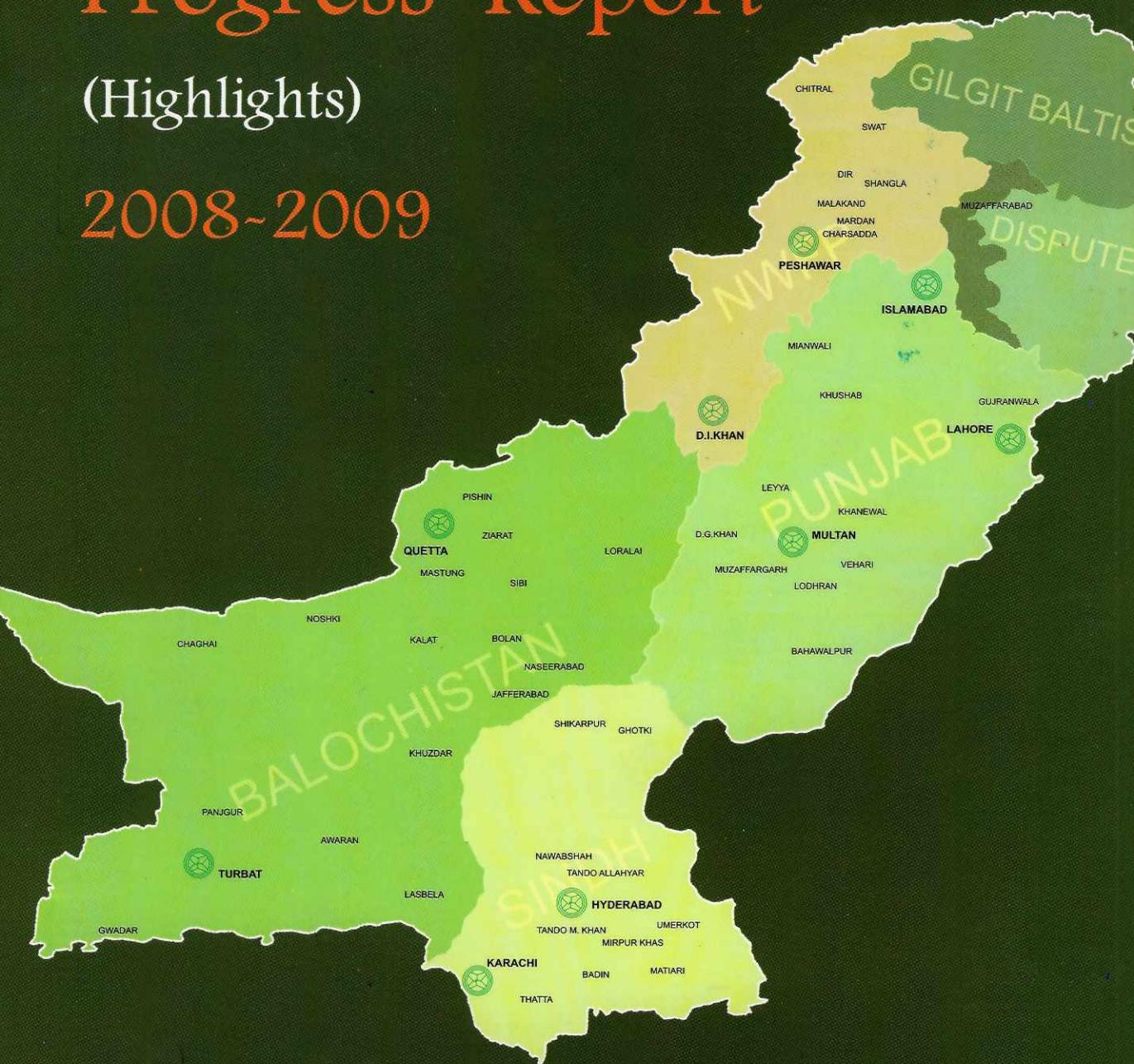


Progress Report

(Highlights)

2008-2009



Empowering Communities



SPO
Strengthening
Participatory
Organization

ادارہ استحکام شرکتی ترقی

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Progress report 2008-2009

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Strengthening Participatory Organization (SPO) is a non-government, not-for-profit company registered on January 15, 1994, set up under license from SECP (CLA) under section 42 of the companies Ordinance 1984 and approved under section 2 (36) of the income tax ordinance 2001.

SPO's core programme is currently supported by Australian Agency for International Development (AusAid), British High Commission (BHC) and Embassy for the Kingdom of Netherlands (EKN).

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Acronyms

AJK	Azad Jammu and Kashmir
AKF	Agha Khan Foundation
AusAid	Australian Agency for International Development
BHC	British High Commission
BHU	Basic Health Unit
CBO	Community Based Organization
CCB	Citizen Community Board
CIDA	Canadian International Development Agency
COO	Chief Operating Officer
CSN	Civil Society Network
DFID	Department for International Development
DMP	Disaster Management Plans
DPM	Development Planning and Management
DRC	Development Resource Centre
DRRP	Disaster Risk Reduction Plans
EDO	Executive District Officer
ECP	Election Commission of Pakistan
EFA	Education for All
EKN	Embassy for the Kingdom of Netherlands
EVF	Extremely Vulnerable Families
EVI	Extremely Vulnerable Individuals
FAFEN	Free and Fair Elections Network
FATA	Federally Administrated Tribal Areas
FGD	Focus Group Discussion
GAD	Gender and Development
GDP	Gross Domestic Product
HRCP	Human Rights Commission of Pakistan
HRD	Human Resource Development
HRMS	Human Resource Management System
ICMC	International Catholic Migration Committee

IDPs	Internally Displaced Persons
IHI	Insani Huqooq Itehad
IMCP	Institutional Management Capacity Program
INGOs	International Non-Governmental Organization
IUCN	International Union for Conservation of Nature
LG	Local Government
MoE	Ministry of Education
MOU	Memorandum of Understanding
NC	National Centre
NEF	National Education Foundation
NGO	Non-governmental Organization
NGORC	NGO Resource Centre
NWFP	North-Western Frontier Province
PACFREL	Pakistan Coalition for Free and Democratic Elections
PCE	Pakistan Coalition for Education
PNF	Pakistan NGO Forum
PO	Partner Organisation
RCs	Regional Centres
SPNF	South Punjab NGOs Forum
SPO	Strengthening Participatory Organisation
SWA	South Waziristan Agency
ToT	Training of the Trainer
UC	Union Council
UDHR	Universal Declaration of Human Rights
USAID	United States Agency for International Development
VAW	Violence against Women
WAPDA	Water and Power Development Authority
WO	Women's Organization

Message from the Chairperson

Managing growth without compromising on quality and values is a new challenge for SPO. In recent years, the organisation has grown in all dimensions: it has expanded substantially in geographical coverage, outreach, size and resources; it has widened the partnership base by including diverse civil society groups other than NGOs and CBOs mainly; its visibility, influence and prestige has escalated as evidenced in this report; and most of all its focus on rights based agenda has taken it to a higher level of maturity considering the widespread denial and disrespect for fundamental rights in the society.

The reporting year was the first year of operationalisation of SPO's new strategy. The change brought excitement for all those who were passionately involved in the formulation of the current conceptual framework. This included partner CBOs, board and the staff in particular whose voices and aspirations are incorporated in the framework. A brief is given in the beginning of the document so that the readers can look at the performance of SPO in contextual perspective.

As the readers may notice, SPO staff made commendable efforts to move on to the rights based agenda with full force, and with a multi pronged approach. A distinct feature of this approach is to improve communication and understanding between various public interest groups including both state and non-state institutions. Hence, the report has new names, abbreviations and issues but the desire and struggle to build strong institutions remains a cross cutting theme.

This struggle we believe will give far reaching and sustainable results. We also realize that with excitement and thrill, this is a risky journey. Sensitive issues are addressed and the entire process of politicization of development is challenged. Situation gets complicated and challenges get compounded when steps are taken to push back the democratic process. For sure SPO's agenda of capacity building for engaging meaningfully with governance process is no more a non-threatening one.

Despite the hazards and threats, the board is confident that SPO team will surmount the barriers and will continuously learn the skills to deal with new challenges. We have great trust in the wisdom and maturity of leadership and staff. The team has come a long way and has learned the valuable skills the hard way. I wish them all the best and assure them of board's support in good times and difficult times. I am confident that we together can make a difference in the lives of multitudes of deprived people of Pakistan.



Sadiqa Salahuddin

From the Chief Executive's Desk

There is a Turkish proverb, "Measure a thousand times before you cut once." And there is an English one, "One who pays the piper, calls the tune." During the reporting period 2008-9, SPO team tried to apply the first one and subvert the second. The third core-programme phase of the organisation began in 2004 and ended in 2008. A new phase was rolled out as the previous one ended. The focus became sharper when it comes to impacts of our programme and both the types and number of activities on the ground increased manifold in order to achieve those impacts. A new, more relevant and succinct nomenclature for programme areas was introduced. And it linked directly with the vision of the organisation creating a democratic, socially just and tolerant society. The year saw extensive studies done in-house and discussions with a wide variety of stakeholders, ranging from community partners to donors and subject experts. For the first time in our institutional history, a baseline study was conducted. It was a tedious undertaking because SPO is primarily not a service delivery outfit but a rights-based capacity building and advocacy organisation. Drafting, redrafting, thinking, reflection, consultations and evolving a consensus among all tiers of the organisation consumed a lot of our time and energy. It was an exercise worth doing. We jointly came up with a large, cohesive and structured programme plan with inherent links to special projects that we implement from time to time.

The programme was negotiated with bilateral donors and sponsors who believe in the same values as we do. Our programme was critically judged, whetted and finally approved to be funded by the British High Commission in Pakistan, Australian Agency for International Development and Embassy of the Kingdom of the Netherlands. During the process, staff of Canadian International Development Agency also gave invaluable input. But it is a programme developed by SPO and refined collectively by all stakeholders. It helps us claim that those funding the programme are not calling the tune but rather share and understand the needs, aspirations and beliefs of the piper. We thank them for believing in SPO and being generous in their support.

Readers, this perhaps is the last message that I write for an annual report as the Chief Executive of SPO. My association will continue after April 2010 in voluntary capacity as a member of the General Body. But almost eight years that I spent with the organisation as its principal manager renewed my belief in the commitment and agency of common Pakistanis. They have the will and capacity to change their lives for better, be it in social, economic or political spheres. It is undoubtedly a long haul but we will make it.

I thank Zafar Zeeshan, Aziz Ali Dad and Riazat Hussain for putting this report together.



Harris Khalique

Executive Summary



The period 2008-2009 was of great importance for Strengthening Participatory Organization (SPO) because it represented the culmination of SPO's previous phase (2004-2008) and inception of a new programme (2008-2013). The thematic areas of the old phase were: Capacity Building, Improving Livelihoods and Strengthening Civil Society, whereas the new programme focuses on Democratic Governance, Social Justice and Peace, and Social Harmony. Since this was a period of transition from the old to the new programme, the present Annual Report covers the activities of both phases.

During the reporting year, targets for capacity building were fully achieved and planned activities were successfully executed. The support of SPO to partner organizations to build their capacity for greater transparency, managing development projects, fostered a democratic, engendered and environmentally fair culture, and promoted organizational maturity within the institutions. Increased linkages with networks and local government resulted in better articulation of the concerns of poor and marginalized sections of society and more responsive governance.

Since SPO works in the marginalized sections of the society, its various projects and activities aimed at improving the livelihood of poor people. The major focus of these projects was towards health and education, mainly targeting women and children, but also males, as beneficiaries. The projects include a wide variety of themes: Livestock/Dairy Credit Programme for Females, Credit & Savings Scheme for low income communities, Improvement in Education, Establishment of Resource Centres/Libraries, Computer & English



Language Centres, Drinking Water Supply Schemes, Installation of Hand Pumps, Construction of Pit Latrines, Tube Wells for Agriculture, and Drainage Schemes etc. A salient feature of the programme was that in addition to the projects initiated by the Women's Organizations, the projects launched by male CBOs were also encouraged to include the perspectives and needs of women.

The main thrust of the Strengthening Civil Society component was to support the growth of networks that bring together grass root organizations to lobby and advocate for shared needs and basic human rights. SPO encouraged and supported local communities to form development organizations and to collectively raise issues of common interests, so that they could be able to influence decision making bodies by providing their input in an organized manner. As a consequence there are now 96 networks across Pakistan that are supported by SPO. They are undertaking advocacy interventions in different areas, thereby enhancing citizens' participation in governance and promoting the rights of the marginalized sections of society.

In order to make the transition from the old to new phase, SPO had prepared the new strategic plan, "Reaching out to the Marginalized". Based on the findings of the strategy document, SPO organised its activities around four programme areas: democratic governance, social justice, peace and harmony and institutional development. Before operationalising the programme SPO undertook intensive pre-planning to ensure that the requirements for the proposed activities were in place. Hence, the new programme was operationalised in the middle of the reporting period Jan 2009. The preparatory work entailed: preparation of training and programme manuals, programme support formats and in-house capacity building.

The Democratic Governance programme of the new phase expanded its ambit by extending partnership to 248 partner organizations in 23 districts of Pakistan. These organizations were provided training about human rights standards, commissions and their relevance to democratic governance, collective management, good governance and development. With the financial and technical support of SPO, these organizations enacted a pivotal role in conducting awareness raising events in their respective areas. Some fifty thousand people, including women, youth, minority groups and media, participated in these events. Under the Democratic Governance programme SPO engaged in mobilization of political parties, in which political



workers in 16 districts were provided with training about democracy and human rights. In order to achieve multiparty cooperation for development, SPO succeeded in forming “District Steering Committees” in 16 districts across Pakistan.

SPO's Social Justice programme aims to support mechanisms, largely in the public sector and those devised by civil society, in the areas of basic education, primary health care, livelihood support to women, and relief and rehabilitation. Although, the spadework for the activities under Social Justice was completed, its activities did not start during the reporting period because planning was still in the completion stage.

Considering the difficulties during the last couple of years in maintaining a harmonious environment in the presence of diverse religious, racial, cultural, linguistic and regional groups in a country that has high levels of poverty and deprivation, SPO decided to contribute to building a peaceful and harmonious society through its programme of Peace and Social Harmony. Under this component, the outreach of local civil society networks supported by SPO was increased. These networks helped in disseminating the message of peace and harmony in particular areas through different events and activities. An important feature of activities held under the Peace and Social Harmony programme was support for 87 cultural programmes and peace initiatives through CSNs in the militancy hit areas of *Khyber-Pakhtunkhwa*.

The Special Projects component and SPO's Humanitarian Response witnessed a phenomenal increase in its operations and activities. As of June 2009, the Special Projects folio consisted of 160 projects.

During the reporting period 20 projects were completed, 18 were ongoing, and 4 projects were in the pipeline. The disbursement performance also improved as compared to previous years.

Special Projects facilitated access to health, water supply and basic education for the poor. In addition, it continued its support in earthquake reconstruction by providing trainings and support in the key economic areas, such as livestock management, agricultural development, small community businesses and development of skills needed in the market. Also, SPO responded to the problem of Internally Displaced Persons (IDPs) in 6 districts of militancy hit areas. In the Feb 2008 elections, SPO supported the National Election Process. Under this programme it supported activities that aimed at expanding the participation of women voters through dialogue with the Election Commission of Pakistan, conducted multi-stakeholder dialogues at the provincial and national levels, voter education activities and organized 'meet the candidate' forums.

Institutional Development remained a distinct area of work. A significant achievement during this period was that SPO was assessed on the Institutional Management Indicators of USAID under its Certification Programme undertaken by NGORC/AKF. The Third Party validation undertaken by AKF certified SPO under the Institutional Management Capacity Programme (IMCP). Also, certification by PCP was concluded during the current reporting period. To provide a glimpse of the life experiences and concerns of people who worked with SPO, and benefited from its interventions, trainings and support, some case studies from different programme areas are included in this report.



Introduction

Strengthening Participatory Organization



Since its transformation from a bilateral development project of the Government of Pakistan and Canada to a national non-profit organization in 1994, SPO has become the largest rights-based civil society organization of Pakistan in terms of scope and outreach. It focuses on capacity building of community institutions and nurtures civil society networks at the grassroots level. SPO has so far worked in 77 districts out of 110 across four provinces, and trained more than 3000 community-based organizations and local government institutions, strengthened 56 rights-based advocacy networks and managed special projects for girls' education and humanitarian relief in response to natural disasters. All special projects are run with the help of community partners.

Until recently, SPO strategies traditionally served to provide the rationale for community engagement, with the main focus being on alignment with capacity building objectives. While these strategies often ably demonstrated the enhanced ability of communities to undertake projects, they just as often failed to devote sufficient attention to the national policy environment and to the basic rights of the people.

On 27 August 2008, the SPO Board of Directors approved a new format and approach for implementing SPO's programmes, with much more emphasis on human rights, democratic governance and social harmony. The Board agreed on a new instrument to describe and manage programmes, calling it: "Reaching Out to the Marginalized a rights based strategic programme."

The New Programme is an outcome of a long visioning exercise in the SPO regions and with stakeholders across Pakistan. In addition, comments made by the Board, the partners and recent programme evaluations all highlighted the variations noted in SPO programme.

The guiding principle of this exercise was to formulate a plan and strategy for the programme to reach out to the marginalized communities of Pakistan. Building on the experiences and lessons learnt from its previous programme, SPO has ensured the sustainability of its past investment by ensuring that its new direction should support rather than jeopardize its previous efforts.

The reporting period is the point where the previous phase concludes and the new programme is initiated. In a sense, it takes off from the

horizon of achievements of the previous phase and opens out into new vistas to reach out to the marginalized sections of society.

The overall objective of SPO's Programme, October 2008 – March 2013, is to strengthen and support community and public institutions for achieving and protecting basic human rights, especially of the marginalised segments of society. It is further elaborated in the following three outcomes and their corresponding outputs as follow:

Impact: Enhanced capacity of community-based development institutions to practice and promote democracy for social justice, peace and social harmony with increased levels of accountability and transparency		
<u>Outcome 1000:</u> Enhanced capacity of community organizations and public interest institutions to exercise and promote democratic governance and structures at all levels	<u>Outcome 2000:</u> Enhanced capacity of community organizations and public interest institutions to watch and advocate for social justice with a special focus on health, <small>monitoring, advocacy empowerment, disaster risk disability and human rights human rights</small>	<u>Outcome 3000:</u> Improved social harmony and consensus on local and national issues among different segments of society for securing their rights regardless of caste, creed, ethnicity or sex
<u>Output 1100:</u> Increased sensitivity of community organizations on democratic governance with ability to undertake awareness and knowledge-based programmes for equal rights	<u>Output 2100:</u> Enhanced ability of education and health monitoring committees to ensure the provision of quality services at district level	<u>Output 3100:</u> Increased capacity of civil society networks in promoting social harmony and tolerance among diversified groups
<u>Output 1200:</u> Increased maturity of community organisations in setting up and practicing transparent and accountable systems	<u>Output 2200:</u> Women's groups are formed and organised for collective actions to achieve equal social status and quality living conditions	<u>Output 3200:</u> Increased capacity and participation of SPO and its partners; civil society networks in policy development, feedback and alternative solutions
<u>Output 1300:</u> Enhanced capacity of political workers of selected parties at district level to jointly address gender and local development issues within parties and with other stakeholders	<u>Output 2300:</u> More effective policies and systems are in place with greater participation and increased capacity of community organizations and public interest institutions for disaster risks reduction and humanitarian response	<u>Output 3300:</u> Enhanced capacity and effectiveness of sectoral, regional, provincial and national networks of civil society for the realisation of rights of religious minorities and other marginalised groups

Operationalizing the New Strategy

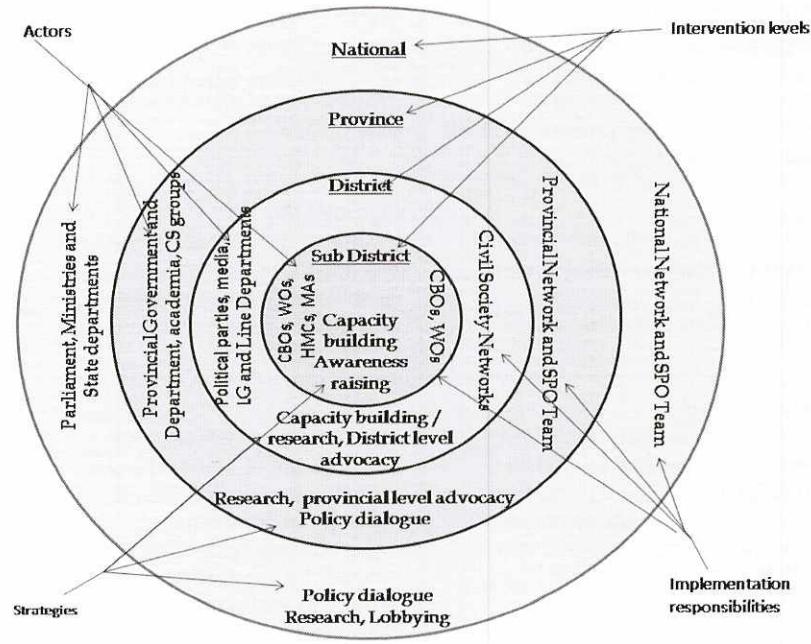
The proposed programme will be implemented in 53 districts and 3 tribal agencies from FATA, which is treated as one district for planning purposes.

SPO's baseline study 2009 validated its programme areas and scope of work, and concrete facts and figures obtained helped to sharpen performance management indicators, making it easier to assess the effectiveness of the programme at predefined intervals. It is estimated that approximately 1,500,000 people directly, and 7,000,000 indirectly, will benefit from SPO's programmes.

SPO, being a national organisation with fully decentralised regional offices, interacts at different levels with the decision-making bodies of the government. It developed meaningful and clear linkages for interventions carried out at district, provincial and national level.

