhammad Mithan, Staff Driver
58. Meer Mohammad, Programme Assistant
59. Noor Mohammad, Regional Director
60. Sher Muhammad, *Chowkidar*
61. Kulsum Shams, Section Head, Finance & Administration
62. Shama Sheikh, Programme Coordinator, Field

**Village Education Programme Centre, Turbat**

63. Ali Ahmed, *Chowkidar*
64. Bashir Ahmed, Staff Driver
65. Mehrab Ali, Social Organiser, Development Area 5
66. Munir Ahmed Gichki, Programme Manager, VEP
67. Javed Iqbal, Regional Office Administrator
68. Mohammad Moosa, Staff Driver
69. Mohammad Murad, *Chowkidar*
70. Nasreen Ghulam Nabi, Programme Coordinator, Women's Emancipation Programme
71. Abdul Qadir Roonjah, Programme Coordinator, Development Area 5
72. Abdul Wahab, Regional Office Assistant

**Community Based School Programmes Centre**

73. Mohammad Ali, *Chowkidar*
74. Wajid Ali, Field Officer (Bannu), SDEPP
75. Mehwish Bibi, Field Officer
76. Wissal Bibi, Regional Office Administrator
77. Asiya Faqir, Field Officer (Bannu), Supporting Democratic Electoral Processes in Pakistan (SDEPP)
78. Kohla Gul, Field Officer (Lakki), SDEPP
79. Muhammad Jehangir, Driver/*Chowkidar*
80. Inamullah Khan, Project Coordinator
81. Syed Mumtaz Sherazi, Field Officer (Lakki), SDEPP

**Early Child Care and Development Project**

82. Michelle Nadeem, Project Coordinator





CIDA



European Union



RNE

SPO's core programme is currently supported by Canadian International Development Agency (CIDA), European Union's Rural Social Development Programme (RSDP) and Royal Netherlands Embassy (RNE).

SPO also acknowledges support from other donors for its thematic programmes and projects.



**SPO**

Strengthening  
Participatory  
Organization

اداره استحکام شرقي ترقى

**National Centre**

H.9, St. 89, G-6/3, Islamabad. Tel: (+92-51) 2272978, 2820426, 2820983 Fax: (+92-51) 2273527

**Hyderabad Office**

H. 49, Muslim Housing Cooperative Society, Qasimabad, Hyderabad. Tel: 0221-652126, 656333, 656222 Fax: 0221-652126

**Multan Office**

H. 20-A, Officer's Colony, Bosan Road, Multan. Tel: 061-520849 Fax: 061-520848

**Peshawar Office**

H. 12, Sector D-1, Opp. Tatara Park Phase-1, Hayatabad, Peshawar. Tel: 091-811168, 810092 Fax: 091-819837

**Quetta Office**

H. 430-D, Smungli Housing Scheme, Smungli Road, Quetta. Tel: 081-833801 Fax: 081-839404

**Turbat Office**

SPO-VEP Office, Pasni Road, Turbat. Tel: 0861-412333 Fax: 0861-413884

**D.I.Khan Office**

SPO-CBSP Office, Zakori Town, Draban Road, D.I.Khan. Tel & Fax: 0961-713231

**www.spopk.org**