

Small Grants for Development



**SPO**  
Strengthening  
Participatory  
Organization

ادارہ استحکام شرکی ترقی

# Progress Report

2006 2007



Institutional Strengthening of SPO



Capacity Building for Good Governance



Strengthening Civil Society Movements for the Protection of Human Rights

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Progress Report 2006-2007

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## Message from the Chairperson



The role that SPO is playing now is significantly different from what it was when it began its journey 15 years ago as an indigenous civil society organization. SPO's mission has extended far beyond capacity building of community based organizations, to become much more of a catalyst in promoting rights-based development in Pakistan. This gradual transformation has also necessitated SPO to broaden the partnership base to make it more inclusive and welcoming for other important institutions such as local bodies, school management committees, health monitoring committees, *Masalihati Anjumans* etc. The change in direction and the widening of partnership base has been articulated clearly in the recently adopted strategy for SPO.

As Chairperson of SPO, I affirm with great pride that this strategy has been prepared in-house after extensive and intensive community consultations, numerous debates and discussions among the staff, and untiring deliberations within the Board of Directors. Hence, the strategy is the outcome of the collective wisdom of many who have tremendous experience of struggling for social change in Pakistan. I commend the staff for this rewarding effort.

All those who were involved in designing the way forward for SPO had a shared belief that poverty, in fact, is the denial of basic human rights and any effort to address the root causes will have to follow the rights-based approach as a pre-requisite for effectively combating poverty. The strategy is further based on the conviction that human rights are universal, interdependent, inter-related and indivisible. The poor need to participate in all aspects of political, economic, and social life, particularly in the planning and implementation of policies that affect them, enabling them to become genuine partners in development. Hence, an understanding of Chapter II of the Constitution of Pakistan, on 'Fundamental Rights and Principles of Policy', in particular, Articles 37 and 38, will be the core curriculum of capacity building interventions. This, of course, will pose internal challenges for SPO staff and Board, particularly in terms of capacity to deliver and monitor this agenda but we all are quite ready to accept this challenge.

As a member of the SPO team, I assure you that we will continue to work on issues that are of concern to the poor and disadvantaged sections of society. We are confident that our commitment to our communities will be sincere and unrelenting.

Sadiqa Salahuddin  
Karachi, March 2008





# 1

## CHAPTER

## Capacity Building for Good Governance

SPO's capacity building programme has played a vital role in sensitizing and mobilizing local institutions on local, national and international development issues. SPO believes that enhancing the capacity and gender-sensitivity of development institutions for good governance is the best means for achieving sustainable development at the grassroots level. SPO's interventions emphasize the importance of responding to issues of marginalized groups,