Experiences and lessons from the districts and provinces form the building blocks for interventions at the national level. There is a dependency between programmatic interventions at district and provincial level. In addition, national level interventions also seek to scale up impact through the multiplier effect of policy advocacy.

SPO intervention levels, strategies, stakeholders and implementing partners are shown in the diagram given below:



Relationship between Strategic Partners and Results

REGIONS AND DISTRICTS			
Province	Region (8)	Districts (54)	Name of Districts
Balochistan (18)	Quetta	13	1. Bolan, 2. Chaghai, 3. Jaffarabad, 4. Khuzdar, 5. Loralai, 6. Mastung, 7. Naseerabad, 8. Noshki, 9. Pishin, 10. Quetta, 11. Sibi, 12. Washuk, 13. Ziarat
	Turbat	5	1. Awaran, 2. Gwadar, 3. Lasbela, 4. Pangur and 5. Turbat
NWFP (10)	Peshawar	8	1. Charsadda, 2. Chitral, 3. Dir, 4. Peshawar, 5. Malakand, 6. Mardan, 7. Shangla, 8. FATA
	D.I.Khan	2	1. D.I.Khan, 2. Karak
Punjab (14)	Lahore	5	1. Gujranwala, 2. Khushab, 3. Lahore, 4. Mianwali, 5. Sargodha
	Multan	9	1. Bahawalpur, 2. Bhakkar, 3. D.G.Khan, 4. Khanewal, 5. Layyah, 6. Lodhran, 7. Multan, 8. Muzaffargarh and 9. Vehari
Sindh (12)	Karachi	3	1. Badin, 2. Karachi, 3. Thatta
	Hyderabad	9	1. Ghotki, 2. Hyderabad, 3. Matiari, 4. Mirpurkhas, 5. Nawabshah, 6. Shikarpur, 7. Tando Allahyar, 8. Tando Mohammad Khan, 9. Umerkot

SPO's programme is based on the model of Behaviour Change Communication, which emphasizes raising awareness, provision of services and creating an enabling environment.

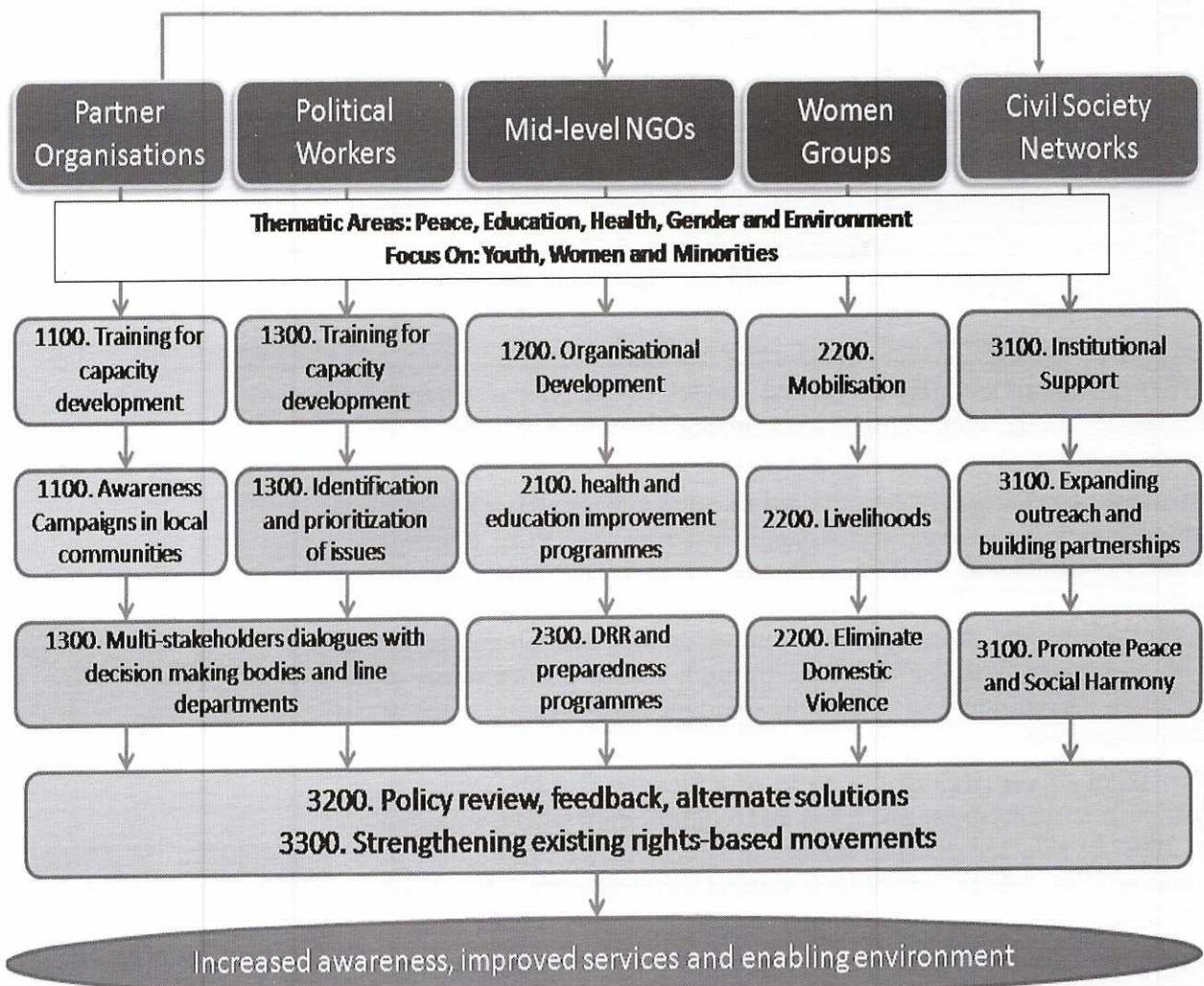
Awareness raising will be initiated through capacity development programmes of all five key strategic partners, i.e. POs, political workers, mid-level NGOs, women's groups and civil society networks, that will replicate the programmes within their organizations and in institutions at union council and district level. The awareness will be reflected through active participation of different stakeholders at interactive dialogues at different stages of the programme.

Provision of services in the areas of education, health, access to justice, micro enterprise and relief and rehabilitation will be arranged in 20 to 26 selected districts under the Social Justice Programme in communities where awareness raising programmes have been implemented.

Enabling environment requires extensive mobilization and engagement to influence policy making and implementation mechanisms. Beginning with boundary walls of homes, it moves upward to village, union council, *tehsil*, district, provincial, national and international level. This can be achieved by engaging all strategic partners to collaborate for mobilization, developing linkages, research based advocacy and lobbying.



Model of Behaviour Change Communication



Proposed Programmes

The **Democratic Governance Programme** will emphasise mainstreaming of marginalised communities in decision making processes for the realization of basic human rights as enunciated in the Universal Declaration of Human Rights (UDHR) and the Constitution of Pakistan. It will ultimately lead to the next stage of claiming rights from policy and decision making institutions through a democratic struggle. This will be achieved through extensive and sustained political education via CSNs. The people will be enabled and encouraged through education and training to participate fully in all forms of voluntary activities for social development. Youth, the most vibrant section of society, will also be engaged and mainstreamed in social and political processes through this programme.

The **Social Justice Programme** will establish and strengthen community-rooted mechanisms in order to secure the well being of people, irrespective of caste, creed, ethnicity or sex, by improving their quality of life. The programme will aim to support mechanisms largely in the public sector, and those devised by civil society in the areas of basic education, primary healthcare, livelihood support to women, and relief and rehabilitation after natural disasters in areas where SPO works.

The **Peace and Social Harmony Programme** will encourage civil society networks, faith-based organizations and groups, representing a wide range of stakeholders, to jointly participate in decision-making processes for the protection of basic rights, irrespective of religious, language, ethnicity and class differences. The programme will be based on building social harmony among diverse groups to share and understand each other's point of view and respect differences. Major challenges include the rising sectarian differences and inter-provincial harmony. 'Politics of Consent' will be encouraged resulting in informed, thoroughly debated, and positive public and policy messages of awareness raising and advocacy.

Institutional Strengthening of SPO will continue to be an element of its core activities. It is felt that there is a need to more efficiently utilise the full potential of SPO's countrywide infrastructure.

Being a national organization, SPO faces the challenge of developing programmes and policies that can be evenly implemented across the country. There is thus an ongoing need to promote organizational values and culture among the new and old permanent and project staff



DEO Education in a Seminar



Mobilization Session in Turbat

in order to develop and maintain a model work ethic that is integral to SPO's neutral image, and for its stakeholders at all levels.

Engagement of Youth, Women and Minorities

SPO through its interventions will reach out to the maximum number of people possible. As recommended in the baseline study, special efforts will be made to engage youth, women and minorities in all programme components wherever possible. Some guidelines for engaging the above segments of society are as under:

- ◆ Under Output 1100 all clusters will be formed with no less than one-third participation of women and a minimum of 5% representation from local minorities, either a person from the minority community or someone representing their interests.
- ◆ The awareness events designed and implemented by POs will prominently focus on human rights and their protection, and strengthening voter education and voter registration with special focus on women, youth and minorities.
- ◆ Similarly, the dialogues to be arranged by political parties will engage those organisations that are working for the protection of youth, women's and minorities' rights. In the past, these forums have been used to raise issues of women and minorities union council representatives.
- ◆ The programme to achieve output 2200 is exclusively designed for uplifting women's social and economic status. In addition, the programme involves youth through women's groups, which will spearhead the joint campaign, "Men Ending Violence against Women". The campaign will explore a variety of initiatives in accordance with local conditions and cultural history.
- ◆ Under output 2300, promoting volunteerism among youth will mobilise youth groups to be socially responsible and contribute to local development. During the process, opportunities will be explored to gradually and progressively broaden their role in society.
- ◆ All three outputs under Outcome 3000 provide full space to engage youth, women and minorities in key interventions, such as, mobilising civil society groups, lectures and cultural events, and participating in the process of policy making, reviewing and contributing in selected thematic areas. SPO plans to debate

policies for youth, women and minorities in all social sectors, from district to national level.

Cross-cutting Themes

SPO strongly believes that without the equal status of women in society improvement in quality of life can never be achieved. Thus, the integration of women into the development process will remain as one of SPO's top priorities. Through its work, SPO seeks to encourage and support initiatives that will increase women's decision-making and participation in the economic, political and social processes

- Improve women's access to resources
- Improve the level of education of women and girls
- Promote the human rights of women

Internally, SPO will continue integrating gender responsiveness in the areas of governance and management, programme development, policies, procedures and systems, as well as undertake periodic trainings for the sensitisation of its staff members.

Some specific measures will be taken under different programme components, which are as follows:

- ◆ Rights-based political education training packages will mainly focus on the issues of women's rights and gender discrimination
- ◆ Trainings will be designed to promote gender-sensitised and environment friendly planning and management
- ◆ Partner organisations and networks will be encouraged and assessed for increased participation of women in decision making processes and resource management
- ◆ An exclusive programme under 'Social Justice' will be implemented for improved social and economic status of marginalised and poor women
- ◆ Representation of women in Health and Education Monitoring Committees will be ensured, and quality assessment indicators for BHUs and primary schools will mainly track girls/women beneficiaries

Group Work During the HMC Training



- Similarly, campaigns through civil society networks will prioritise the issues of marginalised groups, particularly women, children and minorities, with each tier of the decision making institutions, including district, provincial and national government

Environment

As an NGO involved in building the capacity of community organisations, SPO has an important role to play in raising awareness about environmental issues and helping community-based development institutions find sustainable solutions to environmental concerns in their communities. SPO will ensure that all core and special programmes/projects developed by SPO and its strategic partners have a positive effect on the environment, or at least do not harm the environment. SPO's membership and engagement with IUCN (International Union for Conservation of Nature) will continue to inform its programme. Thus SPO will continue promoting environment friendly and sustainable development in the areas of programme designing, programme development, implementation, monitoring and evaluation, policies, procedures and systems.

Some specific measures to be taken under different programme components are as follows:

- ♦ Sensitisation on basic issues regarding 'Environment' and its relationship with social development
- ♦ Designing and advocating campaigns for environment friendly development initiatives with decision making and implementing bodies
- ♦ Capacity enhancement of local organizations for designing, developing and implementing environment friendly projects
- ♦ Conduct research on environmental issues of proposed mega projects by the government
- ♦ Collect/conduct researches on the impact of natural disasters on the environment
- ♦ Participate in local, national and international campaigns advocating for the protection of the environment
- ♦ Review and give feedback on government policies related to environment

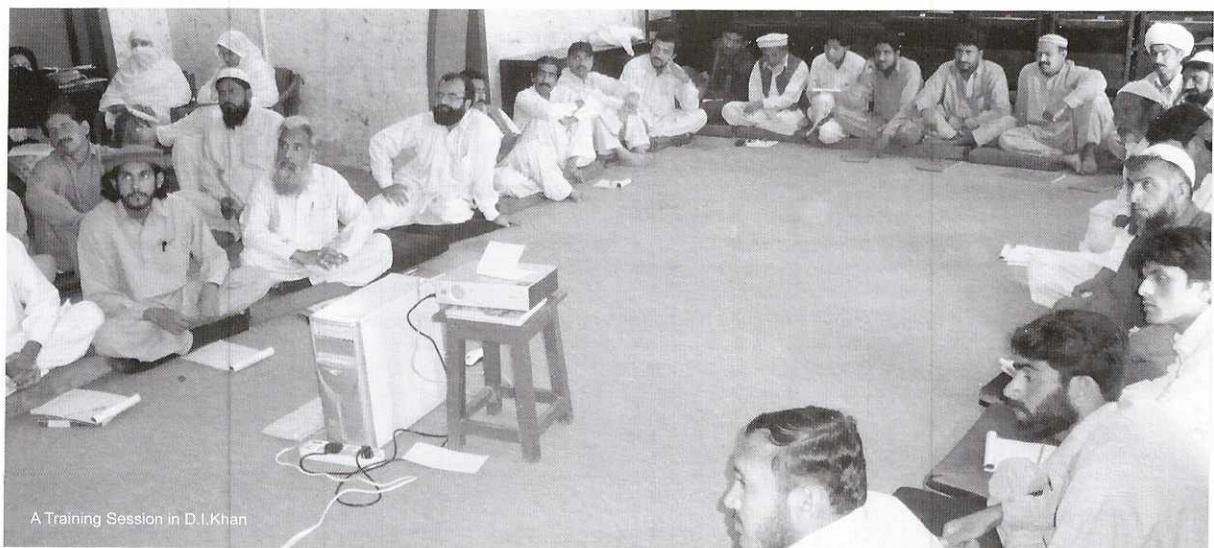
Achievements over four years (2004-2008)

The interventions of the “Strengthening Democratic Governance in Pakistan” programme over the last four years (since 2004) resulted in several durable achievements. These achievements provided the foundation for new programme interventions in the subsequent period.

“Strengthening Democratic Governance in Pakistan” enabled SPO to expand its role in providing capacity building services to 341 Development Institutions consisting of: 188 Community Based Organizations (CBOs) and 129 Women's Organizations (WOs), supporting community focused and need based social sector funding to CBOs and WOs, and strengthening 45 Civil Society Networks (CSNs) in Punjab, Sindh and NWFP and Balochistan.

There was been increased emphasis on training through Development Planning Management (DPM), building the capacities of CBOs/WOs and public interest institutions through trainings, consultations, refresher courses, exchange/exposure visits, technical backstopping and a continuous hand holding by SPO. SPO provided capacity building services that improved management, participatory and governance skills of partner organizations.

In addition, SPO developed and implemented 60 short-term projects. These projects complement the programme objectives of the core programme, and have increased our visibility and outreach in the districts. The results of these projects indicate an enhanced capacity of SPO and its partners to undertake different types of projects.



A Training Session in D.I.Khan



Group Work is in Progress

Strengthening Grass Root Institution for Democratic Governance

Findings of the survey related to outcome 1000

To ascertain the overall impact of the SPO programme and assess the level of sustainability, a comprehensive study focusing on partner organizations was carried out, wherein the partner organizations were asked to provide their feedback through a questionnaire. The major findings given below are based on the analysis of 1021 POs from all over Pakistan.

- ◆ NGOs interactions with local government and line departments have increased manifold. More than 42% of respondent organizations felt that after completion of the capacity building programme they were in a better position to develop linkages with the local government and line departments. Similarly, 31% respondents thought that they have gained considerable influence and say in municipal affairs, and are in a better position to engage with local government and line departments on preventative health care and education issues.
- ◆ The study reveals that linkages/networking within POs have improved, as more than 51% organizations maintain multiple memberships with one or another network. Maintaining linkages with one or more networks also denotes maturity of Pos.
- ◆ Findings show that the quest for learning in POs has further increased after going through the SPO training, which is evident

LEVELS	STAGES OF ORGANIZATIONAL DEVELOPMENT	POS ASSESSED
Level 1	POs at the earliest stages, welfare oriented *Usually all scores below 35%	20
Level 2	POs that have a sense of development but are not yet fully development oriented *Mostly scores between 35-55%	79
Level 3	POs practically engaged in efforts to improve & transform into development organizations *Mostly scores between 55-69%	144
Level 4	POs that have matured as development organizations *All scores between 70-84%	41
Total POs Assessed		284

from the fact that before the intervention by SPO, the participation of these organizations in training programmes by other NGOs and Donors was a meager 29.3%, but by the close of this programme it had increased to 51%.

- ◆ The trend of maintaining records by organizations has improved, as 80% of programme trained organizations now maintain proper office records. The level of maintenance of record keeping out of ten prescribed records, i.e. 1. Membership Record, 2. Meeting Register/Minutes, 3. Project Files, 4. Work Plans, 5. Annual Budget, 6. Training Reports, 7. Project Proposals, 8. Cash Book, 9. Ledger and 10. Vouchers, vary from organization to organization and is interlinked with the number and type of running projects. Out of these ten prescribed records, the minimum level of maintenance is that of the Ledger, which is 56%, and the maximum is of the Meetings Register/Minutes, i.e. 77%.
- ◆ Financial transparency has improved in POs, as all the active organizations are maintaining bank accounts except one. It denotes the level of behaviour change in organizational management and transparency in maintaining organization finances.
- ◆ Governance structure within POs has also shown a significant improvement, as around 54% organizations held elections for selection of their leadership at least once since 2004 onwards. A more positive trend is evident from the fact that more than 24% of respondent organizations held their election twice, 5.3% held them thrice, and 3.9 percent held them four times.
- ◆ Sensitization of POs regarding the importance of Conflict Resolution and their capacity has increased, and around 80% respondent organizations are able to differentiate the type of conflicts and methods for their resolution.
- ◆ More than 40% respondent organizations think that they have been able to address women specific issues and contributed towards their solutions in varying forms.
- ◆ Similarly, more than 35% respondent organizations have been successful in identification and addressing environmental issues.
- ◆ The values of democratic governance has been inculcated in organisational systems of partner organizations, which is evident from the fact that almost all of the organizations held elections for



An Active Women Group in a Training Session



leadership positions at least once since 2004. There are 55% organizations, which held multiple elections during the previous four years. Further breakup reveals that 40% organizations held elections twice, 9% thrice and 6% even held them four times. The findings prove that the election process adopted by most of these organizations conformed to democratic practices as 67% of them reported holding proper balloting.

- ◆ The capacity of the programme-trained organizations has increased multifold. The trend of maintaining records by organizations has improved, as 80% of them now maintain office records, which include administrative, financial and project related documentation; more than 40% think that they have been able to address women specific issues and contributed towards their solutions in varying forms.
- ◆ The PO Survey Study reveals that the majority of the organizations are well aware of the importance of maintaining transparency in financial transactions, which is evident from the finding that around 92% organizations maintain bank accounts and 62% have held regular financial audits through external auditors. Similarly, improvement in financial and other record keeping has been observed.

BOX 1: AN IMPORTANT NATURAL RESOURCE IS SAVED

The Marra Development Organization, a Partner Organization in the CBO Cluster in Lasbela District, attended the DPM-1 training course in November 2006. After the training they developed action plans for activities to be carried out by partners through a rights based approach in various areas of development, such as: environment, gender, political participation and human rights.

In Lasbela District a medium sized tree locally called "Gugul" is found in large numbers. The tree is useful in many ways. It provides shade and wood, and its leaves are used for feeding domestic animals. It can survive for many years without water. Therefore, it is the only means of survival for animals in times of drought.

For the past two years it was found that a group from Karachi, in collusion with local elders, had been destroying the trees throughout the district. They hired laborers to slash it with an ax and collect the white coloured sap or resin that oozed from its branches. When the resin dried they collected it. Representatives of Marra and members of the community informed partner organizations that the resin was being sold for Rs.350 per kg. in Karachi. They were unaware about its further use, but meanwhile, the trees were being destroyed.

In order to stop the extermination of the Gugul tree, the partner organizations formed a committee that met the District Government representatives and the District Nazim. The committee shared its concerns about the chopping of the trees and its long term effect on the environment and on their livestock. The District Nazim brought it to the notice of concerned authorities of the Forest Department, and through a notification banned the cutting of the tree throughout District Lasbela.

Capacity Building of Partner Organizations

Under this programme area SPO capacitated grass root organizations (CBOs and WOs) to develop and foster a democratic, engendered, and environmentally fair culture within their institutions. The main thrust of SPO's efforts remained developing the knowledge, skill and capacity of the POs in planning and management. The training course includes sessions on participatory development, gender, environment, local government ordinance, political participation, organizational and financial management, advocacy and lobbying, proposal development and programme management.

These trained CBOs and WOs are aware of the rights-based approach, democratic behaviour, and gender and environment issues, and are incorporating these concepts into their organizations.

Capacity Building Assessment of POs during previous phase (2004-2008)

341 POs from 35 districts completed the Development Planning and Management (DPM) training cycle. Out of these, the Post DPM CBI Assessment exercise was carried out with 284 POs of 35 clusters across Pakistan. The planned evaluation with the remaining POs could not be undertaken yet due to certain security issues.

