Message from the Chairperson

As SPO is entering its second decade of struggle for achieving a better and more humane living conditions for the deprived and alienated population of Pakistan, the world as a whole is in a state of turbulence between the forces of globalization and the idea of more just and equitable socio-economic system in the world.

The Annual Report 2004-2005 of SPO is in its improved format and contains the previous year’s report in a more comprehensive manner. It is intended to give a glimpse of the work done at the local level, as well as at the national level. The report includes information on the activities of the organization, its achievements and challenges.

This report is dedicated to the memory of Ms. Shahla Zia (1947-2005), former Member of the SPO Board of Directors, Member SPO General Body, Co-founder of Aurat Foundation, and an arch human rights activist and a formidable intellectual.

From the Chief Executive’s Desk

In a country where the human rights agenda is sometimes seen as politically incorrect, SPO brings the two together by bridging the gap between grassroots and real political change. We have witnessed a period of political violence and terrorism that has forced people to flee their homes and seek refuge in neighboring countries. However, through our work with community organizations, including local bodies, we have sought to strengthen a Pakistani state which is modern, proud of its culture and languages, socially progressive and provides its citizens equal economic opportunities.

This report represents the work done during 2004-2005 by all in SPO and I must acknowledge the efforts of SPO’s Staff, Volunteers, Supporters, Donors, and partners in this together.

ABOUT SPO

SPO envisions a society that is democratic, socially just and tolerant. The commitment of those associated with SPO, the volunteer members of its General Body and Board, the staff and the partner organizations, makes SPO both serve and represent the oppressed and the downtrodden. Using its unique tools of capacity development of community institutions and fostering knowledge-based civil society networks, SPO has played a role in the struggle to secure the rights of the marginalized. It has contributed to the movement to repeal discriminatory laws against women and religious minorities, and in hand with other NGOs. SPO’s work is not based on rhetoric, rather it capacitates communities through helping them run actual projects and developing their knowledge and skills.

SPO sees itself as a rights-based capacity building organisation that focuses more on social, economic and cultural rights within the framework of human rights while believing in the indivisibility of rights and working closely with those who champion the causes of civil and political rights. With all humility and recognizing the limits to its own capacity, SPO helps increase the ability of communities to survive and prosper in a highly competitive and knowledge-based world.

SPO works from its 18 offices across the country to achieve its mission of strengthening and supporting community organizations and public interest institutions of Pakistan for the benefit of poor and disadvantaged sections of society for sustainable development through a participatory approach.
Annual Report 2004-2005

Capacity Building

Strengthening grass root institutions for good governance

Strengthening grass root institutions, Community-Based Organisations (CBOs), Women Organisations (WOs) and Local Body Institutions (LBI)s has remained a major programme of SPO since its inception. While the complexity of SPO’s work has increased manifold, it has also broadened in scope and scale. Working with more than 1200 Community Based Organizations, 250 Women Organizations and with 150 Local Bodies Institutions, i.e., Union Councils and Community Citizen Boards, SPO’s outreach is second to none.

The governmental and non-governmental partners are increasingly seeing SPO as an incomparable capacity building institution. During the reporting period, we facilitated 32 planning and development workshops in four provinces of Pakistan. These workshops included 334 Grass root organizations of CBOs and WOs. We partnered with 19 newly indigenous local organizations to continue our capacity building work. We facilitated and trained 82 union councils and 383 community citizen boards (CCBs) in management of development work, proposal writing, conflict resolution, record keeping, community mobilisation and monitoring. We endorsed newly acquired skills and knowledge with follow-up, monitoring and provided technical assistance for 52 public events involving 6500 participants. These included 14 seminars, 12 dialogues, 9 exposure visits and 16 other meetings.

Healing Khenawal:

Efforts to build interfaith and sectarian understanding:

The 1990s saw a high incidence of interfaith and sectarian violence in District Khenawal. Shia-Sunnia tensions kept local communities on tenterhooks, especially during Ashura, which is a special devotion for Shia Muslims. In 1995, Punjab, which has a tradition of interfaith tolerance, was rocked by the Sharri Nagar incident; the primarily Christian village was burnt down by religious extremists and miscreants from a militant organization.

The smouldering aftermath of this incident called for urgent interventions to restore peace. SPO Punjab started working with a cluster of local groups to fight against communalism and sectarianism. Steady efforts helped improve the situation until, in 1995, when the Muslim holy month of Ramadan coincided with Christmas, the Christian community organised an Iftar for the Muslims in their village, and the Muslims reciprocated by joining in Christmas celebrations.

Although Muslim-Christian relations improved through this effort, Khenawal still needed to contend with tensions between Shia and Sunni Muslim communities. Encouraged by the success of its efforts in Sharri Nagar, SPO decided to target Kabirwala as the area worst affected by Shia-Sunni violence in the district.

In 2001, Farrukh Raza, a young local activist working with an SPO-trained organisation, formulated a comprehensive plan to tackle the situation. The plan identified four sections of society to be approached: moderate religious scholars from both Shia and Sunni communities; sportspersons; poets and writers; and elected representatives. Farrukh Raza and a colleague visited many individuals from these walks of life and shared their ideas with them. They asked poets and authors to voice their concerns and a message of peace in their writings. Religious scholars were requested to give sermons on moral coexistence and interfaith harmony. Sports and literary events were organised in which members of both communities participated.