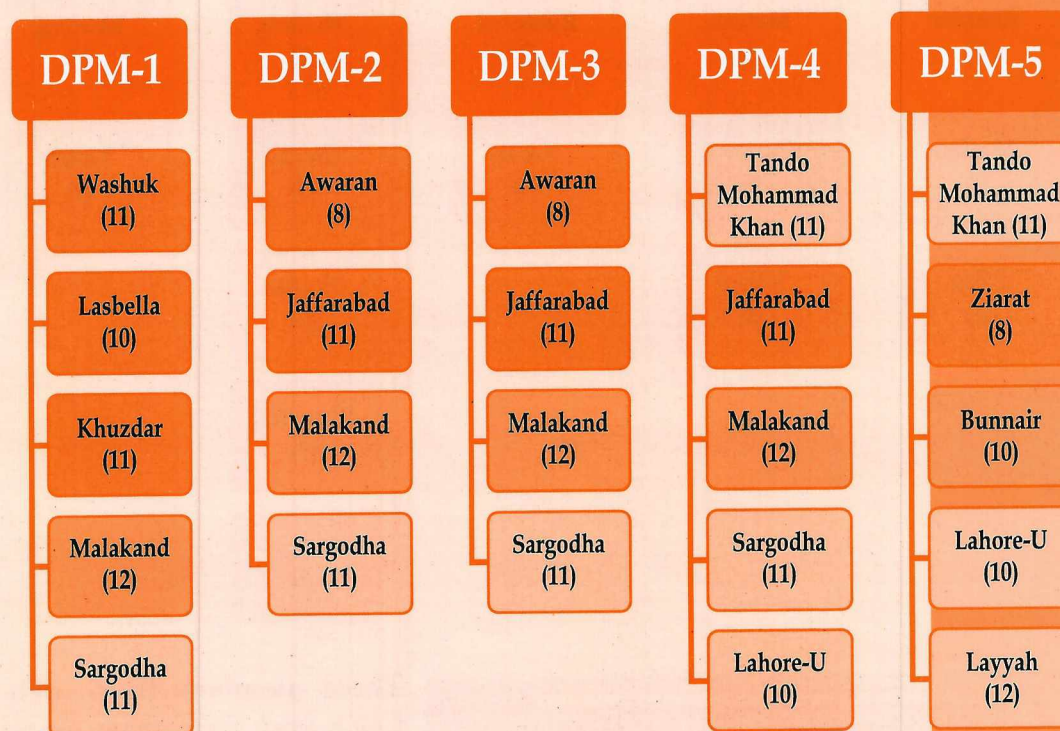
especially the poor, women and minorities. The capacity building programme was implemented with Community Based Organizations (CBOs), Women's Organizations (WOs) and local government institutions, including Union Councils and Citizens Community Boards (CCBs) etc. The major shift from capacity building for improved service delivery to the rights-based approach that was planned for the current phase was successfully piloted with newly formed clusters. The training package was continuously upgraded in order to respond to the changing external

Workshop	Topic
DPM-1	<b>Development Concepts</b> Rights-based education New local government system
DPM-2	<b>Organizational Management</b> Leadership and Decision making Conflict resolution
DPM-3	<b>Situation Assessment</b> Data gathering techniques Issue-based advocacy
DPM-4	<b>Programme/Project Planning</b> Proposal development Proposal Writing Linkages development
DPM-5	<b>Programme/Project Management</b> Implementation Monitoring and evaluation



context in Pakistan, as well as to address core issues of the selected districts. The contents of the first Development Planning and Management (DPM-1) workshop covered the different concepts of development, understanding of gender, awareness about environmental issues, and political education. DPM-2 focused exclusively on organizational management, while project cycle management skills were discussed in detail in DPM-3, DPM-4 and DPM-5.

During the year, three clusters of CBOs in Balochistan and one each in NWFP and Punjab were formed and engaged in the capacity building programme. A total of 23 workshops under the Development Planning and Management Programme were conducted in which 375 members of 125 CBOs acquired knowledge and skills