The tabulated data given below shows the number of organizations at different levels. The levels refer to the scores, in percentages, attained by the POs regarding the Capacity Building Indicators for assessments (including: development concepts & vision, leadership & decision making, community participation, CBO membership, outreach, developmental planning, programme management (M&E), organizational management, financial management and sustainability). The maturity of the PO is analyzed by the level it has attained after completing the DPM Training Cycle.

7 % POs (20 out of 284) are at level-1, at their earliest stage and welfare oriented. These are the organizations that have not been able to progress despite many follow-ups and technical assistance. SPO does not see a willingness in these organizations to change and will not be investing further resources in them.

28 % POs (79 out of 284) are at level 2. Level-2 characterizes organizations with some development qualities, which means that organizational structures are in place but project management and



outreach areas of CBOs /WOs are weak. Financial and management trainings have not been as beneficial as they should have been. There is a need for more assistance in developing systems and hand holding to actually help realize the contents of the training in their daily practice.

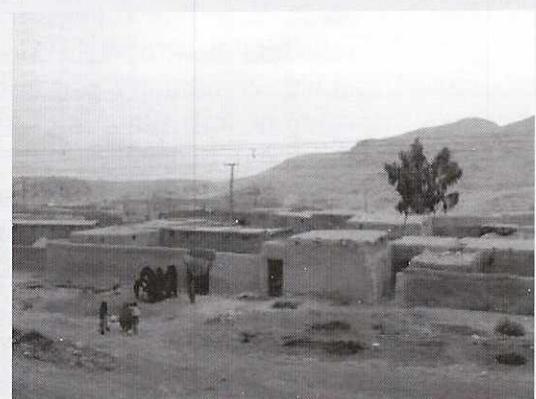
The great majority, i.e. 51 % of the POs (144 out of 284) are at level-3, where the organizations are practically transforming themselves into development organizations. At this level they have sound organizational systems. The majority of these organizations are executing development projects of SPO and other donors. These organizations have broad based membership and participation of community members. They are democratically operated and are encouraging women to come forward and take initiatives. They are also sensitive to the needs of women, children and minority groups in their communities, and are trying to address problems at their level and advocate the same at a higher level.

The remaining 14% of POs (41 out of 284) have secured level-4 and have matured as Development Organizations, and are fulfilling all the criteria and achieving high scores on all indicators. These POs identified a need for advance level trainings in project management and proposal development.

BOX 2: WOMEN OBTAIN GAS FOR THEIR VILLAGE

Killi Dur Mohammed is a village in the west of District Sibi, only 30 minutes away from the main town of Sibi. The Star Women's Development Organization (SWDO) in Killi Dur Mohammed has been working in the area for the last three years. The organization has recently completed its DPM training from SPO and been on an exposure visit to Sindh.

Although village Dur Mohamed is very close to the main city of Sibi, the houses did not have gas connections. The Sui Gas pipeline passes near the village but it was not extended to the area. The SWDO decided to address this problem by taking the issue to the District Nazim. A delegation of the organization first met with the local Union Council Nazim, and then went to the District Nazim and held a series of negotiations. Though the formalities took nine months, the women's efforts bore fruit, and approval was given for laying a gas pipeline to the village. The pipeline has now been laid and soon gas will begin flowing to the village homes. SPO played the role of catalyst in the formation of SWDO, which in turn played a key role in providing a basic service to the village community.



Capacity Building of Local Body Institutions:

Bringing about institutional change and skill enhancement in Local Governments, has not been easy, but it has proved possible. SPO capacity building work with LGs in Balochistan was initially unsatisfactory for reasons that included: difficulties integrating community priority into development plans, weakness in establishing links with CBOs and providing participatory style of leadership. Yet within this programme, our sustained work has yielded results. All LGs SPO worked with are now increasingly incorporating community priorities into their development plans and are prioritizing their resources around community needs.

Although the LGs have started employing participatory processes in their activities, and a strong relationship between CBOs and LGs now exists, but numerous institutional challenges still remain.

The CBOs in Balochistan, with the support of SPO, facilitated the formation of more than 250 Citizens Community Boards and facilitated them to acquire funds from their respective district governments. It is interesting that a few women's CCBs were also formed and formally registered as women's CCBs in Makran region. Out of these few, six were successful in acquiring funds from the district government to address community prioritized needs.

During the reporting period, nearly 125 elected representatives of 24 Union Councils of District Ziarat, Kech, Dasht, Noskhi and Khuzdar were trained to work more effectively. Similarly, the entire set of Community Citizen Board representatives in the above Union Councils were mobilized and trained to provide LGs of the districts the requisite support for bottom up participatory micro planning. Attempts to orientate and influence government officials and LGs have reached out to more than 600 persons.

Exchanges are a very important way to improve LGs. Exposure visits were organized for the local government officials. The primary benefit from these exchange visits came from their direct exposure to different programmes, approaches and ideas. Some visitors have proved quite adept at distilling and disseminating relevant insights on their return.

Lgs across Balochistan did not have timely and smooth access to the information about various orders, policies and plans. To effectively disseminate simplified information about LGs, the governance resource centre in the Turbat office played a very important role and

acted as an active focal point for information dissemination. In addition to keeping LGs informed and updated about LG systems and important developments, regular information exchange meetings were convened between SPO Programme Coordinators and LG members.

During this year, a series of meetings were also organized with media persons to sensitize and inform them about the possibilities and process of strengthening LGs in Balochistan. SPO encouraged them to write on major issues related to local governance. As a result regular news coverage on LG issues has increased in some districts. Many journalists are enquiring about our work with LGs and writing on LG issues.

BOX 3: AN EMPOWERED WOMAN SERVES HER COMMUNITY

My name is Lal Bibi Baloch. I am 35 years old and live very close to the seashore near Gadani, District Lasbela. The main source of our livelihood is fishing. Our village is deprived of all basic facilities, such as clean drinking water, improved sanitation and health services. The nearby market is situated at a distance of 35 kilometers. There is no proper link road to reach the market. Especially on rainy days our village remains disconnected from the rest of the world. I and other women of the village had to bear many hardships until we were approached by SPO female staff, who told us to form a women's group in our village. I mobilized the women of the village and received training from SPO.

The training did wonders for me. I became confident and decided to take part in the local body elections. With the help of my female group members I am elected as District council member. The first thing I did after occupying my office as District Council member was to mobilize support for the construction of link road in our village. Finally my request was accepted by the Chief Minister Balochistan who has approved a paved road for the inhabitants of the village Gadani. The women organization has also donated a piece of land for the construction of Girls school in the area. Another NGO TCF is providing the technical assistance for the school construction.



A Woman from the Lasbella Cluster

Chhoti Funding

Chhoti Funding (micro funding) has remained an integral part of our training programme. This funding was basically a “funding for learning”. The POs were given a small fund after the DPM-3 training programme to develop a small scale development initiative and implement the same with the financial support coming via the fund during this phase. SPO built the skills of 311 POs to effectively plan and implement their chhoti funding projects.

Chhoti Funding is a small grant ranging from Rs.10,000 Rs.25,000 and generally considered meager for any community development initiative to have any significant impact, but if properly utilized, even this small amount can achieve tremendous results.

BOX 4: AN ENTERPRISING WOMAN BRINGS LIGHT TO HER VILLAGE



Ms. Zeenat Daulat Khan is a resident of Ghazi Lane Tehsil, UC Ormara. She came into contact with SPO Turbat during a community mobilization campaign in July 2004. In a community meeting in Ghazi Lane, Ormara, she welcomed the idea of forming a women's Citizen Community Board (CCB) in the area. Zeenat mobilized a group of women and formed a CCB named Ghazi Lane Taraqiat Tanzeem, and became its first Chairperson.

After attending the first three days of the training workshop organized by SPO Turbat for six CCBs from the Ormara cluster, she, with a group of women and male members of another CCB, the Ormara Development Organization, focused on the problem of non-availability of electricity in Ghazi Lane. After many meetings and written communication with the Water and Power Development Authority (WAPDA), they managed to get approval for the electrification of Ghazi Lane. But this was not sufficient to solve the problem.

She was told that there were no electric poles. Together with her group Ms Zeenat went to the WAPDA office in the nearest town, Pasni, and managed to obtain 20 electric poles that were lying in the Pasni WAPDA office. They now found that the cost of transportation and loading/ unloading the poles was very high. The group returned home and asked for donations from the community, and managed to collect Rs.10, 000, which was all that the economically weak community of Ghazi Lane could muster. This was only half of the amount needed. The group then decided to contact the SPO Turbat office, and forwarded their request for support with recommendations from three other SPO partners, CCBs and the Tehsil Nazim. SPO responded positively. Now the process of electrification is in full swing, and soon more than 100 households will have electricity.

Because of her persistence and efficiency in solving community problems, the community and councilors of Tehsil Council Ormara selected her unopposed to represent them in District Council Gwadar. This will give her the opportunity to play a vital role in the development of marginalized communities of the district.

BOX 5: WOMEN'S EMPOWERMENT

Hava Bibi is a member of the Balochistan Education Foundation (BDF), District Mastung. BDF is a women's organization working in Mastung aiming to empower women. The WO was given a sum of Rs.21,000 as Chhoti Funding. She received Rs.3000 from the organisation for initiating a small home-based business of designing and embellishing women's clothes with embroidery. To start with she bought 5 embroidery designs or Thapy (a wooden block used for stamping designs on the Balochi dresses. Hava Bibi gets Rs.20 as savings on every design she stamps on the dresses, and has returned the sum she borrowed in installments to the organization in a timely fashion. She says she is getting good results and now she has bought 12 Thapy blocks. She is thankful to SPO and BDF who enabled her to earn a respectable living while sitting at home. This additional support to the family has helped to raise her social standing in the community and enabled her to become an active participant in decision making.

Another woman, Zeenat, is the office secretary of BDF. She also took a loan from the Chhoti funding given to BDF by SPO. Zeenat has studied up to the intermediate level, but was unable to get a job, and decided to start something at home. She applied for a sum of Rs.5000 from the organization. With this money she started the innovative business of making mobile covers, key chains and jewellery of pearls. This work was the first of its kind in the area and drew the attention of all. Her products are selling at a fast pace and at a good price.

She says a mobile cover costs her Rs.100 but she sells it in Rs.150. She has been able to return the loan within a year and is now earning a profit that is raising her family income.



BOX 6: WOMEN'S EMPOWERMENT

Ruqayya reveals that when she saw the injustices suffered by women she was motivated to struggle for women's empowerment. Her interest was aroused by religious injunctions, which spoke of justice and equality. With the support of her husband she picked up courage and began to organize the women in the area. But she needed guidance and information. Ruqqia joined Al Asar Organization, a mid-level NGO and partner of SPO in Dera Ghazi Khan in South Punjab, and engaged herself in educational and health activities. From this platform she mobilized the women and sensitized them towards their economic uplift. She attended the Development Planning Management trainings organized by SPO and resolved to work exclusively for and with women's groups, bringing about a change in their lives and making them realize their potential. To attain this objective, she established a women's organization with the name of Al-Qaim.

With the help of Chotti Funding from SPO, the organization started working for women prisoners. They were provided with work orders for making ornaments that were sold in the market. The small project yielded handsome profits, and the organization set up a vocational centre. Earnings from the vocational centre were utilized for small loans to needy women. These initiatives strengthened the organization's relationship with the community and increased its membership. During this time Ruqqia was also elected as a member of the Tehsil Council and Insaaf (Justice) Committee.

BOX 7: SAJIDA BECOMES AN EARNING MEMBER

The organization was given Rs.15000 by SPO as Chhoti Funding. In the meeting the members, decided to give Chhoti Funding to those women who are the neediest, and five women were selected. Sajida is one of them. She has three children, and her husband works as a driver. She was eager to contribute to the family income but could not get a job because of her low qualifications.

Sajida was given an amount of Rs.2000 from Chhoti Funding. She bought cloth and embroidery designs and started her work. To start with she bought one set of block print designs at a cost of Rs.2000. She now has eight sets, and charges Rs.150 per suit for printing the design on the cloth. She is now expanding her business.

Improving Livelihoods ...

Social Sector Funding

Provision of funds to grassroots institutions in order to improve living conditions by improving local service delivery and resolving other development issues in Pakistan is a key strategy for improving the livelihood of the people. During the programme around 390 projects worth Rs.16 million were secured by POs. A further look at these projects reveals that a major chunk of the funding, i.e. for 305 projects worth Rs.14.5 million, was secured by POs from other donors. The above figures denote that POs have comparatively more access to donor funding.

The beneficiary analysis reveals that the benefits have reached approximately more than 500,000 community members, with an average of 60% targeting women, children and minorities.

The major focus of these projects was towards health and education projects, mainly targeting women and children, but also males, as beneficiaries. The scope of the projects includes a variety of themes, such as the Livestock/Dairy Credit Programme for females, Credit & Saving Schemes for low income communities, Improvement in Education, Establishment of Resource Centres/Libraries, Computer & English Language Centres, Drinking Water Supply Schemes, Installation of Hand Pumps, Construction of Pit Latrines, Tube Wells for Agriculture Purposes, and Drainage Schemes.

Post project evaluations were conducted of completed projects. A summary of the findings of evaluations is provided below:

(a) Communities have a greater understanding of the role they are playing in the projects:

All projects indicate that the understanding of communities regarding participation in project activities, such as planning and monitoring, is enhanced. They recognize the advantage of participating in the project meetings called by CBOs and WOs. They see their participation in CBO / WO projects as necessary for achieving the success which will convince donors to release resources. To conclude, the projects have enhanced social capital and have fostered links between CBOs and community members. Community participation in the activities of CBOs and WOs also resulted in strengthening greater transparency and accountability of CBO executives, as in many cases, the community did not allow the CBO executives to become complacent or corrupt, and loose sight of their role as agents and intermediaries of the broader community preferences and priorities.



(b) Project benefits have reached the poor:

During project monitoring and evaluations, it was found that efforts have been made to ensure that the benefits reach the poor. There is substantial evidence to show that in some projects the partners have done this more successfully than in others. Also, income generation projects such as livestock and small business shops have benefited the poor, particularly women, more than any other projects. However, it was revealed that the poorest and most vulnerable were not reached through social delivery projects because of their remoteness and isolation from the main community and settlements. Service delivery projects, because of their limitations to serve specific populations, are not easily accessible for the very poor living in dispersed areas around the villages, where the projects are located. How the poorest of the poor living in scattered pockets can also be covered through a single project intervention is a challenge that needs to be looked at.

(c) Infrastructure and Livestock projects are easier to sustain than diversified livelihood projects:

The sustainability of CBO / WO projects has improved, but shows substantial scope for further improvement. The sustainability factor varies from project to project. The highest sustainability factor is found in the livestock projects; followed by infrastructure projects, involving little cost for long-term operation and maintenance. Service delivery projects, such as projects related to schools, health units and diversified means of livelihood, show that CBOs / WOs find it difficult to raise resources internally to provide for continuous operation and maintenance. Sustaining the quality of services being



delivered is a serious problem faced by the majority of service delivery projects. Education and health projects require the availability of qualified teachers and paramedical staff, whereas, the majority of the teachers employed by the CBOs in their educational projects are not certified by the education department. Similarly, health projects have been negatively affected because of the overall shortage of trained medical staff in the countryside where these projects are being implemented. In contrast, livestock and self employed projects, particularly those managed by women, can be sustained without any technical support from outside the village. The conclusion we have arrived at is that communities find it easier to sustain a project for which they have the traditional knowledge and technical experience.

(d) Projects have no adverse environmental impacts:

The individual small project interventions of CBOs and WOs have not caused any substantial negative impact on the environment. Greater attention has been paid by all the project holder organizations to avoid any project activity likely to have an adverse environmental impact. The environmental screening of projects before their approval is carried out by SPO Programme Coordinators, which includes environmental analysis and mitigation measures to avoid any damage to the environment

(e) All the project documents lacked sufficient baseline data:

The projects under review did not have clear baseline data and appropriate qualitative indicators. Therefore, much more success has been achieved on quantitative goals. SPO needs to approach future projects with greater care to obtain accurate baseline data so that appropriate qualitative indicators can be defined.

(f) Women have also benefited from male CBO projects:

Other than that projects undertaken by women's organizations, which especially target women as beneficiaries, CBO projects managed by males also benefited women, as women's perspectives and concerns were also considered in these projects, which was not possible in the past. However, these benefits played a limited part in changing women's position because of social norms and defined gender roles. All male CBO projects have taken into account women's needs and condition. Some of the CBOs have made conscious efforts to improve gender balance in project committees by including women and fostering a gender sensitive culture within the organizations.

(g) CBOs / WOs have borne more than 20 % of the cost of SPO projects:

According to the SPO grant policy, communities contribute 20 % to the total cost of the project by means of cash, kind and labour, whereas, the cost of community participation is neither calculated nor included in the share of the community. The time that community members spent in the planning meetings, in the identification and the appraisal processes suggests that the actual contribution from the community is very high. Further, considering that all SPO funded projects are trying to enhance the capacity of the organizations, it is also necessary to include the cost of time spent during the consultative orientation process and follow up sessions. In order to determine the community share in the overall project cost of CBO and WO projects, the time given by the community for both project implementation and capacity building needs to be estimated and reflected in the project document.

(h) Projects have contributed to the development of organizational capacity of CBOs / WOs:

The evidence from various project evaluations suggests that the organizational capacity of the POs is further strengthened in matters relating to planning, project management, report writing and proposal development. In the past, for most CBOs and WOs it was a challenge to find members with skills required for financial management as well as proposal writing.

In most CBOs and WOs feelings of disempowerment and victimization do not prevail any more, as most of them have learnt that they should not seek to be empowered by others, but can in fact empower themselves.

The time spent on project implementation by the POs has resulted in tangible improvement in programme planning, internal structuring, financial transparency and policy development. According to the POs, the project implementation process has taught them how to address internal communication and personal issues. These issues had remained an obstacle, but during the project implementation, despite personal conflicts and anxieties, the members of POs were strongly connected to their objectives and concentrated on implementing the project. Another aspect of the learning shared by the POs was that they had been uncomfortable about acknowledging the need to address personal conflicts, but now those facing such issues have unlocked a strong potential for resolving them. They are

managing to tackle conflicts by listening, inquiring and feedback. CBOs reflection on their organizational strengths demonstrates the enhanced capacity of CBOs that has been built during the funding phase. The positive results of CBO reviews show that project interventions by SPO were instrumental in strengthening organizational capacity of POs at the community level.

CBOs/WOs have acquired skills in correspondence and data collection for area profile, and are now in a better position to correspond with partners and donors for joint projects and seeking funding. The project committee's role had been well defined. Team building, managerial skills and decision making has improved. Also, POs have become more sensitized regarding conflict resolution, and are practically utilizing conflict resolution techniques for resolving conflicts within organizations.

One of the effects observed in the field was the improved HRD level, and availability of trained staff and a variety of trainees in different areas of expertise, which are essential for the project's sustainability. Technical expertise has vastly increased at the local level, i.e. project manpower: teachers, PMC members, computer learners, health technicians and community health workers and vocational training instructors are good examples. Also, the project activities served to develop rural infrastructure in remote areas. Service delivery was ensured, especially through the health projects, the beneficiaries being women and children. Moreover, all the projects developed as per local community demand were/are need based.

BOX 8: EMPOWERING WOMEN THROUGH INCOME GENERATION OPPORTUNITIES

Hamida Baloch, aged 20 years, lives with her six sisters and mother in the village of Panjshambi at Malir near the mega city of Karachi. She matriculated from a school in the nearby village of Malir. Unfortunately her father died while she was still studying. After his death she could not continue her education because the family had no money.

One day her friend, Jamila, informed Hamida about the Ujala Tailoring and Garments Centre supported by SPO. She rushed to the centre where sewing machines were laid out and instructors were busy in training students. The learning environment at the Ujala Tailoring Centre attracted her. That very day she filled the admission form and started to attend the classes. She completed the three months cutting and tailoring course and also actively participated in the different activities of the women's organization, Ujala Aurat Tanzeem. She was provided Chhoti Funding for buying a sewing machine, and is now working in her home and stitching two suits of clothing per day. According to Hamida, she is happy because she can earn Rs.3500 to Rs.4000/ per month. Though she herself was not able to continue her studies she is glad that she can help her sisters, now studying in the private school near the village, to get educated.

BOX 9: MAXIMIZING AGRICULTURAL PRODUCTION: A SUCCESS STORY

Under this project, local farmers were provided training in using modern scientific methods of cultivation and how to make best use of their land. This was followed by a series of field visits. Because of the training local farmers adopted newly learned methods, such as reducing the quantity of seeds when planting, and how to prepare seeds before sowing. Consequently, the yield from maize and wheat crops increased up to 1850 kg and 1700 kg per acre respectively. Similarly, the onion crop yield reached 60 maunds per kanal (550 sq. yds.). As a result, the socio-economic condition of about 35% farmers improved considerably. These were farmers who adopted the new methods in agriculture.

In addition to training the local farmers, partner organisation distributed 16 plots of land for onion farming among potential farmers. The farmers were selected by partner CBOs after the trainings. The plots yielded good quality onions at 30 maunds per kanal, priced at Rs.15, 000/-. Because of the training by PO and subsequent field visits, the farmers now know what they must do for efficient pre and post harvest management of crops.

To demonstrate, PO first raised its own onion nursery and distributed the seedlings among potential farmers. The selected farmers then planted these on their own land. Since then, about 40% local farmers have adopted the new methods and are raising their own onion nurseries, instead of buying seedlings from outside, which used to cost more.

PO also developed linkages with the Agriculture Extension Department, local organizations and local farmers. PO facilitated the events, such as trainings, field days etc., with the technical support of the Agriculture Extension Department, Swat.