With years of hatred and violence to be reversed, this was a difficult task, requiring utmost commitment and patience. After three years of work, however, religious violence and hate crimes started decreasing in Khenawal, and it seemed that Farrukh Raza’s plan was working. In 2004, the district administration agreed to depart from a norm of recent years and not call in the Army to secure stability during Ashura riots. Despite the absence of a high-profile security force, Shia processions went smoothly that year, and no untoward incident was reported from any part of the district. Sectarian violence in Khenawal remains on the decline, indicating that Farrukh Raza’s people-centred plan has indeed worked.

Capacity Building Process

SPO’s capacity building process is systematic, participatory, gender sensitive and jointly developed with community institutions. The process is carried out with CBOs, WOs and LBI’s and focuses on improving organizational functions like governance, operational management, finance, conflict resolution and sustainability.

Products and Tools:

- Development Planning and Management Workshops
- Activity tracking system of partners
- Applying capacity building indicators to establish base lines and measure the capacity of partner organization through Learning Information System
- Training follow-up programme and refresher courses
- Technical Assistance to partners for specialised skills
- Linking partner organisations with government and other institutions
- Conducting training of trainers to create a cadre of Local Resource Persons (LRPs) who ensure the ongoing availability of and access to capacity building services
- Mobilizing communities for the formation of women organizations, who are then encouraged to play a lead role in society
- Capacity building through supporting exchange and exposure visits of partner organizations
- Promoting gender equality by sensitising male members of the communities

From Heer to Mukhtarani: Gender and capacity building efforts

Punjabi and Seraiki folklore and Sufi poetry alike have celebrated the exemplary courage of the woman; the struggle of women to assert their rights in modern times inspired the same empathy as the legendary figures of Heer, Shamshat and Sahaba. The most renowned is the terrifying story of Mukhtar Mai, who was sentenced to die by the orchestrator (informal judicial group) of her village’s rape for a perceived offence by her brother. The case she filed after this horrifying experience poses an enormous moral challenge to Pakistan society and raises fundamental questions about the right and access of women to justice. Mukhtar’s case faces tremendous odds. During his military rule over Pakistan (1977-88), General Zia had imposed discriminatory laws on the country that made it extremely difficult for women to acquire justice against rape and other crimes against women. Even such as the Hudood Ordinance and the Criminal Procedures (Enforcement) Ordinance, in particular, have made it practically impossible for women to seek justice from courts of law. In addition to this obstacle, Mukhtar’s case stirs the patriarchy and feudal power structures of Pakistan society at the root. Thus, the country’s decision will have a great bearing on the social fabric of Pakistan society. Mukhtar Mai’s struggle enables her to symbolise for everyone who wishes to see a society just society in Pakistan. Not there had been another Wazir Shah in these times, another epic would have been written, immortalising the pain and martyrdom of this daughter of Pakistan, and placing her in the league of her legendary sisters. SPO has responded in the best way to her need for understanding and help. In the village of Dattu, where the tragic incident took place, a cluster of women organizations has been established, and SPO is building the capacities of these groups to create a cadre of local people, who can stand up for social justice. One of these organizations is Mukhtarani. Her goal was to set up a school for girls because she felt that the injustice committed against her was rooted in lack of education. SPO supported her organization. Today, Mukhtarani is effectively running a school attended by some 150 girls and boys from the village. A lighter to the core, she has also enrolled herself as a student in Class 4.
Technical Assistance Provided to Local Government

<table>
<thead>
<tr>
<th>Event</th>
<th>Type of Support</th>
<th>No. of UCs Involved</th>
<th>No. of Benef.</th>
<th>Results achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCB Formation</td>
<td>Motivation for CCB formation</td>
<td>109</td>
<td>2350</td>
<td>Awareness about CCB mechanism</td>
</tr>
<tr>
<td></td>
<td>and registration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCB Mobilization</td>
<td>Meetings with potential</td>
<td>180</td>
<td>3800</td>
<td>Councilors motivated to form CCBs</td>
</tr>
<tr>
<td></td>
<td>stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCB Registration</td>
<td>CCB registration form provided</td>
<td>75</td>
<td>1450</td>
<td>10 CCBs registered</td>
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<tr>
<td>CCB Funds</td>
<td>Dist. Govt. motivated for funds</td>
<td>5</td>
<td>250</td>
<td>Dist. Govt. allocated Rs. 6 million for CCBs</td>
</tr>
<tr>
<td></td>
<td>allocation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCB Cheques</td>
<td>Distribution</td>
<td>11</td>
<td>33 CCBs</td>
<td>33 CCBs received Cheques</td>
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</tbody>
</table>

Trainings of LBIs

<table>
<thead>
<tr>
<th>Training Course</th>
<th>Balochistan Dist.</th>
<th>Tehsil</th>
<th>UC</th>
<th>CCB</th>
<th>Sindh Dist.</th>
<th>Tehsil</th>
<th>UC</th>
<th>CCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training 1</td>
<td></td>
<td></td>
<td>5</td>
<td>32</td>
<td>2</td>
<td>9</td>
<td>77</td>
<td>319</td>
</tr>
<tr>
<td>Training 2</td>
<td></td>
<td></td>
<td>5</td>
<td>32</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training 3</td>
<td></td>
<td></td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td></td>
<td>15</td>
<td>64</td>
<td>2</td>
<td>9</td>
<td>77</td>
<td>319</td>
</tr>
</tbody>
</table>