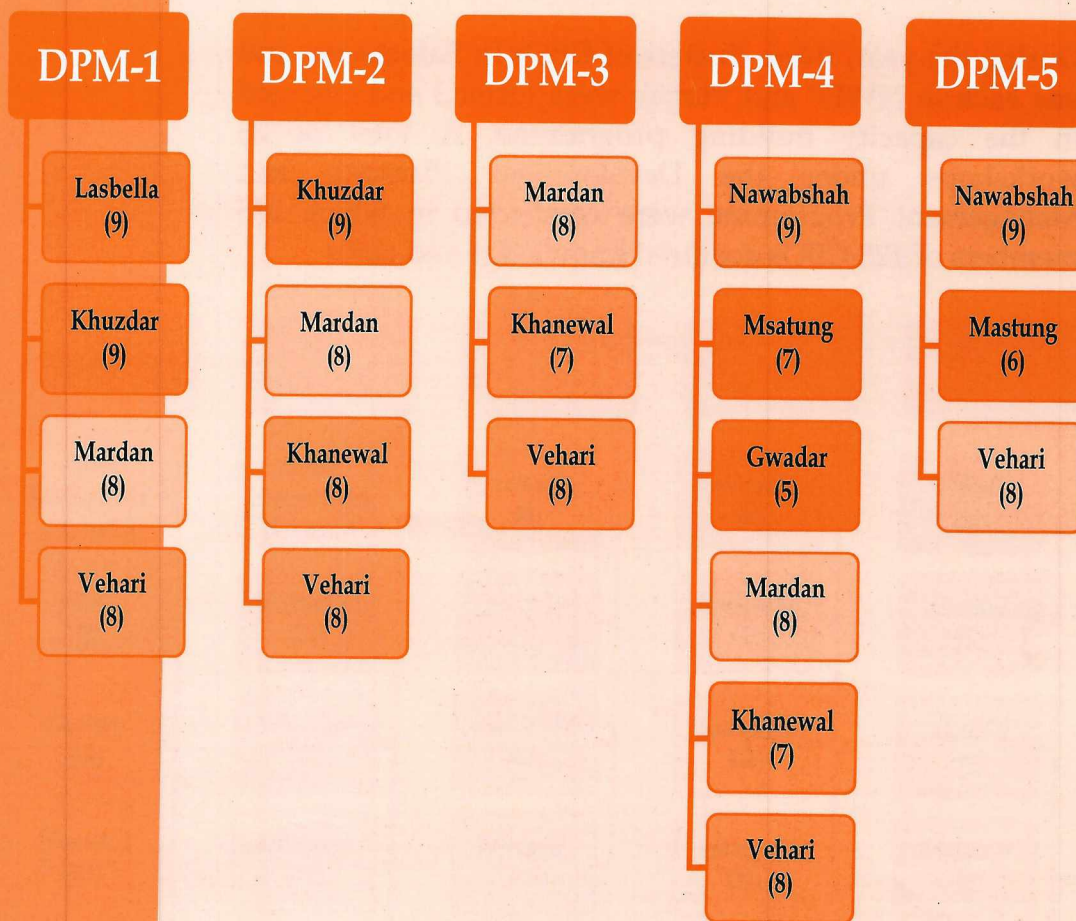


In order to achieve equitable development at local level, the programme included exclusive trainings for the women's organizations in each target district. During the year, two clusters in Balochistan and one each in NWFP and Punjab were formed and engaged in the capacity building



Number of Organizations that Participated in Trainings			
Province	CBOs	WOs	Total
Balochistan	59	30	89
NWFP	22	8	30
Punjab	33	16	49
Sindh	11	9	20
Total	125	63	188

programme. 20 workshops under the Development Planning and Management Programme were conducted, in which 252 members of 63 WOs acquired knowledge and skills.



Number of Persons who Attended Trainings			
Province	Men	Women	Total
Balochistan	177	120	297
NWFP	66	32	98
Punjab	66	81	147
Sindh	22	47	69
Total	331	280	611

Three members from each CBO and four from each Women's Organization were selected to attend the capacity building workshops. Thus a total of 611 members of 188 CBOs and WOs attended SPO's



training events. The knowledge gained was further disseminated when participants went back to their organizations and communities and replicated the training.

On the basis of random monitoring visits and reports from our Learning Information System, it was found that most of the organizations assessed had a clearly articulated idea about the vision and mission, and were able to define objectives that reflected the needs of the community. Welfare-oriented objectives had been realigned to reflect the rights based development approach. Instead of meeting needs on a temporary basis, CBOs and WOs are increasingly undertaking projects that addressed the sustainable developmental needs of the community, such as primary health care, mother and child care, education, agriculture etc. This shift in focus has made a difference in the overall cognitive approach of the CBOs and WOs.

In order to boost the spirit of volunteerism, partner organizations are encouraged to develop their own initiatives. This feature of the programme has played a significant role in addressing the self-realized needs of the communities. During the year, 38 initiatives were designed and implemented in the areas listed in the following table. These interventions directly engaged 8,777 community members.

**Number of Local Initiatives Designed and Implemented by Partner Organizations**

Province	Education	Health	Human Rights/ Gender	Capacity Building	Others	Total Events	Participants
Balochistan	3	3	1	8	4	19	1,199
NWFP	3	1	2	1	1	8	2,224
Punjab	--	--	5	--	--	5	3,630
Sindh	1	--	3	1	1	6	1,724
<b>Total</b>	<b>7</b>	<b>4</b>	<b>11</b>	<b>10</b>	<b>6</b>	<b>38</b>	<b>8,777</b>

Trainings on financial management and record keeping and information about project funding have helped the organizations to reshape and improve their organizational structures. The financial records maintained by CBOs have





improved to a great extent, and they now have the capacity to manage accounts in line with the double entry system.