Tomatoes used to be one of the most successful cash crops of the area, but due to some disease it lost its productivity. PO, in collaboration with the Agriculture Extension Department (AED), initiated a tomato farmers' school in the area, wherein AED was responsible for the provision of logistic support, and the farmers for human and technical support. The farmers met at PO once a week and shared their knowledge with agriculture consultants, and learned about various aspects of tomato cultivation. The experience of sharing and learning resulted in the regeneration of tomato cultivation in the area, after a gap of 15 years. The farmers' school not only revived the cultivation of tomatoes but was also instrumental in developing sustainable linkages between the community and the Agriculture Extension Department. Based on this model, farmers' schools are also being launched for the cultivation of maize and other crops.

Strengthening Civil Society Networks



Civil Society Networks have always played a vital role towards promoting effective and sustainable participatory development and strengthening democratic governance by augmenting community voices for public policy making. Whether the issue is effective service delivery or ensuring basic human rights, these grass root institutions have always been active. Currently, there are 96 networks that are engaged in advocacy interventions in different areas, working for citizens' participation in governance and promoting the rights of the marginalized population.

It is important to recognize that advocacy by voluntary organizations in a society brings to light major gaps in the policy and implementation of government programmes, and highlights the inequality in conventional structures of governance.

These networks were supported, technically and financially to undertake advocacy campaign under their thematic focus at district level. The thematic focused networks have been advocating district specific issues and demanding policy level interventions for their solution. SPO has trained the networks in research, campaigning, advocacy and regarding their specific thematic focus to better conduct their campaigns.

BOX 10: HARD WORK PAYS OFF

Sabayoon Development Federation, in Pishin, Balochistan, is working as SPO's partner Civil Society Network in District Pishin since the last four years. The network comprises 20 community-based organizations (CBOs), and is working on the issue of the depletion of underground water in the district. The depletion is taking place because of the excessive use of water for agriculture.

Sabayoon Development Federation with rigorous social mobilization and mass awareness campaigns in the District has played a significant role in this campaign. The network has strategized its efforts at two levels: mass mobilization at village level, and frequent meetings with the District Government representatives and line departments.

Furthermore, it has built strong linkages with the International Union for the Conservation of Nature (IUCN). These efforts resulted in the signing of a memorandum of Understanding (MOU) with IUCN for a water recharge project in Balozi District, Pishin.

This is a huge project, technically supported by IUCN and financially assisted by the Royal Netherlands Embassy (RNE). It was inaugurated by the honorable Ambassador of RNE and the Governor of Balochistan. Secondly, the Network has successfully introduced the planting of pistachio and olive trees in the District, which consume less water as compared to the apple orchards that were traditionally grown in the district. Many farmers in Union Dilsoora and Lash have planted the pistachio and olive trees on their farms as a result of the efforts made by the Network.

Capacity Building of Networks

The networks were trained over the project period in various topics that were directly linked to their advocacy work.

Some 595 representatives of 45 CSNs participated in the trainings. The trainings enhanced their skills, understanding and capacity for addressing development and advocacy issues with special emphasis on issues of marginalized groups, i.e. women and children.

SPO's networks gradually increased their membership over time by up to 60% by including non-DPM members, and the need was felt to train additional members. A six- day training was designed to help the new members to acquire basic skills needed for organizational development and management, and rights based advocacy.

SPO helped CSNs in forging linkages with decision makers, mainly local government institutions, for the attainment of their particular development objectives. Similarly, various CSN members who had linkages with local governments were selected as members of various district committees set up by district governments.

During the National and Provincial Elections in February 2008, community activists in the SPO supported networks were active in mass mobilization, focusing on the participation of women and minorities in the electoral process. The networks were part of many mobilization campaigns and were active in the Free and Fair Elections Network (FAFEN) and Pakistan Coalition for Free and Democratic Elections (PACFREL). They participated in the long-term and short-term observation exercises, and advocated electoral reforms, an independent and fair Election Commission, democracy and good governance, peaceful elections and effective women's participation.

CSN Survey:

SPO is supporting 45 thematic focused networks across the country. These networks have received many inputs from SPO and other organizations. In order to assess the growth of CSNs, a Survey Study was conducted by SPO. The aim was to review and analyze progress, if any, as a consequence of the civil society network strengthening programme of SPO across the country. The major findings are provided below:-

- ♦ The majority of the CSNs faithfully followed their designed advocacy campaign plans to attain campaign objectives. This was

BOX 11: PEACE MOVEMENT BY PAKHTUNKHWA CSNS:

Throughout the project duration, the law and order situation in NWFP (now named Khyber-Pakhtunkhwa) remained volatile and the province witnessed a rise in militancy. In Swat, Mardan, Charsadda, Buner, Shangla, Peshawar, Banooon, Tank and Dir violence by militants became routine, in which schools and CD shops were burnt or blown-up by explosives.

The situation deteriorated to a level where even Police Stations were not spared. The situation became further exacerbated because of, initially, poorly planned counter militancy initiatives by the government. Swat and Shangla became a battleground for militant and security forces. Also, Dera Ismail Khan and Hango witnessed a wave of sectarian violence between rival Shia and Sunni groups. Violence was also unleashed on civil society organizations and the burning of NGO offices and vehicles, and attacks on staff members increased and became routine. Keeping in view the severity of the situation, all NWFP based CSNs formed ZWANDOON, a provincial level network. The network rose to the challenge and responded by launching a Peace Movement in the violence torn/affected areas of NWFP. The strategy adapted for this peace movement was developed keeping in view local cultural sensitivities and environment. The following activities were planned:

- ◆ Community meetings for males
- ◆ Community meetings for females
- ◆ Consultative meetings with religious scholars/khateeb
- ◆ Seminars
- ◆ Poetry Contests (Mushairas) with Peace as the major theme.
- ◆ Musical programmes
- ◆ Book Fairs
- ◆ Sports events and speech contests for youth
- ◆ Formation of Peace Committees

Initially the peace movement was launched in Swat and D.I. Khan. In Swat alone 20 community meetings were arranged in different areas, where religious scholars and female social workers conducted sessions with community males and females separately. The participation during these meetings was encouraging, as around 100 to 150 men and women participated in a single meeting. The main emphasis during these sessions was to promote peace and harmony among the various segments of society. In D.I. Khan, the focus of the peace movement was on sectarian violence, and meetings of religious scholars and community members were arranged in the five violence affected union councils of D.I. Khan. The focus was on awareness raising against sectarian violence and importance of peace and harmony among various segments of society.

In the light of the movement's success in Swat and D.I. Khan, the scope was extended to other violence affected areas of NWFP, and programmes for the promotion of peace and harmony were organized in Malakand, Nowshera, Buner, Dera Ismail Khan, Dir, Charsadda and Shangla. Throughout this peace movement, efforts were made to involve influential local stakeholders from among a wide range of concerned people, such as politicians, councilors, social workers, and religious leaders. Additionally, various tree plantation campaigns were organized during this campaign. In this Peace Movement, the role of the Women's Organizations of CSN Mardan was pivotal, as women in traditional societies in Pakistan are considered symbols of peace, and women's meetings at village level could not have been carried without the support of activists from the women's organizations.

BOX 12: MISSING FACILITIES IN SCHOOLS - PUNJAB

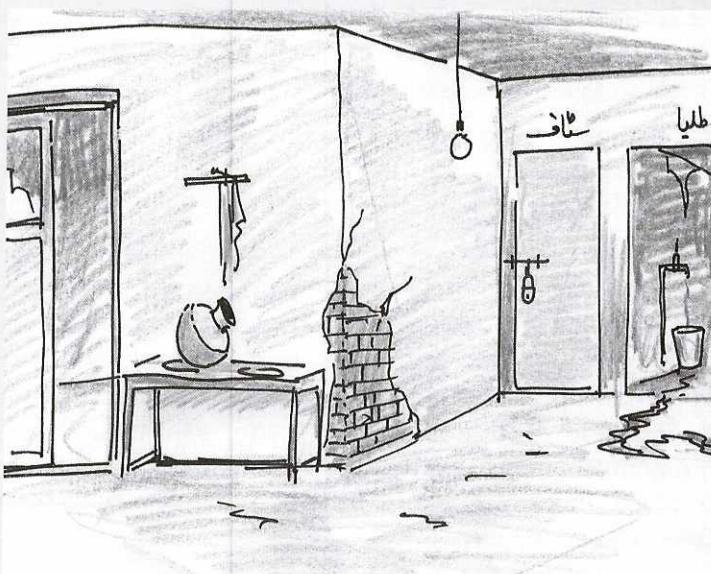
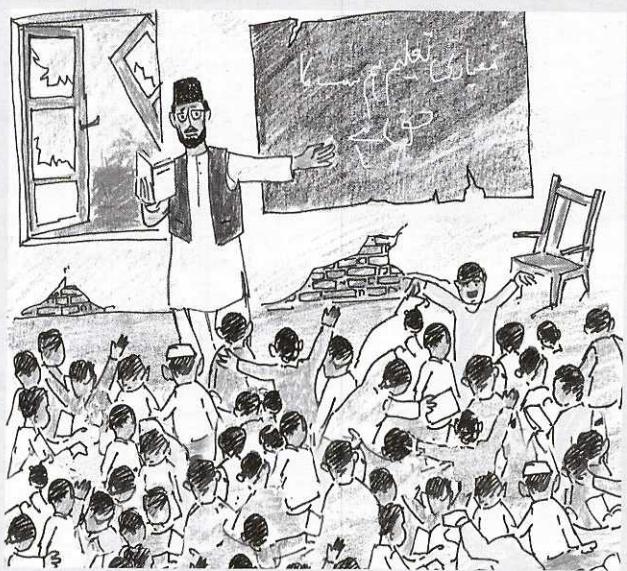
In the Multan region, particularly in D.G. Khan District, the CSN, Ghazi Development Network, conducted a study on the status of education, and the major findings pointed to missing facilities in school, which result in loss of interest by students and teachers and further deterioration of educational standards in primary schools.

To bring the findings to the attention of relevant decision makers and mobilize civil society stakeholders for building pressure on the issue, findings were disseminated through education conferences and seminars at the district level. The participants included local political leaders, district & tehsil Nazims, representatives from district education offices and other line department, prominent scholars, intellectuals, educationists, writers, poets, social workers and other concerned citizens.

In the conferences and seminars, stakeholders, such as representatives of District Education Departments, Provincial Governments and Donor Organizations were invited to provide the missing facilities identified in the study. This strategy worked well, as during the district level Education Conference on 25 October, 2008, the Chief Guest, Sardar Dost Muhammad Khosa, Ex-Chief Minister and sitting Minister for Local Government & Community Development, advised the district government D.G. Khan to attend to the problem of missing facilities in schools. For the same purpose, he also proposed the formation of a District Education Committee, which

included the CSN Coordinator, Syed Sajjad Hussain Naqvi as member. Similarly, Sardar Khosa, selected Syed Sajjad Husain Naqvi as the focal person for education related issues in PS-242, 243 and 244, and advised concerned officials of the education department to incorporate his recommendations in their development plans.

In the light of initiatives taken by CSN Ghazi Development Network, other players, such as CIDA and Provincial Government of Punjab also came into action and initiated projects for providing missing facilities in schools. It has been reported that CIDA and the Punjab Government under the Punjab Initiatives Fund initiated projects worth Rs.2,500,000/- and Rs.233,025/- respectively.





proved by the fact that multiple events, ranging from 4 to 60, including: seminars, walks, rallies, protest demonstrations and consultative meetings with stakeholders on a single issue, in which thousands of community members were sensitized, were organized by 70% CSNs.

- ◆ Analysis of initial and current themes taken up by CSNs reveals that almost all CSNs have changed or modified their themes according to local needs, which indicates that they have achieved a level of maturity in practicing participatory decision making and responding to local needs.
- ◆ Similarly, 70% CSNs, in addition to their main themes also carried out other initiatives/activities as per local needs on self help basis without any financial support from any donor. This indicates a greater ability in the CSNs to mobilize local resources.
- ◆ Throughout the country, the CSN members were invited by other civil society groups to participate in their events concerning the restoration of democracy in Pakistan. The Civil Society Networks are emerging as a positive and forward looking force with the capacity to represent the issues and concerns of the people, especially the most marginalized.
- ◆ About 70% of these networks are members of other provincial and national level networks, and are taking a lead in campaigns as a focal network within the district.
- ◆ The SPO trained networks are more organized, consistent in approach and focus, and better placed within the district to influence policy debates and processes.
- ◆ Members of some networks have been included in various local government committees due to the professional approach adopted by their leadership and the rapport developed over time with district governments.
- ◆ During the project period, the political situation in the country remained volatile and posed various challenges for the programme, resulting in delays in implementing program activities. But, at the same time, the volatile political situation also provided an ideal environment for learning for the POs and CSNs by placing them in a challenging position for applying their rights based learning skills practically in organizing various issue based advocacy campaigns.

BOX 13: TRIBAL FEUDS IN SINDH

SPO Sindh is supporting 10 different campaigns in Sindh, and almost all these campaigns are successful, but the achievements of some of these campaigns are exceptional. One such campaign is run by RDOCC, Ghotki, against tribal feuds. Tribal clashes in most of the northern districts of Sindh, such as Ghotki, Sukkur, Shikarpur, Jacobabad, and Kashmore, are on the rise. This has resulted in the killing of hundreds of mostly innocent people by rival groups/tribes. There was a dire need to educate the concerned communities about the hazards of tribal clashes, and someone had to take the first step.

Rural Development Organizations Coalition Council (RDOCC) Ghotki, which is a network of 49 local organizations, took the lead by chalking out an advocacy campaign against the ever rising menace of tribal feuds. The RDOCC collected data by interviewing the affected groups, police and media, and launched a series of activities to educate people and mobilize all stakeholders for eradication of this social menace. RDOCC conducted meetings with various stakeholders, arranged a 50 kilometer long Motor Cycle Rally in the affected area, initiated a dialogue in Sukkur city, and organized a three day long march from the Punjab border to Sukkur district, a distance of 60 kilometers. Participation by the public during these activities was very encouraging, as hundreds of people attended. Finally, lobbying meetings were conducted with concerned provincial officials.

Inspired by this advocacy campaign, other stakeholders also became active and replicated this advocacy model, which is evident from the fact that various political parties and civil society organizations also carried out similar activities. As a result, the provincial government gave its full attentions to this issue, and the Interior Minister conducted many meetings in the area. With the collective efforts of all stakeholders, 60 % conflicts were resolved through *jirgas* (meetings of community elders) during this time. Because of sensitization against the hazards of tribal conflicts and the highlighting of the large number of causalities, less women and children were killed in conflicts.

BOX 14: ADVOCACY CAMPAIGN IN DISTRICT GWADUR SUPPORTED BY SPO:

Tehsil Ormara is one of the four *tehsils* of District Gwadur. It is situated on the east of the district, which touches the border of District Lasbela. For capacity building for SPO's Good Governance Programme, the tehsil council and two union councils were selected. During the orientation meeting, councilors and representatives of the Fishermen's Anjuman (society) shared their problems, which were: pollution of the water; and the danger posed by the smuggling of diesel to fish in the sea.

The smugglers established many diesel pumps on the banks of the sea in Ormara and UC Hub. This is the same place that is used by the local fishermen for catching fish. Hundreds of ships from Karachi ply this area daily for the diesel. Due to the non-availability of GT they cannot dock, and have to anchor at a distance of about one km. away from the shore. Diesel is being transported from pumps to donkey carts to small boats and then to the ships. Since diesel is filled in cans, it leaks into the sea during the transportation, loading and unloading process. Consequently, the sea has become very polluted. According to many fishermen who were interviewed, they are now unable to earn what they need for food for their children, even after struggling the whole day to catch fish. Before the illegal diesel business began they were able to earn enough from fishing, and even put aside some savings.

The other problem is that after loading the diesel, on the way back to Karachi the sailors on board also indulge in fishing. They use wire nets, locally called *gujoo*, which drag along the ocean floor scooping up fish and other marine life indiscriminately. The local fishermen are unable to compete with "the big fish" of the fishing industry because their small boats cannot trawl in the deep sea. While, on the one hand, unbridled fishing by trawlers prevents the natural replenishing of fish stock in the sea; on the other, the increasing pollution causes the fish to migrate from the area.

Although, local government representatives and fisherman lodged complaints with the local administration, the latter has not done anything, mainly because of the absence of Coast Guards, the Pakistan Navy, and Fisheries Department. The UCs and Tehsil Nazims, councilors and representatives of local organizations participated in the first training of UC (Module-1). Participants took up this practical problem during the advocacy session group work. They worked on it practically during the interval before the second training began. They wrote to Fisheries officials, Coast Guard officers, Ministers, the Chief Minister and even the President of Pakistan for resolution of the problem.

On one occasion, their anger at the worsening environmental degradation by illegal trade and dwindling of their local livelihood source by "the big fish" of the fishing industry was shown when a group of protesters went to the ships with the intention of burning them! The local administration and fisheries officials averted an untoward situation by intervening and accepting their demands. After this, the transportation of diesel was stopped and ships went back to Karachi without diesel.



Reaching out to the Marginalized (2009-2013)

Preparing the ground for the new programme

In order to reach out to the marginalized sections of society, a baseline study was conducted by SPO. The process began with a review of the proposal and development of a data collection framework. The framework listed data collection indicators and methods against proposed Programme Impact and Outcomes thematically related to one of the four programme areas, viz. Democratic Governance, Social Justice, Peace and Social Harmony and Institutional Strengthening of SPO.

Summary of Key Findings:

The present chapter summarizes key findings of the baseline study bringing together the results of a literature review, two sample surveys and Focus Group Discussions. Subsequent chapters present detailed findings against proposed programme impact and outcomes.

- ◆ Pakistan is undergoing a major demographic transition with marginally declining fertility rates and lowering of dependency ratio. Pakistan's peak youth size is projected to be 21 per cent around 2015, after which it will start declining. Due to lack of prior planning, Pakistan has almost wasted the first 15 years of the opportunities offered by the changing demography.
- ◆ Baseline findings indicate that the youth are relatively more dissatisfied with district governments than the older age groups. The young tend to trust formal courts more than informal courts, and a larger percentage of them, compared to older age cohorts, think that laws in Pakistan discriminate against women.
- ◆ In addition to being hostage to militancy, the province of Khyber-Pukhtunkhwa is facing a critical economic situation as evidenced by the high unemployment rate, 29 per cent in rural areas and 13 per cent in urban areas. At 26.4 per cent, the province has the lowest labour force participation rate. Of those baseline survey respondents who fall below the lowest income category (up to Rs.3000), the highest percentage comes from Pukhtunkhwa.
- ◆ According to the baseline survey, 50 per cent respondents aged 18 and above, reported that they voted in the February 2008 general elections, a figure, which comes close to the officially reported national percentage of 46 per cent. A significantly smaller



number of women (41 per cent) as compared to men reported having voted.

- ◆ Baseline data reveals lower propensities among the younger age cohorts to vote. For example, only 36 per cent of those aged 19-24 years reported that they voted, compared to 55.1 per cent in the age group 25-29 years, and 72.7 per cent in the age group 30-34 years.
- ◆ Baseline findings reveal greater support among members of civil society for repealing discriminatory laws against minorities than of those laws that discriminate against women.
- ◆ Knowledge about specific laws, which discriminate against minorities, was found to be extremely wanting. Over 95 per cent of those who said laws discriminated against religious minorities could not name one such law. Approval rate for discriminatory attitude toward religious minorities was found to be highest in the Southern Punjab clusters.
- ◆ On the role of police vis-à-vis religious minorities, the most common observation in FGDs was that it was the poor non-Muslims who got mistreated and exploited. If a member of a minority community happened to be resourceful, they would get listened to and respected.
- ◆ Self-reported awareness about Fundamental Rights in the Constitution of Pakistan is slightly higher (31 per cent) than about UDHR (18 per cent). However, a very small percentage of respondents could name a specific right correctly. Significantly, higher percentage of Muslim respondents than non-Muslim ones said they were aware of Fundamental Rights in the Constitution.
- ◆ Satisfaction level regarding local public sector health facilities is lowest in Pukhtunkhwa followed by Balochistan, Sindh and Punjab.
- ◆ Satisfaction levels with government primary schools were found to be highest in Bhakkar (Punjab) and lowest in Balochistan and Pukhtunkhwa. Disparity between the numbers of middle schools for girls and boys as well as dysfunctional schools were identified as major problems in Sindh.
- ◆ Survey findings reveal public satisfaction with the performance of district governments to be the highest in Punjab and the lowest in Pukhtunkhwa.

- ◆ Disaster Risk Reduction Plans (DRRPs) or Disaster Management Plans (DMPs) are not in place at the district level, barring a few exceptions. Around 60 per cent partner organisations say there are no mechanisms available for community participation in disaster preparedness/management.
- ◆ Over 80 per cent respondents in the POs Survey said women were under-represented as elected members in community organizations. Interestingly, a greater percentage of CBOs (92.1 per cent) compared to women's organisations (75.7 per cent) said there were not enough women elected members. Lack of education, tribal and feudal systems, restrictions on female mobility, and sexual segregation were cited as reasons for the low participation of women.
- ◆ Around 54 per cent general respondents agreed that community organizations could successfully put pressure on the government to improve education and health facilities.
- ◆ A larger percentage of partner organizations (66 per cent) are aware of the concept of gender auditing, compared to those aware of environmental auditing. A greater percentages of old or existing partners are aware of the two concepts than are potential partners. A higher percentage of CBO respondents are aware of environmental auditing compared to those from women organizations, both old and new.
- ◆ Percentages of those reporting the level of sectarian harmony to be “poor” and “very poor” are four times higher among minority Shias, compared to corresponding figures for Sunni respondents.



Operationalization of the new programme

SPO's strategic planning, which was concluded in July 2008, proposed that interventions should be organized around three programme areas: democratic governance, social justice, peace and harmony. However, a tremendous amount of preparatory work was required to get the new programme off the ground, and it was not until Jan 2009 when the new programme was operationalized.