When Ormard’s Small Fishermen Tackle the Big Fish

The Tehsil Council of Ormara, one of the four tehsils of District Gwadar, was selected in 2002 to undergo SPO’s Capacity Building for Good Governance Programme. Initial meetings revealed that the local people perceived serious threats to their livelihoods from a diesel smuggling racket being carried out in the area. Bringing diesel from Iran, the smugglers were using the 250-Meter coast of Ormara as an interim storage point and had established several filling stations for the purpose. On a normal day, hundreds of ships would arrive from Karachi to collect the diesel. This process would transport the diesel to the ships in a flotilla of oil, heavily poisoning the shoreline and seawater. The buyers from Karachi were also buying in the area, using a type of diesel that causes extensive environmental damage to the environment and the use of which is prohibited by law. Alarmed at the sharp declines in their catches, and worried that the marine ecosystem would be unable to recover from the damage, local fishermen had lodged several complaints through their associations, but the local administration, Pakistan Navy and Coast Guards gave no response. SPO helped the Tehsil and Union Council Nazims and councillors and the representatives of local fishermen associations to unite and develop a joint strategy. A campaign was launched in which letters were written to a number of officials associated with the Fisheries Department and the Office of the Coast Guard, and to government ministers, the Chief Minister of Balochistan, and even the President of Pakistan. When no significant reaction came, the affected people staged a demonstration during which they threatened that the ships that were involved in diesel smuggling and illegal use of diesel would be burnt. Their resolve made it clear to the local administration that further delays might result in more serious trouble. Action was finally taken against the illegal diesel filling stations, and they were shut down. As a result, the ships from Karachi also stopped coming to the area.

The Park in Turbat: Public interest agitation from the grass roots

In District Kech, the government of Turbat allocated a small plot of land for a children’s park. Later, however, the Tehsil Nazim announced that the plot would be auctioned to raise financial resources for the tehsil government. Local people tried, through a community-based organization (CBO) called Tamer Foundation, to convince the government to rescind this decision. During the process, Tamer Foundation participated in an advocacy workshop organized by SPO, where its members learnt about different techniques of advocacy, including public interest litigation. Putting its learning into practice, Tamer Foundation acquired support from local lawyers and obtained an injunction against the auction from the court. After this court had heard both parties, it ruled in favour of Tamer Foundation and ordered the Tehsil Nazim to develop the funds as a children’s park.

Helping to Unblock Power Devolution Channels

Deeply feudal, Kohar Pakka is a remote tehsil of District Lodhran. SPO, in collaboration with the Canadian Devolution Support Programme trained citizen community boards (CCBs) in Punjab including seven from Kohar Pakka. Kohar Pakka’s trained CCBs developed project proposals for infrastructure development in their respective areas and submitted them to the Tehsil Council. Right away this took its administrative shape. The administration could not allocate funds because it was not sure that the budget estimates were accurate or the proposal reliable. Although the CCBs were not subject to formal checks and balances, the administration feared that issues might be raised during its own audit if it made any inappropriate allocations to CCBs. In fact, it was a concern CCBs were facing across the country. It was rooted in lack of information about the role of CCBs on the part of the local governments and administration; the inadequacy of their capacity to review project proposals; and also on the common perception that CCBs were ‘non-traditional people’ and therefore could not be trusted to make the most efficient use of funds. SPO helped them to form a committee in the Tehsil Council, whose responsibility was to support the administration in releasing funds for CCB projects by overseeing budgets and monitoring the approval and implementation of the projects.

In addition, the SPO team at Lodhran, along with CCBs, initiated a dialogue with the tehsil governments on the proposals. The government and elected officials were also selected to the auditors and informers of the mechanism for CCBs under the Local Government Ordinance, 2001 (LGO) and were introduced to CCBs and their role in the governance system. Kohar Pakka’s Tehsil Nazim called a meeting in January 2005. After a healthy debate, 16 projects proposed by as many CCBs, with a total value of more than one billion rupees, were approved. Of the 16 CCBs, 7 had been initiated by SPO and technically assisted in project development and submission. Change is in the air in Kohar Pakka, with CCBs running successful projects and contributing to the development of their areas.

Agents of Change in Kharipur: Strengthening CCBs

SPO and DICEJ joined hands to support and strengthen citizen community boards to ensure effective service delivery and improved quality of life for citizens in District Kharipur. Initially a workshop was organized at district level. To actively Union Councils, SPO teams met with them and following visits and motivated them to attend the district workshop. In response, more than 70 Nazims from a total of 76 and 1,500 councillors attended the event. As a result of the workshop, all 76 Union Councils (UCs) of the district signed a Memorandum of Understanding to facilitate the formation of citizen community boards (CCBs) in their areas. SPO trained the UCs in techniques to mobilize CCBs and, after CCBs were successfully mobilized, trained these boards in project proposal writing. SPO’s intervention increased the number of CCBs in Kharipur from 243 to 800.
Improving Livelihoods...

Social Sector Funding

SPO's social sector funding is a means of providing financial resources to grass root institutions but the inherent logic is building the capacity of the communities to run development projects and better understand projects based on public spending by the government. That is why SPO emphasizes projects that combine technical assistance and human resource development with other project inputs. During the reporting period, SPO assisted 35 CBOs and 15 WOs in the development of social sector projects. SPO's Choti Funding (small funding) programme, embedded in the DPM training programme, helps vulnerable groups, through CBOs and WOs, in operating their own small income generation activities and acquire relevant skills.

It particularly empowers women to become more active in their communities and family decision-making. SPO also supports skills training as well as information dissemination to promote economic empowerment of communities. Creating linkages of partner organizations with other resource institutions is a vital part of SPO's capacity building strategy. SPO developed new funding linkages and sources of finance for 19 partner organisations.