SPO adopted a new approach of conducting outcome based follow up of DPM trainings to reinforce learning and ensure awareness in the respective communities. During this process, SPO monitored the seminars conducted by partner organizations on self help basis. In addition, SPO supported 39 events across Pakistan including dialogues/seminars, trainings and exposure visits in the areas of education, health, environment, human rights, capacity building etc.

### Maturity Assessment of Partner Organizations

#### Capacity Building Indicators

1. Development Concepts & Vision
2. Leadership & Decision Making
3. Community Participation
4. CBO Membership
5. Outreach
6. Developmental Planning
7. Programme Management (M&E)
8. Organizational Management
9. Financial Management
10. Sustainability

As a result of the DPM programme, member organizations are expected to achieve a certain level of maturity based on SPO's capacity building indicators assessment. As part of SPO's Learning Information System (LIS), SPO has defined 10 Capacity Building Indicators, which are further divided into 34 sub indicators. These indicators are applied at three levels: first at the initial stage of the partnership; then, upon completion of the DPM training cycle; and finally, at the post project stage. The assessment process is carried out in a participatory manner. The results are compiled with the mutual consent of the CBO/WO members, and classified according to 5 levels that indicate organizational maturity as defined by SPO's Programme Management.

During the reporting period, a total of 99 organizations were assessed. 82 organizations were assessed on the scale of maturity according to the 10 indicators, while 17 organizations were reported to have dropped out.



Partner Organizations Maturity Level	%age
<b>CBO:</b> Usually all measurements are below 4 (below 35%)	7%
<b>Some CBDO Qualities:</b> Mostly below 5 with some over 5 (35-55%)	28%
<b>CBDO with Some Gaps:</b> Mostly 6 or above with some below 6 (55+ %)	49%
<b>Operational CBDO:</b> All scores 6 or above (70%)	16%
<b>Ideal/Mature CBDO:</b> All scores are above 8 (85+ %)	--

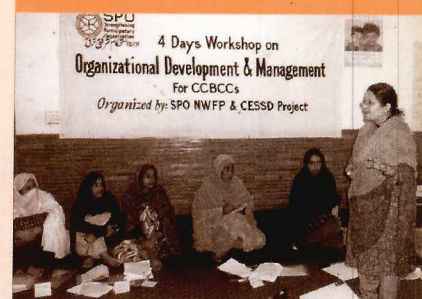
The most recent analysis showed that 65% (Level 3 and above) organizations have achieved the desired level of maturity, while 28% CBOs, rated at level 2, have the potential to develop and achieve maturity through additional inputs and by applying skills in local development initiatives. Some 7% of the total organizations could not noticeably benefit from this programme and SPO does not see any potential in continuing the partnership with them in other areas.

### Strengthening Local Government Institutions

SPO continued supporting the new local government system through providing assistance to basic institutions including Union Councils, CCBs, Monitoring Committees and *Masalihati Anjumans*. These programmes were mainly conducted in three districts of Balochistan (Khuzdar, Kech and Ziarat) and two districts of Punjab (Multan and Muzaffargarh).

Summary of Interventions with Local Government	
Districts	5
Union Councils trained	188
CCBs formed and mobilized	801
CCBs registered	546
CCBs assisted in project proposal development	190

Despite the considerable success in mobilizing local communities and building their capacity, the major challenge to acquire funds from local government remains. Hundreds of projects have been submitted to the local government and are awaiting approval. SPO believes that there is an urgent need to build effective collaboration between local government and training organizations in order to meet the objectives of participatory community development.