Preparation of Training Manual

New training material was prepared to support the training of SPO clients in human rights, democratic governance, violence against women and advocacy. Whereas existing training manuals on organizational management, gender and development, financial management, were refined to meet the needs of the new programme.

Preparation of Programme Manual

In order to implement the new programme in the field, a very comprehensive manual was prepared. The programme manual provides complete guidelines on carrying out activities under all programme areas. It also provides a programme management framework that identifies expected results and corresponding indicators together with a process for monitoring, receiving information and reporting. The staff members of SPO were also oriented in detail about the manual and its usage in a workshop, which was attended by 60 staff members.

Programme Support Formats

In order to support the execution of activities a resource pack consisting of different formats and templates was prepared. These provide guidelines for conducting training and recording activities in a systematic manner and for the standardization of activities across Pakistan.

In-House Capacity Building

Building the capacities of SPO staff for the new programme “Training of Trainers” were organized on human rights, democratic governance, monitoring and evaluation and reporting. These workshops were conducted with the help of external facilitators and were attended by all SPO programme staff members. The ToTs contributed to the learning process and helped to build a common understanding of interventions under the new strategy “Reaching Out to the Marginalized”.

Launch of the New Programme

Democratic Governance

Since its inception Pakistan has mostly been ruled by undemocratic forces. Therefore, its state structure lacks mechanisms that ensure the participation of the people in issues pertinent to governance. Absence of strong participatory mechanisms in the governance model has served to marginalize certain segments and communities in society. Following its vision of a democratic, socially just and tolerant society guided by participatory principles, SPO endeavors to address the issue of governance through its Democratic Governance programme



BOX 14: A SUCCESSFUL CAMPAIGN AGAINST SUGAR MILL OWNERS IN TANDO M. KHAN

Tando Mohammad Khan is a new district of Sindh established in June 2005. It comprises 3 Talukas and 6 Union Councils. A total of 3 sugar mills are working in the district; and another 2 mills in the surrounding districts. These mills crush 50 million maunds of sugarcane per year. Around 12000 people are employed in the mills, but only 23% of them are local people. People from other provinces are also working in these mills. The survey carried out by the Civil Society Network of the district, the Tando Mohammad Khan NGOs Network (TNN) concluded that agriculture is the main source of livelihood of the people in the district. The area is very good for sugarcane production, but the mill owners are not giving proper rates to the growers; and local people are ignored for employment in the mills. The mill owners do not use sugar mills fund for the welfare of the local people, and waste from the mills was being dumped in the residential areas. This was polluting the area and adversely affecting the health of local communities. It has also affected the health of their livestock.

After a huge mass and very successful mobilization campaign by growers, TNN & members of civil society, the following results were achieved:

1. Previous year the official rates for sugarcane was 61 rupees, but the growers were only getting 35-40 rupees; this year the producers have got 80-110 per mound
2. Producers were paid cash for the sugar cane at the time of crushing, while the remaining amount of last year was also reimbursed this year
3. As compensation for an accident in one sugar mill, Rs.6 lakhs per head was paid to the families of all six deceased persons
4. Mill managements were issued notices and told to install waste management plants by EPA (Environment Protection Agency)
5. 4 meetings were held of growers' organizations and mills management that resulted in a greater share in employment opportunities for local people compared to previous years.

Mobilization of Partner Organizations

In pursuit of its new agenda, SPO staff across Pakistan undertook review of partnership plans with existing POs. The new partnership was extended to 248 partner organizations based in 23 districts of Pakistan. These organizations were engaged in the human rights and democratic training programme, and 744 representatives from the partner organizations acquired knowledge about human rights standards, commissions and their relevance to democratic governance, collective management, elements of good governance and equitable and sustainable development.

In order to put the training into practice, 105 POs were provided financial and technical assistance to conduct awareness raising events in their respective communities. Grounded in issues that were highlighted in the human rights and democratic governance training, the POs conducted a variety of advocacy events, which provided forums for discussion and reflection on violations of human rights and good governance. These events were attended by over 50,000 people, including women, youth, minority groups and media personnel

Mobilization of Political Parties

SPO's commitment to undertake the capacity building of mainstream political party workers on human rights and democratic governance began to be translated into well designed training programmes. The process began by identifying, orienting and signing partnership plans with the political workers in 16 districts of the country. Capacity building of 160 political workers was carried out by the means of training. Through training and mentoring political workers are learning to articulate strong advocacy messages, and are developing planning skills and building strong constituent relationships

BOX 15: HALA NETWORK

Hala network is running a successful campaign to open closed schools and 70 out of approximately 248 schools have been opened. Network has used very innovative and proactive approaches, like sending SMS to key stakeholders from different parts of the country who have links with any member of the network, hunger strike, rallies, walk etc.

Multi-party Cooperation for Development

One of the essential features of the engagement with political party workers programme is the formation of “District Steering Committees”. The purpose behind these committees is to achieve multi-party coordination in order to solve the problems of social and economic development at district level. During the reporting period, 16 district steering committees were formed.

In order to further facilitate these committees to propagate and take positions on development issues, technical assistance and professional advice was extended to organize round table discussions on primary health care, education, clean drinking water, environmental issues, sanitation and governance. Women, youth and minority groups were especially invited by the Steering Committees to take part in the round table discussions. The Steering Committees are providing a platform for diverse political parties to jointly address development issues in their area. This new initiative is already beginning to show results on the ground.

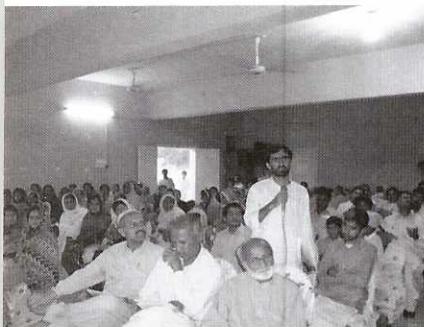
Social Justice

A complex interplay of several political and institutional forces, cultural and socio-economic factors play a role in the level of social justice in society. Hence, to achieve social justice it is imperative to remove the hindrances that create problems and subject people to injustices. True to its mission of establishing a socially just society, SPO has initiated a Social Justice Programme. The programme intends to establish and strengthen community-rooted mechanisms in order to secure the well being of people, irrespective of caste, creed, ethnicity or sex, by improving their quality of life. The aim of the programme is to support mechanisms, largely in the public sector



BOX 16: ADVOCACY CAMPAIGN ON WASTAGE FROM SUGAR MILLS

Thatta district CSN has developed an advocacy campaign on wastage from sugar mills and its effect on agriculture and people; studies have shown that incidences of hepatitis are on the rise because of consumption of vegetables from these areas. Different coordination meetings were organized involving trade unions, teachers, farmers, press club representatives, doctors and political workers to have joint and coordinated efforts to address this issue. Different cultural events, dialogues, lectures have also been organized to highlight the need of social harmony and peace in the society..



and those devised by civil society in the areas of basic education, primary healthcare, livelihood support to women, and relief and rehabilitation after natural disasters in areas where SPO works. During the recent reporting period, spadework for the activities and initiatives under the Social Justice Programme were completed.

Peace and Social Harmony

Pakistan is a culturally, racially, linguistically and religiously heterogeneous and diverse country. For a prosperous and peaceful society it is indispensable to promote tolerance and harmony between cultures and denominations that compose the variegated cultural tapestry of Pakistan. Realizing the importance of social harmony in a multi-cultural society, SPO has embarked upon the programme of "Peace and Social Harmony".

The Peace and Social Harmony Programme encourages civil society networks, faith-based organizations and groups, representing a wide range of stakeholders, to jointly participate in decision-making processes for the protection of basic rights, irrespective of religious, language, ethnicity and class differences. The programme is based on building social harmony among diverse groups to share and understand each other's point of view and respect differences. Major challenges include rising sectarian conflicts and inter-provincial differences. 'Politics of Consent' will be encouraged resulting in informed, thoroughly debated, and positive public and policy messages for awareness raising and advocacy.

BOX 17:

The Cabinet has postponed the implementation of the National Education Policy and has asked the Ministry of Education (MoE) to consult the provincial Chief Ministers and review the Policy to make it more result oriented, targeted, time bound and with concrete policy actions. Taking the opportunity, the SPO Hyderabad office organised a consultation to review the policy by a civil society perspective and recommend practical policy points to the district governments that can be forwarded to the provincial ministry when the policy is reviewed at Sindh level. The policy was translated in Sindhi language so that the participants can understand the documents and suggest practical areas. The consultative process also included the district government. The consultative process enabled the participants to get acquainted and related with the Policy for the first time in history as the document was for the first time translated and shared in Sindhi.

In order to increase participation of civil society networks in policy development and proposing alternative solutions to problems, 29 CSNs were supported to expand their memberships and collaborate with other civil society groups. In addition, 87 campaigns were implemented with an aim to bring social harmony among diversified groups and promoting peace in society. At policy level too, SPO remained active, conducting discussions and reviews of the draft National Education Policy.

During the reporting period, in 29 districts local civil society networks are being supported financially and technically to mobilise and expand the outreach of their networks through establishing linkages with other representatives of civil society groups. The networks have organized various events on the theme of peace and social harmony, engaging almost all segments of society with a special focus on women, youth and minorities. These events have sensitized more than 5000 community members in the target districts. A large number of youth and members from the minority group took keen interest in the events. A salient feature of the activities under the social peace and harmony programme was support for 87 cultural programmes and peace initiatives through CSNs in the militancy hit areas of Pukhtunkhwa. The CSNs organized lectures, dialogues, seminars and walks to disseminate the message of peace.

BOX 18:

Another similar policy review was undertaken by SPO Multan on the draft Education Policy. The recommendations drafted have been shared with the provincial government via the EDO-Education, Multan, and district Nazim. The major recommendations include increasing the education budget allocation to atleast 5% of the Gross Domestic Product (GDP). The issue surrounding language, learning and comprehension, uniformity of the education system and teachers training were a few areas that were discussed at length and made part of the recommendations that were shared with the provincial government.

SPO's Special Projects



Humanitarian Response

Since its inception SPO has focused on special projects to address issues that lie outside the purview of its core programme. These projects fulfill a specific need and allow SPO to focus on key areas, such as basic education, primary health care, community infrastructure, livelihood improvement and strengthening democracy etc. SPO's responsiveness also goes beyond its regular programme. For example, it has established a humanitarian response component under the special project section. Through this component it deals with disaster and emergency situations. Many of SPO's special and humanitarian projects in rural areas have targeted some of the most marginalized segments of the population.

Project Portfolio Performance (2008-2009)

During the reporting period under review, SPO managed 38 projects for a total of Rs.262.5 million. As of 30th June 2009, the total project folio consisted of 160 projects. During the reporting period 20 projects were completed, 18 were ongoing and 4 projects were in the pipeline. The disbursement performance also improved as compared to previous years.

Impact of Projects

Against SPO project performance criteria, 95 % of the projects rated satisfactory. These projects not only met their objectives but also reached or surpassed their physical targets and demonstrated improvement in the livelihood status of the people. The performance of SPO on issues of disaster and relief has never been as strong as it is today. Never before has the issue of terrorism, which is causing displacement of populations, food insecurity and loss of livelihoods, occupied centre stage in international policies. Equally, never before has SPO been in such demand for participating in forums at the highest level on these issues. This recognition is grounded in the excellent performance of SPO's humanitarian response projects.

Almost all projects showed strong impact on the development of social capital. Most of the projects succeeded in establishing, strengthening and consolidating organizations of the rural poor and their networks, while at the same time building their capacities to undertake their own development initiatives. Special projects have facilitated the poor to obtain access to health, water supply and basic

education.

The post earthquake reconstruction projects in AJK and Northern Areas have provided essential training to beneficiaries in key economic areas, such as livestock management, agricultural development, small community businesses and skills needed in a market based economy.

Short Term Projects Detail (2008-09)

S #	Donor	Regions	Commencement Date	Amount (PKR)	Status	Sector
1	Balochistan Education Fund	Quetta	Oct-13-2006	PKR 9,031,115	Completed	Education
2	SMEDA	Hyderabad	Jul-07	2,536,000	Completed	Capacity Building
3	Balochistan Education Fund	Quetta	Oct-13-2007	PKR 11,087,214	Ongoing	Education
4	Concern for Children	Muzzafarabad	1-Jul-08	PKR 3,743,600	Ongoing	Relief
5	Royal Netherland Embassy	NC, Kech, Quetta	July-01-2007	1,538,460	Completed	Relief
6	Intercooperation Pakistan-Livelihood Programme	DI Khan	Apr-01-2008	1,158,133	Completed	livelihood
7	Intercooperation Pakistan-Livelihood Programme	DI Khan	Jan-01-2008	588,590	Completed	livelihood
8	Action Aid	National Center	May-09-2008	1,263,500	Completed	livelihood
9	United Nations Children Fund's	Hyderabad	May-01-2008	4,112,500	Completed	Education
10	OXFAM	Muzzafarabad	Apr-01-2008	69,682,070	Ongoing	Relief
11	International Catholic Migration Commission	Muzzafarabad	Apr-01-2008	33,345,900	Ongoing	Relief
12	Pakistan Poverty Alevation Fund	Hyderabad	Jan-01-2008	2,060,600	Completed	Infrastructure
13	Plan Pakistan	Multan	July-21-2008	2,415,325	Ongoing	Capacity Building
14	TAF	Multan	August-01-2008	2,097,500	Completed	Rights
15	TAF	Multan, Kech	August-01-2009	3,452,000	Completed	Rights
16	United Nations Children Fund's	Hyderabad	Sep-01-2008	2,942,491	Completed	Education
17	Kech Govt	Kech	Jul-01-2008	448,000	Completed	Capacity Building
18	Kech Govt	Kech	Oct-01-2008	735,400	Ongoing	Capacity Building
19	ABT's Inc.	Peshawar	Nov-01-2008	7,069,946	Ongoing	Health
20	ABT's Inc.	Kech	Nov-01-2008	6,423,096	Ongoing	Health
21	Pakistan Poverty Alevation Fund	Hyderabad	Aug-01-2008	405,000	Completed	Capacity Building
22	Pakistan Poverty Alevation Fund	Hyderabad	Aug-01-2008	770,300	Completed	Infrastructure
23	Church World Services	Quetta	Oct-30-2008	160,000	Completed	Relief
24	Church World Services	Multan	Nov-15-2008	1,972,000	Completed	Relief
25	United Nations Development Program	Kech	20-Feb-09	3,609,696	Ongoing	Relief
26	Pakistan Poverty Alevation Fund	HYD	Nov-08	7,000,000	Ongoing	Infrastructure
27	United Nation's Education Chilren Fund	Hyderabad	15-Feb-09	8,031,300	Ongoing	Education
28	Oxfam "We Can"	National Center	May-01-2009	16,453,247	Ongoing	Rights
29	Intercooperation Pakistan-Livelihood Programme	DI Khan	1-Jan-09	1,895,010	Ongoing	livelihood
30	Asian South Pacific Bureau of Adult Education	National Center	Nov-15-2009	617,780	Completed	Capacity Building
31	Asian South Pacific Bureau of Adult Education	National Center	Jan-01-2008	842,000	Completed	Education
32	Asian South Pacific Bureau of Adult Education	National Center	Jan-01-2009	872,000	Ongoing	Education
33	Trust of Democratic Education & Accountability	Kech	May-01-2009	238,405	Completed	Rights
34	Oxfam-Novib	Distt Mardan	May-20-2009	40,075,350	Ongoing	Relief
35	ENI Pakistan	Hyderabad , Karachi	Apr-22-2009	1,900,000	Completed	Support
36	OXFAM	Bagh, Azad Kashmir	Jun-15-2009	3,748,767	Ongoing	Health
37	Care International Pakistan	Peshawar	Jun-10-2009	3,035,888	Ongoing	Relief
38	Balochistan Education Fund	Quetta	Apr-01-2009	5,190,604	Ongoing	Education

Total Amount:

PKR 262,528,787

Internally Displaced Persons (IDPs)



The militancy and military operation against the Taliban in different regions of Malakand division in Khyber Pakhtunkhwa produced the largest internal migration in the history of Pakistan. Within a short time it caused the displacement of about four million people from their homes. As a result, Internally Displaced Persons (IDPs) were forced to settle in formal camps or with host communities across Pakistan, especially in the districts of Mardan, Nowshera and Swabi.

The overall result of mass displacement in a short time assumed the shape of a humanitarian crisis. IDPs experienced poor sanitation, shortage of safe drinking water, lack of privacy and essential medicines. Also, the cultural norms concerning women that IDPs practice created unforeseen barriers and further limited the access of women to health care and other facilities, generating psychological problems.

Realizing the seriousness of the situation, SPO is providing relief and assistance to the families who have been rendered insecure by the conflict.

SPO launched an assistance programme in Mardan District with the help of several humanitarian agencies, including Oxfam Novib and Care International.

No. of direct beneficiaries	Relief type	Area
2200	Winterization kits	DI Khan
3450	NFIs and hygiene kits	Mardan
3080	Cash grants	Swabi, Nowshera, Buner, Dir, Mardan



In response to the serious psychological disturbance caused by uprooting women and children from their surroundings, SPO established sixty friendly spaces through its own resources and with the help of funding from other donors. In these spaces SPO arranged puppet shows, theatre performances and psychotherapy session with women and children who had been traumatized by the violence and dislocation that they suffered because of the militancy and the army action. The sessions were designed to promote psychological rehabilitation of the traumatized children.

Since May 2008, SPO has been implementing the project titled Earthquake Reconstruction Program, a joint venture of SPO, Oxfam GB and the Canadian International Development Agency (CIDA) in districts Muzaffarabad, Bagh and Neelum. The program focuses on health, education, livelihood, disaster risk reduction, in all of which gender is a cross cutting theme. The deprived and underprivileged have been targeted with a view to address significant social issues like Violence against Women (VAW).

In District Muzaffarabad, SPO is working with Extremely Vulnerable Individuals (EVI) and Extremely Vulnerable Families (EVF) to improve their livelihood and that of the larger communities. The project is based on advocacy of the Rights of EVIs/EVFs and marginalized groups. This project is supported by the International Catholic Migration Committee (ICMC).

SPO continues its interventions in district Muzaffarabad, Neelum and Bagh through its earthquake rehabilitation projects. The stipulated time for the projects to reach completion is December 2010.

Programme in Support of the National Election Process

1. Expanding the participation of women voters through dialogue with Election Commission of Pakistan (ECP)

SPO conducted three national level meetings with the ECP. A group comprising FAFEN network members of Islamabad, the members of the Insani Huqooq Ittehad and the Women Councilors Network staged a peaceful demonstration in front of the Election Commission office in Islamabad in November 2007. The demonstration was followed by a meeting the very next day of some civil society representatives, including the Secretary of

FAFEN, the Insani Haqooq Itehad (IHI) Coordinator, SPO, and a few other members, with the Chief Election Commissioner.

Another meeting was held with the Secretary, Election Commission, a few days before the 18 February elections. The delegation comprising DRL-II partners informed him about the work that has been done from the FAFEN platform. The material produced during the campaigns was presented to him. The delegates advocated certain key issues that had come to their notice from the field that posed a threat to the participation of women in the elections.

SPO worked on voter mobilization with a focus on women voters in eight districts Layyah, Bhakkar, Mianwali and Rahim Yar Khan in Punjab; and Kech, Awaran, Panjgur and Gwadar in Balochistan.

Under this activity, 15 district level multi stakeholder dialogues in each district were conducted. The dialogues were attended by media persons, lawyers, teachers (male and female), traders and trade union representatives, women working in the health department, community leaders, youth groups, religious leaders, minorities and civil society organizations.

Through these dialogues the teams tried to mobilize the general public to use their right to vote and make a free and fair decision that can lead to better governance in the country. Altogether 120 dialogues were conducted in 8 districts. All dialogues emphasized the need for the participation of women citizens in the electoral process. A total of 2932 people participated in these dialogues, i.e. 2247 males and 685 females.

2. Conducting multi-stakeholder dialogues at the provincial and national levels

One Provincial Dialogue was organized in Lahore. A panel discussion set the direction for the dialogue. Representatives of civil society organizations from 20 districts of Punjab participated in the dialogue. The participants raised the issue that women's participation in the political process should not be only symbolic, but they should participate in the actual political process and be able to perform their role effectively in the whole process, from elections to decision making, at every level. Some 95 men and 49 women participated in this discussion.

3. Voter Education Activities

By the means of rallies and walks large numbers of people were informed and mobilized. Religious programmes were also conducted, such as Milad and Christmas celebrations. Women were also included by these activities, and the male community was mobilized to ensure female participation. In four districts, 96 large scale events were organized in which 18,592 males and females participated.

4. Meet the Candidate Forum

This was a very important, challenging and interesting activity that SPO organized in every National Assembly constituency in the four target districts of Layyah, Mianwali, Bhakkar and Rahim Yar Khan. People wanted to meet their candidates and were keen to ask questions about their party manifestoes and programmes.

BOX 19: EDUCATION LEADING TO WOMEN EMPOWERMENT

Shaheen was one of those women who stayed home and looked after her 10 year old daughter and 7 year old son. She never realized that women had an identity and could have the courage to make their voice heard. She was never part of the decision making process, like some other women of the village Danna. Women like her were never given a chance to represent on any forum.

Then Strengthening Participatory Organisation (SPO) started its interventions in District Muzaffarabad. Village Danna was one of the areas of project activities. The social organizers conducted first contact meetings with the Danna community and formed a Community Organisation (CO). Women representation was equally important than men at CO level. Shaheen had been part of initial meetings so she was nominated by the community and got elected as senior vice president of Anjuman-e-Falah-o-Behbood. She was encouraged by everyone, including her spouse, because she had completed Matriculation. This was one of the most significant changes in Shaheen's and other women's life.