Project developed and implemented by partners during 2004-05

<table>
<thead>
<tr>
<th>Sector</th>
<th>Location</th>
<th>Funds</th>
<th>Beneficiaries</th>
<th>CBO</th>
<th>WO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>Sindh-Punjab &amp; NWFP</td>
<td>Rs. 11495593</td>
<td>170586</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td>Education</td>
<td>Sindh-Bal. Punjab &amp; NWFP</td>
<td>Rs. 3709700</td>
<td>16208</td>
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<td>1</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Balochistan, &amp; NWFP</td>
<td>Rs. 557700</td>
<td>1402</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Goat Rearing</td>
<td>Balochistan</td>
<td>Rs. 908000</td>
<td>618</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Sanitation</td>
<td>Balochistan</td>
<td>Rs. 947556</td>
<td>1608</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>Rs. 17618549</strong></td>
<td><strong>190440</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Through Social Sector Funding

SPO helps grass root organisations learn skills of project management, monitoring and accounting. The funding is awarded in small grants of short duration for specific activities while grantees receive additional institutional training and exposure to strengthen project management capacity.

Product and Tools:
- SPO's project policy and grant management procedure
- Project proposal format and agreement
- Participatory monitoring and evaluation formats and procedure
- Measuring capacity of partner organisations by establishing benchmark marks
- Online project data entry in Learning Information System
- Inter-organizational knowledge sharing and learning through exposure visits and conducting discussion forums.

FUNDING AREAS
- Health
- Basic education management
- Environment/Water & Sanitation
- Rights and Awareness Raising
- Livelihoods/Agriculture & Livestock

Water and Well-being come to Kunri

In many rural parts of Pakistan, the sight of women fetching water from distant locations is common. Images of women with village plows on their heads have been sketched, painted, heard and sung about by many a romantic artist, but the reality is far from rosy. Until recently, in the village of Kunri in District Muzzafar, there was no safe supply of potable water. Most villagers, who are very poor, drink unsafe water from open ponds, wells, tube wells and natural streams. Additional water needed to be fetched from a single handpump located a 25-minute walk away from Lachi, a local community. This was a major task. The women used to stand in long lines before they could fill their heavy loads and begin the arduous journey home. The weight of the pitcher on her head caused Lachi to lose her hair. With water in such limited supply, hygiene levels were also low. Nighttime access to clean drinking water and sanitation meant that the village suffered from a high incidence of water borne and other diseases. Since Kunri has no health facilities whatsoever, women, children and elderly were chronic patients of typhoid and diarrhea. Against this backdrop, the Rural Women Development Organisation partner organization of SPO in Muzzafar, and implemented a handpump installation project. Working with the local community, the women installed 12 handpumps in the village. Supply sources were created with the active participation and contribution of the local people, and maintenance responsibilities are also shared between the organization and community members. Lachi, other women in the area, and the community at large are very pleased with the change this small project has brought about in their lives. Trust in the women's organization has risen, and its ability to help make a difference has now gained appreciation. The community in general and local women in particular are now able to dream the unthinkable.
Choti Funding Provided by SPO to its partners

<table>
<thead>
<tr>
<th>Sector</th>
<th>Location</th>
<th>Funds</th>
<th>CBO</th>
<th>WO</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1</td>
</tr>
<tr>
<td>Education</td>
<td>Balochistan &amp; Punjab</td>
<td>Rs. 160000</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Micro Credit</td>
<td>NWFP</td>
<td>Rs. 50000</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>Computer Centers</td>
<td>NWFP</td>
<td>Rs. 20000</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Water supply</td>
<td>NWFP</td>
<td>Rs. 10000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>Rs. 350000</strong></td>
<td><strong>22</strong></td>
<td></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>

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**Drop by Little Drop:** Helping rural women to contribute to livelihood improvement

Living on the border of Punjab, Dera Ismail Khan is among the most neglected and backward districts of NWFP. This is mainly due to lack of infrastructure, which has made it a very poor area. A very popular occupation in this village is Janat Bibi. Since her husband is out of work, she has been earning a living in the village for the past six years. She travels to the city of Dera Ismail Khan to purchase goods for her shop. Entering by nature, she was very supportive when an SPO team visited her village to engage the local women in progressive technology development projects to help villagers identify and implement small measures to improve their livelihoods. Seeing the need for priority, she provided her little shop in the money to support the livelihood improvement activity.

In conversation with different people, the problem of fodder shortage was identified as the most serious one, and the funds were utilized for the purchase of fodder after every harvest season in April-June. Janat Bibi showed an interest in baking plants that could be used as fodder in the dry season. With technical guidance from SPO’s team, she is baking rice plants of zeacaphus pochibilis, which is a very nutritious plant, and the demand of people is high. Since water is a very limited resource, Janat Bibi’s neighbors don’t want to waste it. For this reason, she decided to make the best use of plants and sell them. She also decided to use SPO’s techniques to make the green rice technique for baking plants. She uses this method in her bakery with a few kile of plants in it. With the help of SPO, she has been able to make the green rice technique more efficiently.

Janat Bibi’s experiment has become a symbol of the role rural women can play in tackling livelihood problems.

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**Small is Beautiful:** Big returns from SPO’s Choti Funding Programme

In the early 1990s, a large number of Afghan refugees fled their war-torn country to NWFP. The negative impact of their migration was widespread, increasing the use of drugs and illegal weapons in the province, especially among the youth. The village of Gulmari in District Mandi was no exception. As more and more teenagers turned to drugs, local parents and teachers remained worried about the children of the village.

Gulmari Women’s and Development Organization (GWDO), which has been working in Mandi since 1996, had been watching the problem with growing concern. In 2004, they approached SPO’s team with a proposal to submit a proposal to the SPO’s Economic Development Programme (EDP) for an “Awareness and Sports Centre (AAS)” for local youth to divert their attention towards positive pursuits.