## **Capacity Building for Eliminating Discrimination and Violence against Women**

Because of deep rooted patriarchal values violence against women is rampant in our society, and is the basis of much discrimination against women. While its mildest manifestation, sexual harassment, negatively impacts women's mobility, education and employment, at its most severe it is reflected in violent crimes against women. SPO observed that in southern Punjab violence against women (VAW) was noticeably increasing in the form of honour killing, rape, kidnapping, acid burning, burning and domestic violence. According to the findings of a research study conducted by the South Punjab NGOs Forum, approximately 600 women were murdered, 598 women were raped, 1917 were kidnapped, and 127 were victims of acid burning in southern Punjab during the last five years. Disappointingly, civil society has not addressed this issue as determinedly as it should have.

In these circumstances, SPO modified its programme for capacity building of partner organizations to include sensitizing and mobilizing civil society and key stakeholders on issues of violence and discrimination against women, and to promote collective social action for the protection of the rights of women.

The project as of June 30, 2007 had achieved the following targets:

- Mobilized six district networks including Bahawalpur, D.G.Khan, Gujranwala, Lahore, Sargodha and Vehari
- Trained 150 participants from 60 POs on "Sensitization on Violence and Discrimination against Women"
- Trained 150 participants from 60 POs on "Behavior Change Communication for the Elimination of Discrimination against Women"
- Supported partner networks in mobilization and sensitization of key stakeholders including lawyers, doctors, journalists etc. on violence against women

As per the mutually agreed action plan, partner organizations with technical backstopping from SPO, will



mobilize the *Masalihati Anjumans* on issues of violence against women. Through this programme 60 trainings will be conducted with representatives of union council monitoring committees, including *Masalihati Anjumans*, Public Safety Committees and *Insaf* Committees. The *Masalihati Anjumans* (conflict resolution committees), Public Safety Committees, and *Insaf* Committees (justice or arbitration committees) have been set up by local governments with the purpose of facilitating people to solve day to day problems at the local level.

### Capacity Building of Social Mobilizers for ERRA Housing Reconstruction Strategy

An agreement was signed between SPO and UN-Habitat for the capacity building of ERRA partners in social mobilization for the ERRA Housing Reconstruction Strategy. SPO formally initiated the project with the development of a user-friendly training manual in Urdu. Based on participatory training, the manual was designed with the basic tools for mobilization in a three-day workshop format. A two-day TOT was first organized to train SPO trainers. This was followed by the main field programme through which 650 social mobilizers were trained on Role of the Community in Rural Housing Reconstruction (*Dehi Rihaishi Tameer-i-Nau Mein Community Ka Kirdar*) at eight Housing Reconstruction Centers (HRCs) of the Earthquake Rehabilitation and Reconstruction Authority (ERRA) in AJK and NWFP. Besides providing a design for the implementation of a public awareness campaign these trainings supported the establishment of a formal shelter certification system.







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# 2

## CHAPTER

## Small Grants for Development

Poverty remains a serious concern in Pakistan and a large segment of the population (almost 30% by some estimates) lives below the poverty line. Basic services, such as safe drinking water, education and health facilities have not reached the vulnerable groups. After completing the training cycle, the second phase of SPO's partnership with local organizations strives to improve the livelihood of the

**Number of Projects Developed and/or Facilitated by SPO**

Province	TA Provided	Financial Support by SPO	Linked with Other Agencies	Projects' Budget
Balochistan	11	11	--	1,495,600
NWFP	7	--	7	4,602,650
Punjab	7	--	7	6,208,440
Sindh	11	--	11	11,859,369
<b>Total</b>	<b>36</b>	<b>11</b>	<b>25</b>	<b>24,166,059</b>

poor communities of Pakistan. SPO facilitates partner organizations to acquire resources for projects developed on the basis of priority needs of local communities.

During the year, SPO provided technical assistance in the designing and development of 36 projects across the country. Support for all 11 projects in Balochistan was provided by the RNE. In the other three provinces, SPO linked partner organizations with different funding



agencies, including Punjab Initiative Funds, Trust for Voluntary Organizations, ADB-DSP, Canada Fund, Devolution Trust for Community Empowerment, Action Aid, IWDA (Australia), GEF-UNDP, Oxfam-GB, World Bank and UNDP. The total amount of funds arranged by SPO for the Small Grants Programme were Rs. 24.16 M, out of which Rs. 1.4 M were disbursed by SPO in Balochistan.