SPO has conducted various sessions on EVI/EVF rights, roles and responsibilities of local government and duty bearers, whereas, union council level workshop on EVI/EVF rights and linkages development have also been conducted. Now Shaheen takes part in various awareness sessions, trainings and activities held in the village level. Shaheen manages her kids and household well. Shaheen thinks that if she had studied more, a lot could have been done by her for the community and the family. Her husband is supportive and now both were thinking of starting some small time business such as livestock rearing to further ameliorate financial condition of the house.

The change had impact on Shaheen's life and on other women of the community. She had become an inspiration for them. Israel said, "Women want to study, because they think a lot could be done by them". Shaheen and other women of the community now have perspective of their life. Women issues could be addressed by women representatives.

BOX 20: MIGRATION OPENS NEW DOORS

My name is Said Wali Khan. I hail from the village Apral Khail, Tehsil Sararogha, District South Waziristan Agency (SWA). I did my Masters in Political Science in 1998. I retired from the Frontier Constabulary (FC) Balochistan in 2000. After retirement I invested my entire accumulated pension amounting to Rs.450,000 to purchase 28 kanals of land in Dera Ismail Khan, while I spent Rs.5000 on the printing of a book, titled "Mehsood Tribes," which I wrote in 2000. Currently my pension is Rs.5000, while my father, who has also retired from service, gets Rs.2000 per month. After retirement I started working on our land.

In SWA I have my own house (consisting of 8 rooms built on 2 kanals of land), one acre of cultivated land, and approximately one KM square feet of forest with natural springs. I also own two cows, one camel and one goat as livestock assets. My family consists of my mother, father, wife, three daughters and seven sons. Almighty Allah has gifted me with twin sons on two occasions! My elder son, 17 years old, is an epileptic.

We were very happy and contented in our own place, enjoying life with all its blessings. But suddenly, one day military persons informed us that we should leave this area within the next six hours. The time was very short and we could not hire a vehicle to shift our family to some other place, so my father decided to leave all our livestock, land and sweet home in the night, carrying only some clothes and food for the children. We started our journey on foot, and traveled 20 KM in two days under heavy bombardment and shelling, finally reaching the town of Mir Ali. But next day, we were again informed that this area too was not safe, so we hired a private vehicle and reached D.I. Khan, because here we had some relatives, and also because the IDP registration camp was located here. We rented a house in village Marra of Tehsil Parova at Rs.3000 per month. The electricity bill and other utility expenses are not included in this.

It was winter and extremely cold. The weather was very harsh for us because we did not have any blankets, and our children and parents fell ill. Water was in short supply and we could not bathe regularly. Consequently, most of our family members contracted skin diseases, and the children were badly affected by pneumonia and upper respiratory tract infections. Most of our pension money went into purchasing medicines. But then we received a Non Food Items package from SPO, which consisted of quilts, foam mattress, and blankets that were of very good quality material. Basically, the kit was for seven persons, but it was enough for the whole family. This was a great blessing for us, because we did not have these things in our rented home. Our family is very happy with the kit. Our children and old parents are now protected from the harsh weather and are not falling sick.

I have sold the 28 kanal uncultivated land in D.I. Khan and purchased 9 kanals in village Marra near the main road. I am working as an agricultural labourer, and all my family members are helping me with this work. We have earned 400 kilograms of wheat as payment for harvesting the crop on lands owned by others. I now plan to send my children to school, so that they can continue their education and become responsible citizens of the state.

BOX 21: WEALTH CAN BE LOST BUT EDUCATION CANNOT

My name is Rehmanullah, and my father's name is Kalam Khan. We belong to village Shaal Mazai, Tehsil Sararogha, District South Waziristan Agency. The Pakistan army launched an operation in October 2009 in SWA. Our family was very worried and wondered what would happen to the people. Suddenly, one night some persons dropped a letter at our home that said we should leave our village as soon as possible. It was like the Day of Judgment for us! We could not take anything from our house. Our books, furniture, livestock, home, beautiful land and livelihood - all were lost. We only managed to save some necessary documents, and took some clothes, plates and one stove, our savings in cash amounting to Rs.15000, and some food for the way, and started our journey on foot.

We traveled more than 25 kilometers with small children over the mountainous area under heavy bombardment and shelling. My father was in Karachi, and so was not with us. The next day we reached Mir Ali, but the police there asked us to leave the place as it was not safe, so we traveled on to village Marra, Tehsil Parova in Dera Ismail Khan. There we contacted my father, who joined us here. We registered ourselves with army officials as an IDP family, and were given some food items and an ATM card that allowed us to obtain Rs.5000 monthly for meeting the basic needs of the family.

During our migration, the children faced a lot of problems: they caught chest infections, skin diseases, colds and cough. The winter season was at its peak and we did not have any warm clothes or blankets. Fortunately, SPO gave us a non-food items package in which there were seven quilts, seven mattresses, woolen shawls for the women, socks, and warm clothes - all things we needed urgently. The children and other family members are now thankfully protected from cold and exposure to chills, fever and illnesses.

We are living as a joint family. One of my brothers is married and has three children, all below 7 years of age. We are three brothers and four sisters. My father, although he is 55 years old, is quite healthy, and my mother is about 50. Because my father has been working in Karachi for the last 25 years as a domestic worker, he well understands the importance of education. He wanted us to be educated, though he constantly faced pressure from our other relatives, who questioned the value of education and told him to send his children to the local *madressa* instead of school, and then send them to work in Karachi. But my father was determined to educate us, no matter what the cost. So we all went to school.

Our elder brother is now in the army, and I am working as a teacher in a private school. All our children are enrolled in schools in this area. My father is still working in Karachi and sends Rs.5000 per month, my brother contributes Rs.12000, and I am earning Rs.3500. It is only because we have this great asset of education that we are hopeful about the future. Although we have lost our home and other possessions in this war, we are hopeful that we will be able to get it all back again because we have the gift of education.

Institutional Development of SPO (June 2008-July 2009)

Strong Institutions Build Strong Communities

During the closing phase SPO received two certifications. In one case SPO was assessed on the Institutional Management Indicators of USAID under its Certification Program undertaken by NGORC/AKF. The Third Party Validation undertaken by AKF has certified SPO under the Institutional Management Capacity Program (IMCP). In the second case, the Pakistan Centre for Philanthropy certification was concluded during the current reporting period.

As a national level organization SPO has built its capacities to become a leading organization in advocating policy level issues. Through direct advocacy SPO has been able to gain some successes as mentioned below:

In 2007, the Ministry of Social Welfare and Special Education, with input from the Charities Commission of England and Wales, developed a Code of Conduct (CoC) for NGOs. The code aimed at regulating civil society organisations. SPO National Centre took the lead in initiating discussion around the code and its implications. NC also provided guidance to the regional offices in developing their opinion on the issue. SPO in several meetings represented the civil society perspective to brief CIDA-PSU, DFID and the British High Commission, and government officials on the issue. SPO also involved Pakistan NGO Forum (PNF) and other allied units of PNF. SPO reiterated that a voluntary Code of Conduct developed by the PNF was already in place, and copies of this had been made available to the government on many occasions in the past to highlight the issue. The campaign initiated by SPO ultimately compelled the Ministry to withdraw their decision to implement the Government's code.

During the same period, the Hisba Bill was again under discussion, and the NWFP (now Pukhtunkhwa) government was strongly in favour of approving the bill. The bill was very discriminatory towards women. SPO organized various events and dialogues to build pressure against the proposed arbitrary legislation and raised the issue at various levels. SPO continually protested in front of the Supreme Court where the fate of the Bill was to be decided. The civil society pressure built up outside the court and across the country was so acute that the proposed bill was dropped.



SPO played the role of an active advocate at the federal and provincial levels for electoral reform when the elections were approaching. It participated in protests that were staged outside the Election Commission office in Islamabad. The major demands during the protests were: establishment of an independent and fair election commission, inclusion of missing voters in the electoral lists, action against the ban on women in parts of Pukhtunkhwa and some other areas for participating in the elections, pursuance of the code of conduct by candidates and political parties, and some other demands. SPO successfully influenced the development process by engaging at different decision making forums, such as the NEF, IUCN, PNF, IHI, NDMA, APHR, PCE, and SINDH-NET.

SPO serves on the Board of Directors of the National Education Foundation (NEF). NEF's programmes and interventions have promoted and addressed critical educational development issues, including gender equality, improvement in literacy standards, community participation and empowerment. SPO's presence at the decision making level is expected to accelerate interventions that respond to the education and development challenges of deprived semi-urban and far flung rural areas.

SPO remained on the Executive Committee of the Pakistan National Commission of the IUCN World Conservation Union. It has contributed nationally and internationally to sustainable development on ecological issues, which the Union looks at.

SPO has been housing the national secretariat of the Pakistan NGO Forum (PNF). From this platform several initiatives were taken to safeguard the development interests of the civil society organisations of Pakistan. SPO is still part of PNF and its provincial coalescing units.

There is expressed support for SPO's capacity building strategies and the role SPO can play in community mobilisation for the reconstruction of houses in the earthquake affected areas. Our experience and reputation as a national level organization has made us part of the "Project Steering Committee" of the National Disaster Management Authority. SPO is the only national NGO that is part of this body. Under the ambit of the NDMA, SPO will assist and advise the authority in all aspects of disaster risk management, starting from mapping to actual implementation of relief and rehabilitation. The government and the UN have shown interest in SPO as a vehicle for meeting their objectives regarding capacity building in the

earthquake affected areas. SPO was selected as a trainer by ERRA to train 650 social mobilisers that have been working for village reconstruction in the earthquake affected areas.

SPO houses the secretariat of the Alliance for the Protection of Human Rights (APHR) in Peshawar. This network is an outcome of the movement initiated to organize resistance against the Hisba Bill introduced by the MMA government in Pukhtunkhwa. The network comprises: Aurat Foundation, SPO, Human Rights Commission of Pakistan (HRCP), Human Resource Management and Development Center (HRMDC), Khwendo Kor, Sungi Development Foundation, Alnoor Foundation and Shirkat Gah. The objective of the network is to raise a voice against violations of human rights, highlight the social and economic imbalances and injustices in society, and to strengthen the movement against social injustice.

SPO National Centre, Islamabad, houses the National Secretariat of the Pakistan Coalition for Education (PCE), a network of diverse civil society organizations and individuals, committed to quality education for all. The major area of PCE's work includes: awareness raising at community level, research based policy advocacy, and capacity building of members/partners. PCE has conducted two research studies: 1) Education Devolution - Myths and Realities in Pakistan; and 2) Financing of Education in Pakistan. These studies are in their final stages and are expected to help the coalition to raise the demand for the effective implementation of the local government ordinance; and for establishing an independent monitoring system at the national and regional levels in order to keep track of progress made towards meeting EFA goals. PCE's main focus is on financing and governance of Education in Pakistan. It engages with legislatures, government officials, teachers, media and other stakeholders for policy advocacy on key issues of education for pro-people and pro-poor policies and planning. It has published two position papers: 1) Standardization of Education; and 2) Privatization of Education in Pakistan. PCE, through consultative meetings and roundtable discussions with stakeholders and policy makers has developed recommendations on the Draft Education Policy, which were shared with parliamentarians and other relevant officials.

SPO is an active member of Gender Voices a Pukhtunkhwa based network that aims at developing appropriate strategies and approaches through information sharing and exchange of experiences for GAD. The network has been successful in expanding

its membership from four to ten provincial level organizations. SPO, as an active member of the network, has built the capacities of the members of the network as well as other small organizations of the province.

In Sindh, SPO is part of the Support Institutions Network for Development (SIND). This network advocates development issues at the provincial level, and supports the POs of member organizations of the networks by offering training, technical assistance and experience sharing.

SPO has organized more than 30 dialogues and events around different development issues during the project period. These events have helped to build the image of SPO as a national advocacy and support organization. The events have highlighted important issues and have been instrumental in initiating debate on issues of concern.

Local Government Elections & General Elections

During the 2005-2006 Local Government Elections (LGE), CSNs supported by the programme took active part by creating awareness regarding the process of elections, procedure for casting votes, and importance of participating in the electoral process, particularly of women. In each district meetings with political parties were facilitated for selection of potential candidates from the member organizations in different networks. CSNs were also involved in monitoring the whole electoral process in their respective areas.

In the first phase of the local government elections, 781 members of SPO partner organizations contested the elections, out of which 536 were elected from all over the country. In the second round, another 700 members of partner organizations contested on different seats, and 400 were elected. This data was validated during monitoring

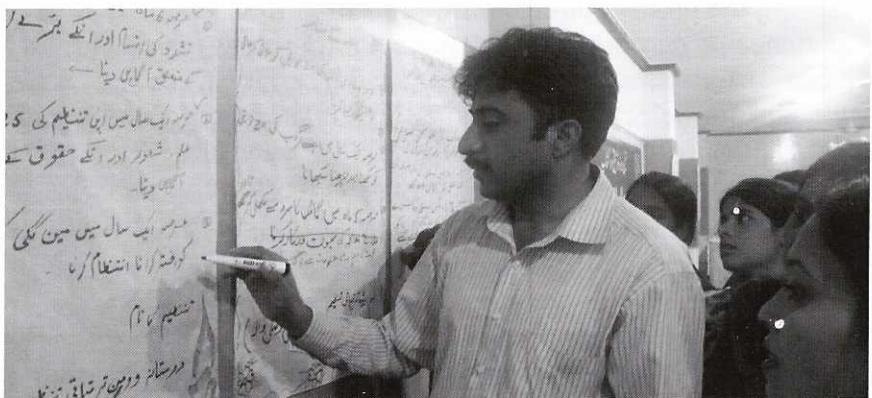
visits in 35 districts by SPO and its partner network. It was observed that a large number of activists participated in the process through campaigning, canvassing, and placed the development agenda in the forefront. The members who have been elected from partner organizations have an enormous potential to play an effective role for political empowerment, as they are aware of people's issues and have the skills to access institutional mechanisms and influence policy.

Similarly, during the National and Provincial Elections in February 2008, community activists in the SPO supported networks were

active in mass mobilization, with a focus on the participation of women and minorities in the electoral process. The networks were part of many mobilization campaigns, and were active in the Free and Fair Elections Network (FAFEN) and Pakistan Coalition for Free and Democratic Elections (PACFREL). They remained part of the domestic long term and short term observation exercises. These networks advocated electoral reforms, an independent and fair Election Commission, democracy and good governance, peaceful elections and enhanced women's participation.

South Punjab NGOs Forum

SPO Multan houses the secretariat of the South Punjab NGOs Forum (SPNF), which represents 450 civil society organizations, and is working on ending violence against women in 13 districts of South Punjab. SPNF trains partner organizations in gender equality and sensitization of communities for combating violence against women. The forum has been very active in documenting cases of violence and pursuing them at community level. They have also taken action to provide legal aid to women victims and have helped resolve hundreds of cases of violence against women from South Punjab.



Institutional Progress under the New Phase (2009-2012)

SPO's new programme phase evolved new structures and roles and built new capacities. With the operationalization of the new plan, "Reaching out to the Marginalized," major improvements were made in the system, structure and staffing levels to facilitate the programme.

SPO Structure

SPO engaged an institutional development specialist to conduct an assessment of its management capacity. Following on from the findings of assessment, a new organizational structure with more decentralized responsibilities was put in place. The sub-regional offices in Lahore, Karachi, D.I. Khan and Turbat were capacitated to become full-fledged regional offices with independent responsibility for management; while geographical areas were redefined between SPO regional centers. The staffing level of the organization was also revised and new staff positions were created at programme, middle and higher management level. Existing staff members were re-positioned, keeping in view their skills, qualification and experience.

The features of the new structure are as follows:

The position of Chief Operating Officer has been created to supervise the programme implementation from all eight centres, and also the special projects. Both for internal and external candidates competed for the position.

- ◆ The programme is implemented by programme teams. One programme team is responsible for four/five districts. The team will be composed of one Programme Specialist with two Programme Officers/Associates. Exceptions are possible in Karachi and Lahore because of the large the size of the cities.
- ◆ There will be eight full-fledged Regional Centres with Programme Managers/ Regional Heads responsible for the overall management of their regions with a more decentralized approach, i.e. all will report to the Chief Operationg Officer (COO).
- ◆ A strong and separate MER section is being created with a person/focal point in each centre.
- ◆ HR is being recognized as a separate function from administration and company affairs.
- ◆ Technical expert(s) in the areas of gender and governance, besides the social sectors, will be based in the NC.

During reporting period new planning and management practices were put in place.

SPO PLANNING & MANAGEMENT COMMITTEES/FORUMS

COMMITTEE/ FORUMS	COMPOSITION	ROLE	FREQUENCY
SPO Management Committee (SMC)	CEO COO Heads Managers	This is the decision-making forum that is responsible for management, coordination and leadership of the organization, planning and programme development.	Quarterly
Joint Review Committees (to meet just before the SMC)	PUNJAB: <ul style="list-style-type: none"> COO RH Lhr RPM Mul Manager Finance SINDH: <ul style="list-style-type: none"> COO RH Hyd RPM Khi Manager Finance BALOCHISTAN: <ul style="list-style-type: none"> COO RH Que RPM Tur Manager Finance NWFP: <ul style="list-style-type: none"> COO RH Pwr RPM DIK Manager Finance 	These newly formed committees will be responsible for planning joint events/activities at the provincial level. They will meet along with the SMC. The rationale is to see if there are any provincial interventions that need to be jointly planned and executed.	Quarterly
Special Project Initiation Committee	COO PM Special Project NC-based Heads and Managers Implementation Focal Point from the region(s)	This committee will plan and review implementation of special projects/new initiatives with their financial, HR and administrative aspects	Whenever a new project is initiated
Programme Review Meeting	CEO, All Programme & Finance Staff	Review and share programme, administrative, financial and monitoring activities.	Bi-annually
Financial Review Committee	Manager Finance Internal Auditor Spl./POs Finance	Plan and review financial progress with special focus on variance analysis and policy compliance	Bi-annually

Development Resource Centre (DRC)

The SPO Development Resource Centers across all offices were equipped with audio/video material. New books were also acquired to enrich the existing library. In order to meet the demands of the new programme a communications plan was developed and put into practice. A huge variety of material, leaflets, booklets and posters were generated and made accessible to a wide variety of people. A web based library system for DRC management at national level is under construction.

IT and Website Development

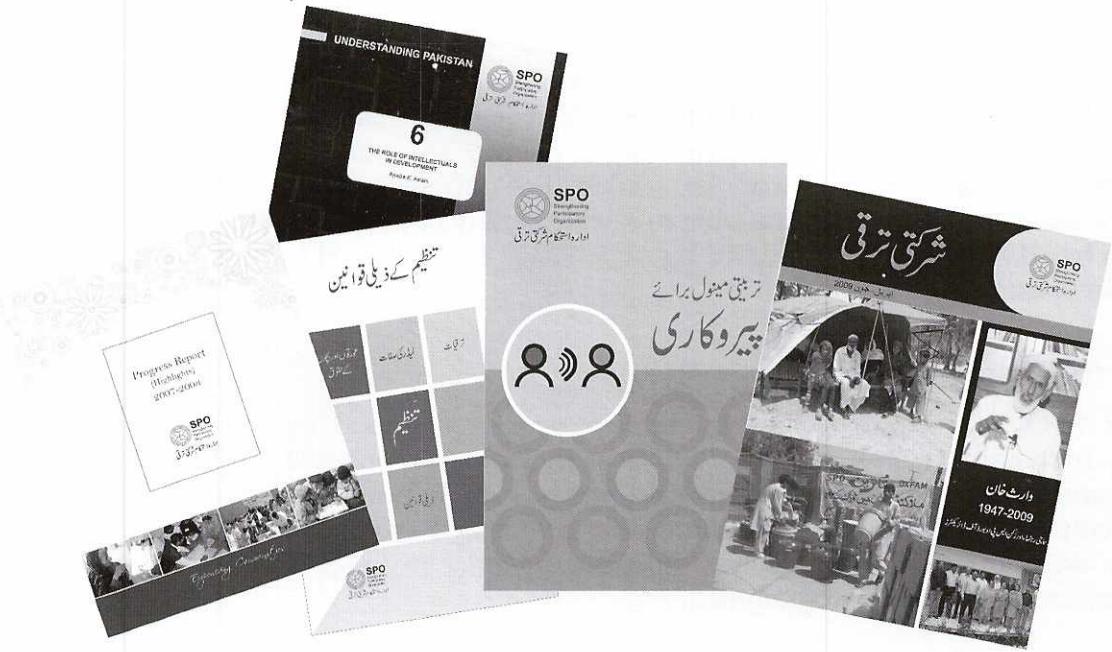
The SPO information technology section was strengthened by acquiring new systems and using the latest technology to enhance communication between SPO Regional Centers. New software was procured and staff members were trained for operating the software. The website was redesigned and upgraded in order to make it consistent with the new programme.

Human Resource Systems and Policy Development

The new programme created a need to have efficient human resource management systems. During the last year SPO the human resource section remained engaged with professional consultants who advised SPO on developing human resource management system (HRMS) standards to meet the requirements of the new programme. Existing recruitment and staff policies, together with the compensation plan, was revised and established during the reporting period. Currently, SPO is managed by 22 policies. All policies and procedures concerning procurement, administrations were revamped and implemented.

Monitoring and Evaluation

The Monitoring and Evaluation framework has been developed based on the findings of the baseline study. The log-frame was revised and shared with concerned stakeholders and then finalized. The Performance Management Framework (PMF) has also been created. This document will help track performance with exact data sources. The framework will be further refined and an MIS developed in the next quarter.