The proposal was approved, and the AAS was established in three months. The Centre now supports the local and other leisure activities of local youth. It is a three-section library, which has three hundred books, and facilities for playing cricket, badminton, table tennis, and indoor games. It has a membership of more than 20 young people at present. The organization is satisfied that this small initiative is having a positive effect on the entire community.
Civil Society

Strengthening networks

A key characteristic of SPO's capacity building approach focuses on supporting the growth of networks that bring together grass root organisations to lobby and advocate for the shared needs and universal rights of the communities they represent. The networks are initiated by those community organisations that have attended the comprehensive training programme of SPO.

During the reporting period, we were able to expand our partnership with 8 new civil society networks. These new networks undertook strategic development workshops, in order to determine their themes for local advocacy. The representatives of 148 member organizations belonging to the 8 networks attended the workshops. The other for network development and campaigning was provided to 119 member organizations involving 150 participants.

For collective action, civil society networks are increasing their capacity to advocate and voice their concerns in national and political decisions. With small financial and technical assistance from SPO, CSNs are running campaigns and representing the interest of the local communities. SPO provided training and technical assistance to 36 civil society networks for advocacy events.

Following the intensive strategy development exercise conducted with all CSNs by SPO's regional teams, a national level workshop was held. The process aided an understanding of crucial issues faced by the civil society and of those that needed to be addressed through bringing together policy changes. The workshop also provided a platform for critical thinking and collective sharing of experiences. A distinctive feature of the workshop was the formulation of organizational policies on civil society networks supported by SPO with the involvement of community partners themselves.

By the end of June 2005, there are 36 networks that undertake advocacy interventions in different processes, with a perspective of citizen's participation in governance and integrating the rights of the poor.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Networks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>6</td>
</tr>
<tr>
<td>Education</td>
<td>8</td>
</tr>
<tr>
<td>Health</td>
<td>10</td>
</tr>
<tr>
<td>Law and Justice</td>
<td>4</td>
</tr>
<tr>
<td>Poverty Eradication</td>
<td>8</td>
</tr>
</tbody>
</table>

Tools and Products:
- Providing training in advocacy techniques, including issue identification, research, network building, media relations, conducting policy dialogue and campaigning
- Building advocacy strategy through workshops
- Supporting media campaigns
- Providing training and technical assistance for events and dialogues that generate awareness on social issues

CSN Training Events

<table>
<thead>
<tr>
<th>Training</th>
<th>No of Training</th>
<th>No of Participants</th>
<th>No of Pos Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>2</td>
<td>47</td>
<td>17</td>
</tr>
<tr>
<td>Advocacy</td>
<td>3</td>
<td>81</td>
<td>45</td>
</tr>
<tr>
<td>Strategic Development &amp; Planning</td>
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<td>22</td>
<td>57</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>150</td>
<td>119</td>
</tr>
</tbody>
</table>

Number of CSNs formed during 2004-2005

<table>
<thead>
<tr>
<th>Geographical Location</th>
<th># of CSNs</th>
<th>Member Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CBOS</td>
</tr>
<tr>
<td>Balochistan</td>
<td>5</td>
<td>63</td>
</tr>
<tr>
<td>IWFP</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Punjab</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Sikh</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>137</td>
</tr>
</tbody>
</table>

Peace from the Mosques: Reviving the Legacy of Basacha Khan

The Social Welfare Development Council (SWDCC) is a network of civil society organizations that was fostered by SPO in District Charsadda. It has a membership of 102 local organizations and is working for the promotion of “Peace and Tolerance”, a cause that was espoused by a most remarkable son of this land, Basacha Khan, and his followers, the “Khuwa Ndusters”. They put an end to fertile, feudal and sectarian tensions in areas. SWDCC decided to organize awareness raising seminars on various topics and with different segments of society. The process began in 2004. Some of the themes on which seminars were organized included the role of social workers in promotion of peace and tolerance; peace and human rights; and the role of professional representatives in promotion of peace and tolerance. After conducting these seminars, SWDCC took the initiative of involving religious figures (salarium) as well as imams (prayer leaders) in the promotion of peace and tolerance. This was a very difficult task because the religious groups in the area in particular and in the province in general are against non-governmental organizations (NGOs) and accuse them of promoting American and Israeli agendas. However, SWDCC members worked out an organized and well-planned manner. They organized a seminar on the role of imams in the promotion of peace and tolerance. The seminar was attended by more than 150 religious scholars, imams, and teachers and students of madressas (religious schools). Member of the National Assembly Maulana Mohammad Gohar Shad also addressed the gathering. Speakers at the seminar appreciated the initiative taken by SWDCC, and said that it was for the first time that a civil society organization had contacted the religious groups, madressas and their students and involved them in its activities. They said that efforts of this nature would reduce the gap and interest between religious circles and NGOs, and promote tolerance in the society that is the collective responsibility of every citizen. The religious scholars assured every possible help and support to SWDCC in this cause.