All 37 projects were supported under selected areas as per SPO's Small Grants Programme Policy.

**Balochistan:** 6 out of 11 projects sought to improve the resource base of partner organizations through setting up Computer Training Centers.

**NWFP:** 4 out of 7 projects exclusively benefited women and children through rights-based education and legal aid services, etc.

**Punjab:** 2 projects in education and 2 for the improvement of sanitation were supported.

**Sindh:** 7 out of 11 projects supported were for the construction and repair of community schools.

Types of Projects Supported by SPO								
Province	Education	Health	Income Generation	HR / Gender	Environment	Local Govt.	Infra Struc.	Total
Balochistan	2	3	6	--	--	--	--	11
NWFP	--	--	2	4	--	--	1	7
Punjab	2	1	--	1	--	1	2	7
Sindh	--	1	1	1	1	--	7	11
<b>Total</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>10</b>	<b>36</b>

SPO's regional offices continued monitoring till the completion of the implementation process of the projects and achievement of initially planned targets. During the year, 45 projects were completed and evaluated by SPO.



Number of Projects Completed during the Year		
Province	Projects Completed	Amount
Balochistan	14	2,788,750
NWFP	16	6,872,788
Punjab	13	3,926,600
Sindh	2	779,550
<b>Total</b>	<b>45</b>	<b>14,367,688</b>

The projects had a positive impact in the areas of education, health, community physical infrastructure (for example, bridges, schools and tube wells), and economic empowerment of women. As part of the project evaluation exercises, focus group discussions were held with beneficiaries to assess their views on what had

been achieved. Some achievements identified by participants are given below:

- Increase in daily income
- Women participation in decision making
- Development of linkages of women in local market for better income opportunities
- Confidence building in women
- Increased mobility of women
- Increased enrolment in schools
- Increase in awareness about women's rights
- Benefits to small farmers through credit and the availability of water for irrigation at low price
- Timely treatment of serious illnesses and diseases of the poor communities

Number of Beneficiaries of Completed Projects			
Province	Beneficiaries		
	Men	Women	Total
Balochistan	2,210	2,646	4,856
NWFP	17,100	18,200	35,300
Punjab	11,380	28,451	39,831
Sindh	5,700	3,800	9,500
<b>Total</b>	<b>36,390</b>	<b>53,097</b>	<b>89,487</b>



### Women Helping Themselves for Better Health care – A Case Study

Basti Nautak Mahmood has a population of 9000 people and is about 38km away from Dera Ghazi Khan towards the south. The majority of the people are from the Wadani, Baloch, Malik and Mir castes. Feudal influence was the major cause of under development in the area. The literacy level was very low. Literacy of males was 15%, while of females was only 1%; there were no health facilities, and patients had to travel some 30/40km to reach the nearest doctor or the dispensary.

In 1998 a few youngsters decided to form an organization. They named it "Rural Development Organization-RDO". During the cluster formation process, the group showed a keen interest in building the capacity of its members, and the organization was selected as a partner in the DPM cycle. During the training they registered the organization, and SPO linked them with "Trust for Voluntary Organizations" (TVO). Keeping in mind the needs of the area TVO, in 2001, funded RDO to set up a primary school worth Rs 158,000. The organization constructed a school building in the area with the help of that grant and started running the school for both boys and girls. There was a conscious effort by the organization to enroll more females, as the female literacy ratio was very low. The primary school enrolled 30 boys and 70 girls in its first year.

Keeping in view the demand from the community and a rationalized need to upgrade the school, the organization requested TVO for support in upgrading the school from primary to middle class. TVO reviewed the project and seeing its success, especially regarding female education, granted funds of Rs 1,734,275 for the upgrading of the primary school to a middle school, for structural expansion, and for a school bus.

The organization took the responsibility to bear all the recurrent expenses of the school building and land. Today 200 children are being educated in the middle school of which 150 are girls. The organization started to expand its activities in new directions.