List of New Publications

S.No.	Publication Title	Type	Theme	Language
1	Annual Report	Report	Progress Report	English
2	Shirkati Taraqqee	Newsletter on quarterly basis	SPO News	Urdu
3	Planner 2009	Planner	Awareness and programme promotion	English/Urdu
4	Posters	Posters	Different issues	Urdu/English
5	Leaflet	Leaflet	UDHR	Urdu

ANNEXURE

Financial Statement 2008-2009



ERNST & YOUNG

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AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed balance sheet of **Strengthening Participatory Organization (the Company)** as at **30 June 2009** and the related income and expenditure account, cash flow statement and statement of changes in fund together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

We conducted our audit in accordance with the auditing standards as applicable in Pakistan. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the above said statements are free of any material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the above said statements. An audit also includes assessing the accounting policies and significant estimates made by management, as well as, evaluating the overall presentation of the above said statements. We believe that our audit provides a reasonable basis for our opinion and, after due verification, we report that:

- a) in our opinion, proper books of account have been kept by the Company as required by the Companies Ordinance, 1984;
- b) in our opinion:
 - i) the balance sheet and income and expenditure account together with the notes thereon have been drawn up in conformity with the Companies Ordinance, 1984, and are in agreement with the books of account and are further in accordance with accounting policies consistently applied, except for the change in accounting policy as stated in note 4.1 to the financial statements with which we concur;
 - ii) the expenditure incurred during the year was for the purpose of the Company's business; and
 - iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the Company;
- c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, income and expenditure account, cash flow statement and statement of changes in fund together with the notes forming part thereof conform with the approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at **30 June 2009** and of the surplus, its cash flows and changes in fund for the year then ended; and

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ERNST & YOUNG

Ford Rhodes Sidat Hyder & Co.
Chartered Accountants

d) in our opinion no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

Ford Rhodes Sidat Hyder

Chartered Accountants

Audit Engagement Partner: Sajjad Hussain Gill

Date: 12 September 2009

Place: Islamabad

STRENGTHENING PARTICIPATORY ORGANIZATION
BALANCE SHEET
AS AT 30 JUNE 2009

	Note	2009	2008		
		-----Rupees----- (Restated)			
<u>ASSETS</u>					
NON CURRENT ASSETS					
Tangible fixed assets					
Property, plant and equipment	5	52,435,906	55,251,196		
Capital work-in-progress	6	29,500	629,500		
		52,465,406	55,880,696		
CURRENT ASSETS					
Advances, deposit, prepayments and other receivables	7	9,456,738	3,412,810		
Short term investment	8	10,000,000	10,000,000		
Cash and bank balances	9	140,800,720 160,257,458	45,383,083 58,795,893		
TOTAL ASSETS		212,722,864	114,676,589		
<u>EQUITY AND LIABILITIES</u>					
FUNDS AND RESERVE					
Unrestricted Funds	10	103,132,905	82,637,258		
Restricted Funds	10	68,520,155	5,409,104		
		171,653,060	88,046,362		
DEFERRED GRANTS	11	16,034,755	19,450,083		
CURRENT LIABILITIES					
Accrued and other liabilities	12	25,415,500	7,000,569		
Provision for taxation	13	(380,451)	179,575		
		25,035,049	7,180,144		
COMMITMENTS	14				
TOTAL EQUITY AND LIABILITIES		212,722,864	114,676,589		

The annexed notes 1 to 25 form an integral part of these financial statements.

FRH

Hans Kudigne

CHIEF EXECUTIVE

Ladig

CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2009**

	Note	2009	2008
		-----Rupees-----	
INCOME			(Restated)
Grants/Donations - utilization	15	230,455,898	226,498,202
Amortization of deferred grant		7,272,748	6,061,449
		237,728,646	232,559,651
EXPENDITURE			
Programme activities:			
Programme expenses	16	(161,422,615)	(167,065,870)
Grants to Community Based Organizations (CBOs)/others	17	(48,003,712)	(27,037,088)
Administrative expenses	18	(209,426,327)	(194,102,958)
		(24,384,609)	(21,743,280)
		(233,810,936)	(215,846,238)
		3,917,710	16,713,413
OTHER INCOME	19	8,564,588	2,678,435
EXCESS OF INCOME OVER EXPENDITURE		12,482,298	19,391,848
Taxation	20	-	(88,692)
NET EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR		12,482,298	19,303,156

The annexed notes 1 to 25 form an integral part of these financial statements.

PRH

Haris Kudrque
CHIEF EXECUTIVE

Sadiq
CHAIRPERSON

STRENGTHENING PARTICIPATORY ORGANIZATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2009

	Note	2009	2008
		Rupees	(Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Excess of income over expenditure		12,482,298	19,391,848
Adjustment for non cash items:			
Depreciation		7,347,757	7,216,806
Amortization of deferred grant		(7,272,748)	(6,061,449)
Grants/Donations - utilization		(230,455,896)	(226,498,202)
Gain on sale of fixed assets		(3,089,229)	233,559
Receivables written off		-	112,757
Liabilities no longer payable written back		(2,269,608)	(308,732)
Exchange gain adjustment		(694,000)	-
Return on saving accounts		(2,270,399)	(2,030,100)
Operating deficit before working capital changes		(226,221,825)	(207,943,513)
Working capital changes:			
(Increase) / decrease in advances, deposit, prepayments and other receivables		(5,965,903)	1,140,315
Increase in accrued and other liabilities		20,684,539	2,472,523
Cash used in operations		(211,503,189)	(204,330,675)
Advance tax paid		(560,029)	(494,833)
Net cash used in operating activities		(212,063,218)	(204,825,508)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of fixed assets		(8,176,654)	(1,579,768)
Capital work-in-progress		600,000	(29,500)
Short term investment		-	(10,000,000)
Proceeds from sale of fixed assets		6,835,100	-
Net cash used in investing activities		(741,554)	(11,609,268)
CASH FLOWS FROM FINANCING ACTIVITIES			
Refund to donors		(4,518,029)	(1,260,257)
Interest received		2,090,691	2,157,003
Donor's grant received		309,955,747	220,682,912
Net cash generated from financing activities		307,528,409	221,579,658
NET INCREASE IN CASH AND CASH EQUIVALENTS		94,723,637	5,144,882
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		45,383,083	40,238,201
Effect of exchange rate changes		694,000	-
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	9	140,800,720	45,383,083

The annexed notes 1 to 25 form an integral part of these financial statements.

Harris Badgley
CHIEF EXECUTIVE

Sadiq
CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION
STATEMENT OF CHANGES IN FUND
FOR THE YEAR ENDED 30 JUNE 2009**

	Note	Unrestricted funds	Restricted funds	Capital reserve	Total
-----Rupees-----					
Balance as at 01 JULY 2007 - As previously reported		50,533,618	19,616,245	6,984,060	77,133,923
Effect of correction of error	23	6,984,060		(6,984,060)	-
Balance as at 01 JULY 2007 - Restated		57,517,678	19,616,245	-	77,133,923
Amount refunded to donors			(1,260,257)	-	(1,260,257)
Movement during the year (Receipt less utilization)			(7,130,460)	-	(7,130,460)
Inter transfer at year end upon closure of projects		5,816,424	(5,816,424)	-	-
Net excess of income over expenditure for the year		19,303,156	-	-	19,303,156
Balance as at 30 JUNE 2008- Restated		<u>82,637,258</u>	<u>5,409,104</u>	<u>-</u>	<u>88,046,362</u>
Amount refunded to donors			(4,518,029)	-	(4,518,029)
Movement during the year (Receipt less utilization)			75,642,429	-	75,642,429
Inter transfer at year end upon closure of projects		8,013,349	(8,013,349)	-	-
Net excess of income over expenditure for the year		12,482,298	-	-	12,482,298
Balance as at 30 JUNE 2009		<u>103,132,905</u>	<u>68,520,155</u>	<u>-</u>	<u>171,653,060</u>

The annexed notes 1 to 25 form an integral part of these financial statements.

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CHIEF EXECUTIVE

Sadiq
CHAIRPERSON

**STRENGTHENING PARTICIPATORY ORGANIZATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2009**

1 THE COMPANY AND ITS OPERATIONS

Strengthening Participatory Organization (the Company), was incorporated on January 15, 1994 under Section 42 of the Companies Ordinance, 1984 as a company limited by guarantee, having its registered office in Islamabad. The Company's objectives primarily focus on strengthening indigenous Non Governmental Organizations (NGOs) and Community Based Organizations (CBOs) for rural uplift, community participatory development in the social sector and other welfare activities. The Company receives grants from various national and multinational organizations and then disburses these grants to various CBOs and NGOs for different uplift schemes. The Company has its head office in Islamabad with branch offices in all major cities of Pakistan.

2 STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with approved accounting standards as applicable in Pakistan. Approved accounting standards comprise of Accounting and Financial Reporting Standard for Medium-Sized Entities (MSEs) issued by the Institute of Chartered Accountants of Pakistan and provision of and directives issued under the Companies Ordinance, 1984. In case requirements differ, the provisions or directives of Companies Ordinance, 1984 shall prevail.

3 ACCOUNTING CONVENTION

The accompanying financial statements have been prepared on the basis of 'historical cost convention' and on accrual basis of accounting.

4 PRINCIPAL ACCOUNTING POLICIES

4.1 Significant accounting judgments and estimates

The preparation of financial statements in conformity with approved accounting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgments in the process of applying the Company's accounting policies. Estimates and judgments are continually evaluated and are based on historic experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected.

In the process of applying the Company's accounting policies management has made the following estimates and judgments which are significant to the financial statements:

Change in accounting policy

During the year, the accounting policy for recognition of restricted donor grants has been changed. Donations/grants for specific projects were previously recognized on receipt basis. This policy has been changed to recognize them to the extent of actual expenses incurred against thereof. The effect of this change has been accounted for retrospectively and comparative figures has been restated. As a result thereof excess of income over expenditure for the year ended 30 June 2008 has increased by Rs. 7,130,460. However there is no impact on periods, prior to year ended 30 June 2008.

Tangible assets

The Company reviews appropriateness of the rate of depreciation, useful life and residual value used in the calculation of depreciation. Further, where applicable, an estimate of the recoverable amount of assets is made for possible impairment on an annual basis. In making these estimates, the Company uses the technical resources available with the Company. Any change in the estimate in the future might affect the carrying amount of respective items of property, plant and equipment, with corresponding effects on the depreciation charge and impairment.

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4.2 Fixed assets

Fixed Assets are stated at cost less accumulated depreciation. Depreciation is charged using straight line method to write off the cost of assets over their expected useful life.

An individual asset exceeding Rs. 5,000 in cost is capitalized. Major improvements and repairs are capitalized and normal repairs and maintenance are charged to income and expenditure account as and when incurred.

Profit or loss on disposal of fixed assets is taken to income and expenditure account.

The carrying amount of the Company's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment loss. If any such indication exists, recoverable amount is estimated in order to determine the extent of loss, if any. Impairment losses are recognized as expense in the income and expenditure account.

4.3 Investments

These are stated at cost. Provision for diminution in value is made when the decline is considered permanent by the management.

4.4 Receivables

These are stated at their nominal value as reduced by appropriate provision for debts considered to be doubtful. Known bad debts are written off when incurred.

4.5 Cash and cash equivalents

Cash and cash equivalents are carried in the balance sheet at cost. Cash includes cash in hand, in transit and cash with banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value.

4.6 Provisions

A provision is recognized when, and only when, the enterprise has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the amount of a provision is the present value of out flow of economic benefits expected to be required to settle the obligation.

4.7 Staff retirement benefits - defined contributory plan

The Company operates a defined contribution provident fund scheme for its eligible employees. The fund is unrecognized and fully funded. Contributions are made by the Company and the employees in accordance with the rules of the fund.

4.8 Taxation

Provision for taxation is made at current rate of tax on its income after considering exemptions available to the Company as charitable institution under clause 59 and 60 of Part 1 of the Second Schedule to the Income Tax Ordinance, 2001.

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4.9 Deferred grants

Grants for acquisition of fixed assets are recognized as income on a systematic basis over the useful life of asset.

4.10 Revenue recognition

Donations/grants for specific projects are recognized as income to the extent of actual expenses incurred against thereof.

Profit on bank deposits and investments is recognized by using the effective interest method.

4.11 Financial support to Community Based Organizations (CBOs)

Financial support provided to CBOs from the grant funds are charged to income and expenditure account.

4.12 Foreign currency transactions

These financial statements have been prepared in Pak Rupees which is the functional currency of the Company. Foreign currency transactions are translated into Pak Rupees using the exchange rates prevailing at the dates of transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Pak Rupees using the exchange rate at the balance sheet date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translations at the year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the profit and loss account.

4.13 Offsetting

Financial assets and financial liabilities are off-set and the net amount is reported in the financial statements only when there is a legally enforceable right to set-off the recognized amount and the Company intends either to settle on a net basis, or to realize the assets and to settle the liabilities simultaneously.

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Note	COST			ACCUMULATED DEPRECIATION						WRITTEN DOWN VALUE	
	As at 01 July 2008	Additions	Disposals	As at 30 June 2009	Rate	As at 01 July 2008	Charge for the year	Disposals	As at 30 June 2009	As at 30 June 2009	
				Rupees.....%						Rupees.....%	
30 JUNE 2009											
Freehold land	15,437,961	-	(3,060,099)	12,377,862	-	-	-	-	-	-	12,377,862
Building on freehold land	20,677,366	658,000	-	21,335,366	5%	3,261,520	962,660	-	-	4,224,180	17,111,186
Electrical appliances and equipment	14,920,679	1,015,617	(214,265)	15,722,031	10%	6,211,800	1,588,253	(145,266)	7,654,787	8,067,244	
Vehicles	26,424,403	3,907,672	(3,818,460)	26,513,615	20%	16,654,059	2,851,176	(3,303,375)	16,201,860	10,311,755	
Computer equipment	10,330,571	2,287,964	(115,550)	12,502,985	33%	8,095,232	1,562,751	(115,546)	9,542,437	2,960,548	
Furniture and fixtures	3,908,112	307,401	(5,800)	4,209,713	20%	2,225,285	382,917	(5,800)	2,602,402	1,607,311	
	91,699,092	8,176,654	(7,214,174)	92,661,572		36,447,896	7,347,757	(3,569,987)	40,225,666	52,435,906	
30 JUNE 2008											
Note	As at 01 July 2007	Additions	Disposals	As at 30 June 2008	Rate	As at 01 July 2007	Charge for the year	Disposals	As at 30 June 2008	As at 30 June 2008	WRITTEN DOWN VALUE
				Rupees.....%						Rupees.....%	
Freehold land	15,437,961	-	-	15,437,961	-	-	-	-	-	-	15,437,961
Building on freehold land	20,657,486	9,880	-	20,677,366	5%	2,294,522	966,998	-	-	3,261,520	17,415,846
Electrical appliances and equipment	14,100,477	964,359	(144,157)	14,920,679	10%	5,259,526	1,002,805	(50,531)	6,211,800	8,708,879	
Vehicles	26,324,423	99,980	-	26,424,403	20%	13,750,481	2,903,578	-	16,654,059	9,770,344	
Computer equipment	10,178,344	403,150	(250,923)	10,330,571	33%	6,299,041	1,889,245	(93,054)	8,095,232	2,235,339	
Furniture and fixtures	3,909,635	102,399	(103,922)	3,908,112	20%	1,814,963	454,180	(43,858)	2,225,295	1,682,827	
	90,618,326	1,579,768	(499,002)	91,699,092		29,118,533	7,216,806	(187,433)	36,447,896	55,251,196	

5.1 This includes building in Turbat, constructed on land allotted to the Company by the Government of Baluchistan for establishment of training and technical assistance centre subject to the condition that the land will not be utilized for any other purpose except for which it has been allotted.



	Note	2009	2008
		-----Rupees-----	
6 CAPITAL WORK-IN-PROGRESS	6.1	29,500	629,500
6.1 This represents payment made to a Contractor for the construction of training halls in Multan.			
7 ADVANCES, DEPOSIT, PREPAYMENTS AND OTHER RECEIVABLES			
Advances			
Employees		1,024,424	259,946
Suppliers		326,680	97,941
		1,351,104	357,887
Deposit			
Security deposits		485,800	461,800
Prepayments			
Rent		2,119,417	315,273
Insurance		736,116	705,172
		2,855,533	1,020,445
Other receivables			
Return accrued on bank deposits		238,899	59,191
Receivable from Partner NGO's	7.1	1,848,183	1,144,920
Other receivables	7.2	2,677,219	368,567
		4,764,301	1,572,678
		9,456,738	3,412,810
7.1 This represents receivables from different Partner NGOs/Donors on account of expenses incurred by the Company on their behalf and reimbursement of extra expenditure on programme expenses.			
7.2 This includes Rs. 1,900,000 (2008: nil) receivables from ENI, an oil & gas exploration company, for conducting third party evaluation of social welfare project conducted on ENI's behalf by a local NGO.			
8 SHORT TERM INVESTMENT	8.1	10,000,000	10,000,000
8.1 This represents investment in three months TDR of Habib bank limited maturing on 12 August 2009. These carry interest rate of 8% (2008: 8%)			
9 CASH AND BANK BALANCES			
In hand		145,958	96,076
At bank:			
Current accounts		37,505,221	25,793,595
Savings accounts	9.1	103,149,541	19,493,412
		140,654,762	45,287,007
		140,800,720	45,383,083
9.1 These carry interest ranging from 5% to 10.75% per annum (2008: from 4% to 9.5%).			

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10 RECONCILIATION AND ANALYSIS OF FUNDS

UNRESTRICTED FUNDS						RESTRICTED FUNDS					
SPO RECEIPTS	SPO TU'S	VRF	TOTAL	CIDA	EST DUTCH	ERF	AA	TAF	DTCE	SDC	PPAF
32,314,645	21,977,261	28,345,152	82,637,258	(1,234,311)	10,565,643	(491,822)	(421,714)	(205,611)	(109,489)	(169,856)	1,947,600
8,676,842	3,199,745	478	11,877,065	4,571,369	9,616,516	222,424	258,100	5,609,195	377,380	1,223,760	5,714,028
7,272,748	-	-	7,272,748	(14,200)	-	-	-	-	-	-	(1,291,532)
15,949,590	3,199,745	478	19,149,813	4,557,659	9,616,516	222,424	258,100	5,609,195	377,380	1,223,760	4,422,496
(39,876,945)	(10,148,571)	(6,632,211)	(56,707,727)	(14,414,278)	(18,021,355)	(1,123,339)	(325,498)	(4,692,680)	(218,758)	(5,371,493)	
(23,927,355)	(6,948,826)	(6,681,733)	(37,557,944)	(9,857,109)	(8,404,739)	(900,915)	(67,398)	916,315	377,380	1,005,002	(948,633)
31,610,769	10,735,469	7,593,974	50,040,232	(684,475)	(1,158,980)	(14,210)	(20,000)	(1,022,132)	-	(1,066,860)	(977,760)
8,013,349	-	-	8,013,349	-	(9,256,550)	1,406,947	-	-	(267,891)	-	
15,696,763	3,786,643	1,012,241	20,495,647	(10,541,584)	(18,820,269)	491,822	(87,398)	(105,817)	109,489	(61,858)	(1,926,393)
48,011,608	25,763,904	29,357,393	103,132,905	(11,775,895)	(8,254,426)	-	(509,112)	(311,428)	(231,714)	21,207	

10 RECONCILIATION AND ANALYSIS OF FUNDS

Note	RESTRICTED FUNDS							CWS	CFC	Distt; Govt; Kech
	Plan Pakistan	SC-UK PCE	ICMC	GCE	UNDP	Oxfame	British High Commission			
Opening balances								597,159	(856,654)	609,940
Movements during the year										205,211
Receipts	1,586,453	-	19,977,935	201,800	3,597,757	23,846,708	82,856,700	-	6,958,500	1,320,000
Grants related to assets	11	-	-	-	(154,237)	-	(2,133,551)	-	-	(57,700)
Amortization of deferred grant	11	-	19,977,935	201,800	3,433,520	23,846,708	80,723,149	-	6,958,500	1,320,000
Grant income	1,586,453	-	(14,338,383)	(393,501)	(2,431,665)	(14,898,118)	(38,210,555)	(75,350)	6,929	(3,242,135)
Expenditure	(266,285)	-	5,639,552	(191,701)	1,001,835	8,948,590	42,512,594	(75,350)	6,929	(3,716,365)
Operational(, deficit) / surplus	1,320,168	-	(2,490,695)	-	(710,641)	(1,617,862)	(30,823,820)	-	(3,017,693)	(619,825)
Transfer to unrestricted funds regarding the management fee allowed by the donors	(1,091,865)	-	-	-	-	-	-	-	(123,700)	(64,060)
Transfer to unrestricted funds upon closure of the projects	-	100,039	-	-	-	-	-	(604,088)	-	-
Net surplus / (deficit) for the year	226,303	100,039	3,148,857	(191,701)	291,194	7,330,728	11,686,774	(75,350)	(597,159)	698,672
Amount refunded to donors	-	-	-	-	-	-	(2,457,424)	-	-	(1,719,519)
Closing balances:	226,303	-	2,655,275	343,917	291,194	7,248,710	9,231,350	(75,350)	(157,982)	(1,697,904)
										(387,730)
										347,827

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10 RECONCILIATION AND ANALYSIS OF FUNDS