Friends, Not Fishermen: The successful campaign of Badin's small fisherman

For centuries, fishing has been the principal livelihood for the coastal communities in District Badin. In 1996, the Government of Sindh reached a contract with national defense agencies to give them complete fishing rights in the waters off the Arabian Sea. This handedover was justified by the argument that the waters needed to be protected from possible foreign invasion, and local fish would provide food for the nation posted in the area. Once the waters had been allotted to them, however, the defense agencies started fishing on a commercial scale, profiting at the expense of the livelihoods of local fishing communities. The people’s response to this infringement on their livelihood was monitored by DAMN Badin, a local organization representing fishermen. A partner in SPO’s Civil Society Networks Programme, DAMN Badin launched an organized advocacy campaign in support of local communities. Seminars and discussions were arranged on the issue, it was highlighted in the media, and protests rallies by the affected people were staged before the local press club and district government offices. A number of delegations were sent to local elected representatives, Parliamentarians and the provincial government for holding on this issue. Through these efforts, the issue moved from the local domain to the provincial and national, and received wide coverage in the electronic and print media. Fact-finding missions were sent by many channels, and it was found that the defence agencies had gradually occupied vacant beyond the jurisdiction and permission given by the Sindh Government. DAMN’s continued struggle resulted in immense pressure on the Sindh Government from the general public media, elected representatives, Parliamentarians and NGOs. The provincial government finally yielded to the people’s demand, cancelling the fishing contract of the defence agencies and recognising the local communities’ right to fish from the waters.
Institutional Development of SPO
Strong Institutions build Strong Communities

A major strategic staff capacity assessment exercise and the review of SPO administrative policy and practices engaged SPO's Board and staff in the head office and regions. The intensive and interactive process engaged substantial time and efforts of SPO team. As an outcome of the process two major results were achieved. Firstly, various functions and policies related to human resource and administration were streamlined. Secondly, swapping of roles and transfers of staff members on positions that would suit the institution's changing needs was planned, which has to be executed from July 2005.

Staff development continued to be a focus of SPO's strategy to develop further as an institution nurturing human resource to serve community interests.

Dissemination of information and sharing of knowledge remains the primary role of SPO's communication section. The communication section facilitates the flow of information internally and externally, between staff and offices across Pakistan, with the other partner and sister organizations, government departments, NGOs, media and concerned citizens across Pakistan.

During the reporting period, communication section in many cases lead and in others provided support for publication of newsletters, documentation of special meetings and events, editing, designing, printing and translation. SPO's website was regularly updated and improved to provide more information to the visitors.

Capacity building is the crux of SPO's activities. The essential part of its capacity building strategy is to forge partnerships, not only to build common vision but also to augment civil society's resources and sphere of influence. SPO continued to identify new partnerships and sustained the existing ones. A summary of these is given in the table.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Publication Title</th>
<th>Type</th>
<th>Theme</th>
<th>Quantity</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Annual Report</td>
<td>Report</td>
<td>General</td>
<td>0000</td>
<td>Urdu</td>
</tr>
<tr>
<td>2</td>
<td>Progress Report</td>
<td>Report</td>
<td>General</td>
<td>0000</td>
<td>English</td>
</tr>
<tr>
<td>3</td>
<td>Understanding</td>
<td>Report</td>
<td>General</td>
<td>0000</td>
<td>English</td>
</tr>
<tr>
<td>4</td>
<td>Pakistan Poverty</td>
<td>Report</td>
<td>General</td>
<td>0000</td>
<td>Urdu</td>
</tr>
<tr>
<td>5</td>
<td>Education</td>
<td>Report</td>
<td>General</td>
<td>0000</td>
<td>Urdu</td>
</tr>
<tr>
<td>6</td>
<td>Devolution</td>
<td>Report</td>
<td>General</td>
<td>0000</td>
<td>Urdu</td>
</tr>
</tbody>
</table>

Products and Tools

- Annual General Meeting of SPO General Body and periodic meetings of the Board of Directors
- Periodic management committee meetings and biannual programme review meetings
- Individual and collective human resource development events
- Exposure visits of staff
- Conduct staff appraisals
- Upgrade MIS and IT infrastructure to increase efficiency of management system
- Conduct and facilitate internal/external audit of SPO, finance, human resource and general administration
- Preparation of work plans and budgets
- Establish linkages with donors and government departments
- Develop joint projects with government at all levels
- Organize provincial/national dialogues on development issues
## Fixed Assets

<table>
<thead>
<tr>
<th>PARTICULARS</th>
<th>Cost</th>
<th>Depreciation</th>
<th>W. D. V.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>as at</td>
<td>Rate as at</td>
<td>as at</td>
</tr>
<tr>
<td></td>
<td>July 1, 2004</td>
<td>July 1, 2005</td>
<td>June 30, 2005</td>
</tr>
<tr>
<td>Building on freehold land (Note 4.1)</td>
<td>3,407,656</td>
<td>5%</td>
<td>2,375,389</td>
</tr>
<tr>
<td>Electrical appliances and equipment</td>
<td>6,498,357</td>
<td>15%</td>
<td>6,358,261</td>
</tr>
<tr>
<td>Vehicles</td>
<td>16,972,911</td>
<td>15%</td>
<td>15,173,331</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>8,348,287</td>
<td>15%</td>
<td>7,484,727</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>2,800,081</td>
<td>15%</td>
<td>2,374,448</td>
</tr>
<tr>
<td></td>
<td>38,017,172</td>
<td>15%</td>
<td>32,662,181</td>
</tr>
<tr>
<td></td>
<td>34,913,165</td>
<td>15%</td>
<td>29,227,542</td>
</tr>
</tbody>
</table>