Note	RESTRICTED FUNDS										SPO Special Grant	SAP PK	CIDA Relief
	ASPB&E	CIDA Local Institute	UNESCO	SC-US Takmeel	UNICEF-PE	SC UK Relief	Care International	RNE Relief	Afghan	OGDCL			
Opening balances	73,783	351,576	25,578		(506,319)	(722,861)		(500)	(131,003)	(452,232)	129,989	61,787	(3,569,637) (1,47,132)
Movements during the year													
Receipts	1,688,351	-	-	7,254,950	9,059,791	-	-	(12,700)	-	725,395	-	735,500	1,354,423
Grants related to assets	11	-	-	-	-	-	-	-	-	-	-	-	-
Amortization of deferred grant	11	-	-	7,254,950	9,059,791	-	(12,700)	-	-	725,395	-	735,500	1,354,423
Grant income	1,688,351	-	-	-	-	-	-	-	-	-	-	-	-
(1,388,283)	-	-	(6,264,526)	(7,535,216)	-	(216,595)	(8,500)	(11,119,666)	-	(172)	-	-	-
Expenditure	300,068	-	-	990,424	1,564,575	-	(229,295)	(8,500)	(394,271)	-	735,328	1,354,423	-
Operational (deficit) / surplus	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to unrestricted funds regarding the management fee allowed by the donors	(317,264)	-	(852,982)	(360,320)	-	(16,780)	-	(442,360)	-	-	-	-	-
Transfer to unrestricted funds upon closure of the projects	(245,735)	(25,578)	-	-	(222,861)	-	139,1503	-	(129,989)	-	-	-	1,47,132
Net surplus/(deficit) for the year	(17,196)	(245,735)	(25,578)	137,442	1,204,255	722,861	(246,075)	131,003	(836,631)	(129,989)	735,328	1,354,423	1,47,132
Amount refunded to donors	(105,841)	-	-	(235,245)	-	-	-	-	-	-	-	-	-
Closing balances	56,587	-	137,442	462,691	-	(246,575)	-	(14286,863)	-	797,115	(2,215,214)	-	-

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10 RECONCILIATION AND ANALYSIS OF FUNDS

Note	RESTRICTED FUNDS					2009	2008		
	IC	Ausaid	ENI Pakistan	Oxfam-Novib	TDAE				
Opening balances									
Movements during the year									
Receipts	758,004	72,252,005	1,900,000	45,122,000	119,203	309,955,747	321,832,812		
Grants related to assets	11	-	-	(193,500)	-	(3,857,420)	(3,857,420)		
Amortization of deferred grant	11	-	-	-	-	-	(1,315,170)		
Grant income	758,004	72,252,005	1,900,000	44,928,500	119,203	306,098,327	7,272,748		
Expenditure	(29,938)	(12,148,320)	(333,413)	(30,878,283)	(170,900)	(180,415,686)	325,248,140		
Operational(deficit) / surplus	728,056	60,193,685	1,566,587	14,050,217	(51,697)	125,682,641	231,802,558		
Transfer to unrestricted funds regarding the management fee allowed by the donors	(860,771)	(655,652)	(1,000,000)	-	(29,505)	(50,040,212)	88,124,727		
Transfer to unrestricted funds upon closure of the projects	-	-	-	-	-	(6,013,349)	12,172,696		
Net surplus/(deficit) for the year	(132,705)	59,448,033	566,587	14,050,217	(81,202)	67,629,080	88,124,727		
Amount refunded to donors	-	-	-	-	-	(4,518,029)	(4,518,029)		
Closing balances	(132,705)	59,448,033	566,587	14,050,217	(81,202)	68,520,155	171,653,060		
							88,043,362		

10

	Note	2009	2008
		-----Rupees-----	
11 DEFERRED GRANTS			
Balance at the beginning of the year		19,450,083	24,196,362
Additions during the year		3,857,420	1,315,170
Amortization of deferred grant	11.1	23,307,503 (7,272,748) <u>16,034,755</u>	25,511,532 (6,061,449) <u>19,450,083</u>
11.1 Amortization of deferred grant			
Depreciation charge for the year		6,688,659	5,726,302
Written down value of assets disposed off		584,089	335,147
		<u>7,272,748</u>	<u>6,061,449</u>
12 ACCRUED AND OTHER LIABILITIES			
Accrued liabilities			
Accrued expenses		9,315,098	5,156,937
Other liabilities			
Employees' Provident Fund		-	1,821,828
EOBI		1,402	322
Tax deducted at source		-	21,482
Other payables	12.1	16,099,000 <u>16,100,402</u>	<u>1,843,632</u> <u>25,415,500</u> <u>7,000,569</u>

12.1 This includes Rs. 15,099,000 payable to Zohaib Traders on account of NFI supplies for IDPs project of Oxfam Novib.

	Note	2009	2008
		-----Rupees-----	
13 PROVISION FOR TAXATION			
Provision for taxation		2,129,420	2,129,420
Advance income tax		(2,509,871)	(1,949,845)
		<u>(380,451)</u>	<u>179,575</u>
14 COMMITMENTS	14.1	-	1,800,500
14.1 Commitments to different Community Based Organizations (CBOs)/N.G.O's in respect of Social Sector Funding projects.			

PRB

	Note	2009	2008
		-----Rupees-----	(Restated)
15 GRANTS/DONATIONS - UTILIZATION			
Canadian International Development Agency (CIDA)		15,098,753	63,194,017
Royal Netherlands Embassy (RNE)		19,180,335	30,405,917
Emergency Relief Fund (ERF)		1,137,549	391,202
Action Aids Funds Pakistan (AAP)		345,498	425,706
Save the Children (SC) -UK CEF (Coalition for Education Fund)		-	21,799,953
The Asia Foundation (TAF)		5,715,012	24,694,105
Pakistan Poverty Alleviation Fund (PPAF)		6,348,889	16,896,938
Save the Children (SC) -UK -PCE Project		-	1,728,786
Church World Services (CWS)		1,908,325	14,646,272
Global Campaign for Education (GCE)		393,501	237,498
Canada Fund for Local Initiatives		-	4,730,005
Foundation for Open Society		(6,929)	7,286,737
Concern for children (CFC)		592,941	818,024
United Nations Educational, Scientific and Cultural Organisation (UNESCO)		-	31,172
Gesellschaft für Technische Zusammenarbeit (GTZ)		-	3,311,807
Asian south Pacific Bureau of Adult Education (ASBPAE)		1,705,547	1,082,502
Care International Pakistan		233,375	4,604,747
International Organisation for Migration		-	3,438,029
SPO special grants		172	1,137,064
South Asia Partnership-Pakistan SAP-PK		-	5,561,637
Oil and Gas Development Company limited (OGDCL)		-	320,011
Aik Hunar Aik Nagar (AHAN)		1,562,026	1,600,232
Royal Netherlands Embassy (RNE) Relief Project		8,500	1,669,463
United Nations Children's Fund (UNICEF-Primary Education)		7,895,536	3,209,096
Baluchistan Education Foundation (BEF)		6,259,828	5,957,975
Devolution Trust for Community Empowerment (DTCE)		-	748,498
Swiss Agency for Development and Cooperation (SDC)		1,285,618	5,773,416
Trust for Democracy & Accountability		200,405	-
British High Commission		69,034,375	-
Australian Aid		12,803,972	-
Plan Pakistan		1,358,150	-
Abts: Associate- Tacmil Project		7,117,508	-
United Nations Development Programme (UNDP)		3,142,326	-
Oxfam Great Britain (OGB)		16,591,330	303,812
Oxfam- Novib		30,878,283	-
District Government of Kech		611,873	-
International Catholic Migration Commission (ICMC)		16,829,078	493,581
Inter Cooperation-Livelihood Programme		890,709	-
ENI Pakistan		1,333,413	-
		230,455,898	226,498,202

TBS/1

	Note	2009		2008
		-----Rupees-----		
16 PROGRAMME EXPENSES				
Salaries and benefits	16.1	79,107,538	78,853,053	
Traveling and conveyance		22,383,774	21,848,850	
Vehicles' running and maintenance		9,919,596	3,032,043	
Office rent		1,597,200	3,485,321	
Office supplies		3,655,804	3,291,056	
Resource materials and publications		4,268,177	2,123,324	
Training and development		28,840,510	22,334,317	
Material Supplies		-	24,416,975	
Monitoring, evaluation and reporting		6,038,282	6,905,372	
Maintenance and renovation		5,611,734	775,559	
		161,422,615	167,065,870	

16.1 This includes a sum of Rs. 3,655,700 (2008: Rs. 3,124,200) on account of the remuneration of the Chief Executive and Rs. 4,837,988 (2008: Rs. 4,564,079) related to staff retirement benefits.

	Note	2009		2008
		-----Rupees-----		
17 GRANTS TO COMMUNITY BASED ORGANIZATIONS (CBOs) / OTHERS				
Social sector funding		8,314,997	26,162,668	
Choti funding		5,055,937	874,420	
Material Supplies		34,632,778	-	
	17.1	48,003,712	27,037,088	

17.1 This represents grants to CBOs in respect of agriculture and livestock, basic education, primary health care, environment, governance and other welfare/social activities in accordance with policies of the Company. The total number of CBOs to whom grant were disbursed during the year are 170 (2008: 200) and the amount of grant ranges between Rs. 10,000 and Rs.600,000 (2008: Rs.10,000 and Rs.650,000).

	Note	2009		2008
		-----Rupees-----		
18 ADMINISTRATIVE EXPENSES				
Telephone and postage		2,688,300	3,643,076	
Office rent		-	1,440,000	
Utilities		1,935,908	2,257,921	
Maintenance and renovation		1,302,713	1,261,576	
Office Security		2,226,682	1,200,707	
Legal and professional charges		307,220	424,247	
Depreciation		7,487,757	7,132,876	
Auditors' remuneration	18.1	465,000	333,930	
Receivables written off		-	112,757	
Loss from Training Units	18.2	7,184,632	3,748,978	
Miscellaneous expenses		786,397	187,212	
		24,384,609	21,743,280	

18.1 Auditors' remuneration

Audit fee	275,000	250,000
Fee for special audit of a project	90,000	-
Out of pocket expenses	100,000	83,930
	465,000	333,930

18.2 Loss from Training Units

Expenses for the year	10,148,571	7,185,160
Income for the year	(2,963,939)	(3,436,182)
	7,184,632	3,748,978

PR#

	Note	2009	2008
		Rupees	
19 OTHER INCOME			
Return on savings accounts		1,911,386	2,030,100
Return on investments in TDR's		359,013	265,384
Gain on sale of fixed assets		3,089,229	-
Exchange gain		694,000	-
Liabilities no longer payable written back		2,269,608	308,732
Miscellaneous receipts		241,352	74,219
		8,564,588	2,678,435
20 TAXATION			
Current			88,692
			88,692

No tax provision has been made for the year as there is no minimum tax in respect of year ended 30 June 2009. Management and its tax consultant are of the view that no tax provision is required for miscellaneous income as SPO is also entitled to claim related expenses.

21 NUMBER OF EMPLOYEES

Number of employees as at balance sheet date was 200 (2008: 167).

22 DATE OF AUTHORIZATION

The financial statements were authorized for issue on **23 OCT 2009** by the Board of Directors of the Company

23 CORRECTION OF ERROR

The capital reserve represented the cost of grants in kind received on 1 January 1994. It was not amortized to income and expenditure account, to match the depreciation of the related assets, in prior periods. This has now been corrected.

24 CORRESPONDING FIGURES

Corresponding figures have been rearranged, wherever necessary, for the purpose of comparison. During the year, following significant rearrangements have been made for more appropriate presentation.

FROM	TO	REASON	AMOUNT
Other payables	Accrued expenses	Better presentation	Rs. 3,074,745

25 GENERAL

Figures presented in these financial statements have been rounded off to the nearest rupee.

PRB
Haris Khilji
CHIEF EXECUTIVE

Farid Ali
CHAIRPERSON

SPO Employees

NATIONAL CENTRE-ISLAMABAD

1. Harris Khalique	13. Amar Ellahi Lone	25. Lubna Hanan
2. Dr. Noreen Khalid	14. Shabana Zafar	26. Muhammad Khalid
3. Zafar Zeeshan	15. Masood-ul-Hassan Rizvi	27. Muhammad Sher
4. Mian Bilal Naqeeb	16. Shazia Pervaiz	28. Riaz Ahmad
5. Aaref Farooqui	17. Nayyar Iqbal	29. Nasir Masih
6. Uzera Nishat	18. Ali Zafar	PCE
7. Nighat Rafaq	19. Aamir Islam	30. Kaneez Zehra
8. Tahir Rizwan	20. Haider Ali	CFC
9. Malick Shahbaz Ahmad Tahir	21. Rabia Akhtar	31. Qamar-uz-Zaman
10. Mansoor Durbari	22. Roland Williams	
11. Riazat Hussain	23. Ehtesham Musaddiq	
12. Fakhar-ud-din Razi	24. Roohi Bano	

BALOCHISTAN

Quetta Office	Turbat Office	Training Unit Quetta
32. Mukhtiar Ahmed Chhalgari	48. Abdul Qadir Roonjah	62. Ghulam Sarwar
33. Imdad Ali	49. Tanvir Ahmed	63. Wali Jan
34. Faisal Baloch	50. Mehrab Ali	64. Muhammad Tariq
35. Muhammad Abbass Changezi	51. Zahid Hussain	Training Unit Turbat
36. Sher Baz Baloch	52. Mahrung Karim	65. Pari Khatoon
37. Sultan Mohammad	53. Hammal Mir	66. Allahi Dad
38. Hashim Mari	54. Ajmeri Lal	67. Rajid Murad
39. Saira Roohi	55. Hafeez Ur Rehman	BEF
40. Fozia Khajak	56. Rakhshanda Taj	68. Habib Ahmed Jattak
41. Kathy Javed Gill	57. Mohammad Moosa	69. Israr Ahmed
42. Khawajah Rehan Munir	58. Mohammad Murad	70. Maria Baloch
43. Rozina Raisani	59. Ali Ahmed	71. Nazir Ahmed
44. Barat Khan	60. Shoaib Ahmad	72. Bushra Qasim
45. Saifullah	61. Pervaiz Hussain	73. Gohram Baloch
46. Muhammad Iqbal		74. Mohammad Aslam
47. Afzal Samuel		75. Mehnaz Usman
	TAKMIL	76. Rukhsana
		77. Muhammad Saleem
		78. Farhat Parveen
		79. Syed Ghulan Shah

PUNJAB

Multan	Training Unit Multan	Lahore
80. Jamshaid Iqbal	94. Sajjad Hussain	99. Salman Abid
81. Shahnawaz Khan	95. Mujahid Hussain	100. Zeeshan Noel
82. Ayesha Majeed	96. Muhammad Tariq	101. Jamshed Sultan
83. Zunaira Shafiq	97. Muhammad Hassan	102. Muqaddas Firdous
84. Pervaiz Iqbal Ansari	98. Ali Ejaz	103. Imran Maqsood
85. Sajida Hameed		104. Kiran Zahoor
86. Zille Hasnain		105. Shahid Ali
87. Kaneez Zahra		
88. Hassan Bakhsh Bhatti		
89. Zahida Hameed		
90. Shabbir Ahmad		
91. Shaukat Ali		
92. Imam Buksh		
93. Zahid Bhatti		

SINDH

Hyderabad Office

- 106. Ghulam Mustafa Baloch
- 107. Gopal Das
- 108. Abdul Wahid Sangrasi
- 109. Shazia Junejo
- 110. Mirza Hashim Baig
- 111. Shabnam Balouch
- 112. Khadim Hussain
- 113. Muhammad Jameel Munawar
- 114. Shagufta Daudpota
- 115. Shafique Kandhro
- 116. Muhammad Ramzan
- 117. Parveen Qausar
- 118. Shahzado Jakhrani
- 119. Muhammad Mithan
- 120. Muhammad Ayub
- 121. Sher Muhammad

Karachi Office

- 122. Ellahi Bakhsh
- 123. Kulsum Shams
- 124. Raheema Panhwar
- 125. Nasreen Ghulam Nabi
- 126. Uroosa Khatti
- 127. Zeeshan Mahmood
- 128. Ghulam Akbar Jaffari
- 129. Muhammad Rukhsar

Training Unit Hyderabad

- 130. Samreen Khan Ghauri
- 131. Shamshad Ali
- 132. Muhammad Sharif
- 133. Punhoon
- 134. Saleem Boorat

Training Unit Karachi

- 135. Mumtaz Ali Maher

PPAF

- 136. Niaz Ahmad Lashari
- 137. Gul Hassan Magsi
- 138. Naeem Shah

PPAF Thatta office

- 139. Imtiaz Jokhio
- 140. Rehana Talpur
- 141. Ali Asghar Palepoto

KHYBER PAKHTOONKHWA

Peshawar Office

- 142. Ijaz Qasim
- 143. Ajaz Mohammad Durrani
- 144. Shahid Mehmood
- 145. Samina Yousaf
- 146. Zuhra Luqman
- 147. Shabnum Noureen
- 148. Inayat ur Rehman
- 149. Salma Bibi
- 150. Muhammad Sohail Khan
- 151. Aliya Jabeen Khalid
- 152. Irshad Ali
- 153. Faiza Nuzhat
- 154. Muhammad Arif
- 155. Farmanullah Jan
- 156. Muhammad Ihsan
- 157. Usman Ghani
- 158. Zahid Usman

D.I.Khan

- 159. Shafiullah Khan
- 160. Asghar Khan
- 161. Nawabzada Fakhar Zaman
- 162. Asghar
- 163. Humara Rahim
- 164. Adila Batool
- 165. Mohammad Jehangir
- 166. Muhib Hussain
- 167. Aziz Ullah Khan

TAKMIL

- 168. Riaz Muhammad

AJK

Muzaffarabad, Bagh and Neelam (Oxfam)

- 169. Najma Gill
- 170. Qazi Israr Hamid
- 171. Liaquat Ali
- 172. Ateeq Ur Rehman
- 173. Jalaluddin
- 174. Abida Khan
- 175. Ahsen Ahmed Shah
- 176. Muhammad Riaz
- 177. Robina Bashir
- 178. Farooq Haider
- 179. Muhammad Iqbal
- 180. Muhammad Arif
- 181. Abdul Majid
- 182. Tabassam Shahzad
- 183. Irfan Younas
- 184. Tabriz Shamsi
- 185. Bibi Sughra
- 186. Nishat Afshan
- 187. Arbab M. Zaman Khan
- 188. Raja Mumtaz Ahmed
- 189. Javed Iqbal
- 190. Muhammad Riaz
- 191. Mohammad Ishaq
- 192. Raja Mohammad Basheer
- 193. Ayesha Rao
- 194. Irum Jillani
- 195. Samina Begum
- 196. Shagufta Jabeen

Muzaffarabad (ICMC)

- 197. Muhammad Raees Alvi
- 198. Shahida Fakhri
- 199. Ghulam Murtaza Malik
- 200. Arzana Iqbal
- 201. Samina Zeb
- 202. Ambreen Khan
- 203. Zahoor Hussain Khattak
- 204. Muhammad Humayun Sami
- 205. Shamila Shareef
- 206. Muhammad Riaz
- 207. Shamas ud din Khokhar
- 208. Ulfat Hameed

SPO (2008-2009) Board of Directors

1. Syed Abid Rizvi, Member (Balochistan Province)
2. Ms. Farida Tahir Nosherwani, Member (Balochistan Province)
3. Ms. Ferida Sher, Member (Punjab province)
4. Mr. Harris Khalique, Chief Executive SPO (Ex-Officio)
5. Mr. Javed Jabbar, Member (Sindh Province)
6. Prof. Dr. Karamat Ali, Member (Punjab Province)
7. Ms. Naheed Aziz, (Federal Capital Area)
8. Mr. Naseer Memon, Vice Chairperson (Sindh Province)
9. Ms. Rukhshanda Naz, Member (Khyber Pakhtoonkhwa Province)
10. Ms. Sadiqa Salahuddin, Chairperson (Sindh Province)
11. Dr. Tufail Mohammad Khan, Member (Khyber Pakhtoonkhwa Province)
12. Mr. Vincent A. David, Member (Punjab Province)
13. Mr. Waris Khan, Member (Khyber Pakhtoonkhwa Province)
14. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)

SPO General Body Members

FEDERAL CAPITAL TERRITORY ISLAMABAD

1. Ms. Tahira Abdullah
2. Ms. Naheed Aziz

KHYBER PAKHTOONKHWA

3. Advocate Parveen Akhtar
4. Ms. Farhat Khan
5. Mr. Muhammad Rafiq
6. Mr. Reginald Dennis Williams
7. Ms. Rukhshanda Naz
8. Dr. Shaheen Sardar Ali Khan
9. Dr. Tufail Mohammad Khan
10. Mr. Waris Khan

PUNJAB

11. Ms. Ferida Sher
12. Prof. Dr. Karamat Ali
13. Mian Ijaz-ul-Hassan
14. Sister Naseem George
15. Ms. Neelam Hussain
16. Ms. Parveen Ghauri
17. Mr. Vincent A. David

SINDH

18. Dr. Husna J. Memon
19. Mr. Javed Jabbar
20. Advocate Kalpana Devi
21. Mr. Naseer Memon
22. Mr. Noor Ahmed Nizamani
23. Ms. Sadiqa Salahuddin
24. Prof. Tanveer Junejo

BALOCHISTAN

25. Syed Abid Rizvi
26. Ms. Aliya Rab
27. Dr. Allah Dad Looni
28. Ms. Farida Tahir Nowsherwani
29. Mr. Mohammad Amin
30. Dr. Qurat-ul-Ain Bakhtiari
31. Ms. Zeenat Yaqoub Yousafzai



SPO
Strengthening
Participatory
Organization

ادارہ احتجام شرکتی ترقی

Strengthening Participatory Organisation (SPO) is the largest rights-based civil society organisation in Pakistan. It strives to address the emerging issues in the particular socio-economic and political context of Pakistan through its core programme areas of democratic governance, social justice and peace and social harmony. In addition, SPO has a component of humanitarian response that deals with disasters and emergency situations, such as earthquake in Azad Kashmir, floods in Balochistan and Internally Displaced Persons (IDPs) of Khyber Pakhtoonkhwa.

Human rights lie at the heart of SPO's core programme that aims at nurturing democracy, justice and peace in the country through capacity building, action research, awareness raising, advocacy, policy dialogue, trainings including tailor made training courses, dissemination of information and literature, mobilization of communities, developing partnership with local organisations and encouraging and supporting peace movements.

SPO's core programme is currently supported by Australian Agency for International Development (AusAid), British High Commission (BHC) and Embassy for the Kingdom of Netherlands (EKN)

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

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AJK

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District Bagh Tel: 05823-445290

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Near AG Office, Ward No. 4
Atahnuqam, District Neelam
Tel: 05821-456574