1 Turf top building is 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.

---

## Programme Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>12,1</td>
<td>15,053,339</td>
</tr>
<tr>
<td>Traveling and conveyance</td>
<td>3,912,005</td>
<td>7,392,815</td>
</tr>
<tr>
<td>Vehicle maintenance and repairs</td>
<td>3,011,005</td>
<td>3,644,385</td>
</tr>
<tr>
<td>Office rent</td>
<td>2,660,637</td>
<td>1,189,528</td>
</tr>
<tr>
<td>Office supplies</td>
<td>3,912,005</td>
<td>1,320,160</td>
</tr>
<tr>
<td>Depreciation and publications</td>
<td>11,894,073</td>
<td>40,304,330</td>
</tr>
<tr>
<td>Training and development</td>
<td>3,912,005</td>
<td>16,345,746</td>
</tr>
<tr>
<td>Traveling, maintainance and reporting</td>
<td>3,912,005</td>
<td>12,322,697</td>
</tr>
<tr>
<td>Maintenance and extension</td>
<td>3,912,005</td>
<td>27,267,017</td>
</tr>
<tr>
<td></td>
<td>29,420,027</td>
<td>104,352,362</td>
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## Administrative Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff salaries</td>
<td>3,665,603</td>
<td>3,823,314</td>
</tr>
<tr>
<td>Traveling and conveyance</td>
<td>3,912,005</td>
<td>699,700</td>
</tr>
<tr>
<td>Telephone and postage</td>
<td>3,912,005</td>
<td>2,054,316</td>
</tr>
<tr>
<td>Vehicle maintenance and repairs</td>
<td>3,912,005</td>
<td>4,843,399</td>
</tr>
<tr>
<td>Office supplies</td>
<td>3,912,005</td>
<td>555,580</td>
</tr>
<tr>
<td>Depreciation and publications</td>
<td>3,912,005</td>
<td>21,598,627</td>
</tr>
<tr>
<td>Legal and professional charges</td>
<td>3,912,005</td>
<td>3,912,005</td>
</tr>
<tr>
<td>Insurance</td>
<td>3,912,005</td>
<td>4,262,697</td>
</tr>
<tr>
<td>Publicity and promotion</td>
<td>3,912,005</td>
<td>889,685</td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>3,912,005</td>
<td>899,930</td>
</tr>
<tr>
<td></td>
<td>20,651,373</td>
<td>77,869,792</td>
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</tbody>
</table>

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*Annual Report*
### 14. RECONCILIATION AND ANALYSIS OF FUNDS

<table>
<thead>
<tr>
<th>FUND BALANCE</th>
<th>RECONCILIATION OF FUNDS</th>
<th>NETLED FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>TOTAL</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2013</td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td>871,892</td>
</tr>
<tr>
<td>Short-term Investments</td>
<td>871,892</td>
<td>892,862</td>
</tr>
<tr>
<td>Long-term Investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Current Assets</td>
<td></td>
<td>871,892</td>
</tr>
<tr>
<td>Total Netted Funds</td>
<td></td>
<td>871,892</td>
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<tr>
<td>Total Assets</td>
<td></td>
<td>993,784</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td></td>
<td>112,892</td>
</tr>
<tr>
<td>Total Equity</td>
<td></td>
<td>880,892</td>
</tr>
<tr>
<td>Total Netted Funds</td>
<td></td>
<td>871,892</td>
</tr>
</tbody>
</table>

**Reconciliation:**

- **Current Assets:**
  - Short-term Investments: 871,892
  - Long-term Investments: 

- **Total Current Assets:** 871,892

- **Total Netted Funds:** 871,892

- **Total Assets:** 993,784
- **Total Liabilities:** 112,892
- **Total Equity:** 880,892
- **Total Netted Funds:** 871,892

**Notes:**

- The reconciliation above is illustrative and may not be complete or accurate.
- Further details and explanations are provided in the document.
SPO Employees

National Centre, Islamabad
1. Harris Khatri Chief Executive
2. Fazal Teemaie Programme Support Head
3. M. Zia Hameed S. Mgr. Finance & Institutional Affairs
4. Mian Bilal Naeem S. Mgr. Programme Planning and Audit
5. Azam Farooqui S. Mgr. Programme Planning and Audit
6. Shafiq Mehdi Internal Auditor
7. Aftab Iqbal Mgr. Communications
8. Rizwan-ul-Haque Special Art and Design
9. Tariq Razaq Mgr. Planning and Evaluation
10. Umer Niazat Mgr. Human Resources & Administration
11. Paul-Adin Rai S. Chief IT
12. Roland Williams Mgr. Front Desk
14. Nayyar Iqbal Mgr. Administration and Logistics
15. Sidney Sainz Executive Assistant Coordinator
16. Shabana Zafar Mgr. Gender & Capacity Building PC
17. Usama-Iqbal Tahir Mgr. Monitoring
19. Shafiq Mehdi Mgr. Maintenance
20. Muhammed Khalid Driver-1
22. Haj Shafiq Driver-3
23. Muhammad Iqbal House Keeper
24. Umer Ghafoor Office Attendant-1

Quetta
27. Zafar Zia Secretary Regional Head
28. Yasmeen Noor S. Mgr. Gender and Capacity Building
30. Naveed Ghambari S. Mgr. Civil Society Networks
31. M. Yousuf Mgr. Training Unit
32. M. Rehman Mgr. Projects
33. Farzad Ahmad Mgr. Civil Society Networks
34. Iman Iqbal Mgr. Gender and Capacity Building
35. Faiz Khajoori Asst. Mgr. Gender and Capacity Building
36. Nauman Farooq Mgr. Finch and Administration
37. Kathy Javed Gill A. Mgr. Administration
38. Meena Hashmi Bajaj A. Mgr. Finance
39. Irshad Mushtaq Accountant TAWA Project
40. Yazzid Durani Data Entry Operator (TAWA Project)
41. Imran Ali Driver-1
42. Fazal-ur-Rehman Driver-2
43. Saeed Khan Driver-3
44. Atif Siddiqui Office Attendant

Peshawar
45. Farooq Nighat Hussain Regional Head
46. Samiul Hasan S. Mgr. Gender and Capacity Building
47. Ameen Khan S. Mgr. Civil Society Networks
48. Shahid Kolah Mgr. Gender and Capacity Building
49. Zulfiqar Khan Mgr. Gender and Capacity Building
50. Aliyu Jabeen Mgr. Administration
51. M. Shafik Khan Mgr. Finance
52. Rizwan-Khan Mgr. Driver-1

Multan
56. Gh. Mustafa Baloch Regional Head
57. Tahir Muhammad Mgr. Gender and Capacity Building
58. Feroz Ahmed Mgr. Projects
59. Abdul Rashid Mgr. Administration
60. Gul Sadiq Mgr. Driver-1
61. Sabia Noor Mgr. Driver-2
63. Shafayat Ali Mgr. Driver-4
64. Hassaan Bashir Mgr. Driver-5
65. Imran Bashir Mgr. Driver-6

Hyderabad
66. Noor Muhammad Regional Head
68. Mohammad Ali S. Mgr. Civil Society Networks
69. Abdul Majeed Mgr. Driver-1
70. Shafiq Ahmed Mgr. Driver-2
71. Shafiq Ahmed Mgr. Driver-3
72. Shafiq Ahmed Mgr. Driver-4
73. Shafiq Ahmed Mgr. Driver-5
74. Shafiq Ahmed Mgr. Driver-6

Tawa Project, D.H.Khan
75. Noor Muhammad Regional Head
76. M. Shoaib Murtuza S. Mgr. Projects
77. Shoaib Ahmed Mgr. Gender and Capacity Building
78. Shaukat Janjua Mgr. Driver-1
79. Muhammad Ishaq Mgr. Driver-2
80. Muhammad Ishaq Mgr. Driver-3
81. Muhammad Ishaq Mgr. Driver-4
82. Shafiq Ahmed Mgr. Office Attendant
83. Shafiq Ahmed Mgr. House Keeper

Tawa Project, Sindh
84. Muhammad Ishaq Mgr. Driver-1
85. Muhammad Ishaq Mgr. Driver-2
86. Muhammad Ishaq Mgr. Driver-3
87. Muhammad Ishaq Mgr. Driver-4
88. Muhammad Ishaq Mgr. Driver-5
89. Muhammad Ishaq Mgr. Driver-6

Tawa Project, Kirthar
90. Muhammad Ishaq Driver-1
91. Muhammad Ishaq Driver-2
92. Muhammad Ishaq Driver-3
93. Muhammad Ishaq Driver-4
94. Muhammad Ishaq Driver-5
95. Muhammad Ishaq Driver-6

Tawa Project, Gwadar
96. Abdul Majid Driver-1
97. Abdul Majid Driver-2
98. Abdul Majid Driver-3
99. Abdul Majid Driver-4
100. Abdul Majid Driver-5
101. Abdul Majid Driver-6

Tawa Project, Zhob
102. Mustafa Khan Driver-1
103. Mustafa Khan Driver-2
104. Mustafa Khan Driver-3
105. Mustafa Khan Driver-4
106. Mustafa Khan Driver-5
107. Mustafa Khan Driver-6

Tawa Project, Quetta
108. Sardar Ali Driver-1
110. Sardar Ali Driver-3
111. Sardar Ali Driver-4
112. Sardar Ali Driver-5
113. Sardar Ali Driver-6

Tawa Project, Balochistan
114. Seth Abdul Latif Driver-1
115. Seth Abdul Latif Driver-2
116. Seth Abdul Latif Driver-3
117. Seth Abdul Latif Driver-4
118. Seth Abdul Latif Driver-5
119. Seth Abdul Latif Driver-6

National Resource Management NFR/MLI
120. Asghar Khan Senior Coordinator
121. Muhammad Ishaq Senior Coordinator
122. Muhammad Ishaq Senior Coordinator
123. Muhammad Ishaq Senior Coordinator
124. Muhammad Ishaq Senior Coordinator
125. Muhammad Ishaq Senior Coordinator
126. Muhammad Ishaq Senior Coordinator
127. Muhammad Ishaq Senior Coordinator
128. Muhammad Ishaq Senior Coordinator
129. Muhammad Ishaq Senior Coordinator
130. Muhammad Ishaq Senior Coordinator
131. Muhammad Ishaq Senior Coordinator
132. Muhammad Ishaq Senior Coordinator
133. Muhammad Ishaq Senior Coordinator
134. Muhammad Ishaq Senior Coordinator
135. Muhammad Ishaq Senior Coordinator
136. Muhammad Ishaq Senior Coordinator
137. Muhammad Ishaq Senior Coordinator
138. Muhammad Ishaq Senior Coordinator
139. Muhammad Ishaq Senior Coordinator
140. Muhammad Ishaq Senior Coordinator
141. Muhammad Ishaq Senior Coordinator
142. Muhammad Ishaq Senior Coordinator
143. Muhammad Ishaq Senior Coordinator
144. Muhammad Ishaq Senior Coordinator
145. Muhammad Ishaq Senior Coordinator
146. Abdul Gaffoor Chief Coordinator
147. Wali Muhammad Chief Coordinator

Era Project, Quetta
148. Abdul Majid Driver-1
149. Abdul Majid Driver-2
150. Abdul Majid Driver-3
151. Abdul Majid Driver-4
152. Abdul Majid Driver-5
153. Abdul Majid Driver-6

SCC Non-Formal Education NFE
154. Aslam Shah Driver-1
155. Aslam Shah Driver-2
156. Aslam Shah Driver-3
157. Aslam Shah Driver-4
158. Aslam Shah Driver-5
159. Aslam Shah Driver-6

Annual Report 2003-2005
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Chairman: Muhammad
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Email: hyderabad@spopk.org

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