In 2003 SPO supported the health intervention programme, as requested by the RDO, with a grant of Rs 279,000 under its Small Grants Programme to improve health facilities in the area. The organization started a mother and child health care center for the inhabitants of the area. Health facilities were provided to more than 5000 patients in the first year, and among them were 3000 children and 1500 women. Inspired by the success of the health project the National Rural Support Programme (NRSP) provided support for a permanent building for the health center. Construction of the building has now been completed and the center is functioning well.

The Rural Development Organization has become a role model for the villages of the area. This success story proves that if the community is organized and acts collectively, people can take decisions and act in their own interest, and no feudal system can stand in their way.

### Chhoti Funding

During the process of capacity building, SPO supports each partner organization with *chhoti* (micro) funding to develop a local initiative with the objective of putting into practice skills acquired from DPM workshops. During the year, 87 POs received *chhoti* funding, out of which 34 were women's organizations. A total amount of Rs 1,290,000 was disbursed within the limits of *chhoti* funding (Rs. 10,000 to Rs. 25,000) of which the major portion was utilized in Balochistan. It is anticipated that the projects will benefit approximately 40,000 people, 55% of them being women.



<b>Chhoti Funding</b>				
<b>Province</b>	<b>CBOs</b>	<b>WOs</b>	<b>Total</b>	<b>Amount Disbursed</b>
Balochistan	22	6	28	700,000
NWFP	9	9	18	180,000
Punjab	14	11	25	250,000
Sindh	8	8	16	160,000
<b>Total</b>	<b>53</b>	<b>34</b>	<b>87</b>	<b>1,290,000</b>

The partner organizations utilized these funds to initiate local projects in response to local needs. Interestingly, the major part of the funding was used to support education, indicating that there is a greater realization of the importance of education than there was before.

In Balochistan, most of the education projects were designed to set up libraries and resource centers, underscoring partners' quest for a knowledge-based society. Funds were also utilized for another important purpose - that of improving the livelihood of poor communities through micro enterprise initiatives.

In NWFP, *chhoti* funding was mainly used to support the economic role of women, for which partner organizations set up skill development centers and provided micro credit.

In Punjab, the major focus was to improve the quality of education through engagement of local body institutions,

<b>Sectors</b>	<b>Number of Projects</b>
Education	30
Health	10
Human Rights / Gender	8
Income Generation	25
Strengthening Local Government	6
Promotion of Culture and Literature	2
Community Physical Infrastructure	2

including monitoring committees and school management committees, etc. This served to improve the coordination between local government and community-based organizations to collaborate for local development.



In Sindh, most of the funds were used to conduct awareness campaigns for the rights of women, but micro credit schemes for the economic betterment of poor communities also got a share.

### Projects in Partnership with Pakistan Poverty Alleviation Fund

During the reporting period, SPO finished phase-I of the partnership with PPAF. The following projects in the districts of Ghotki and Shikarpur were completed.

Districts	Project Type	Male Beneficiaries	Female Beneficiaries	Total Beneficiaries	Total Households	PPAF Share (80%)
Ghotki	Irrigation	384	256	640	80	220,417
Ghotki	Drinking Water Supply Scheme	58	38	96	15	77,811
Ghotki	Drainage & Sanitation	206	138	344	43	317,502
Ghotki	Irrigation	264	176	440	55	622,264
Ghotki	Irrigation	264	176	440	55	622,264
Ghotki	Irrigation	135	90	225	28	217,450
Shikarpur	Irrigation	96	64	160	20	113,317
Shikarpur	Irrigation	144	96	240	30	116,267
Shikarpur	Drainage & Sanitation	960	640	1,600	200	549,698
Shikarpur	Drinking Water Supply Scheme	96	64	160	20	66,956
Shikarpur	Irrigation	96	64	160	20	113,317
Shikarpur	Irrigation	135	90	225	28	246,346
Shikarpur	Irrigation	79	51	130	16	213,578
	<b>Total</b>	<b>2,917</b>	<b>1,943</b>	<b>4,860</b>	<b>610</b>	<b>3,497,187</b>

In the coastal belt of Thatta district, phase-II of the project has also been initiated, aiming at the alleviation of poverty through establishing small-scale infrastructure projects. 25 communities will be provided support in two union councils of the area.



### **Balochistan Education Support Programme**

SPO has been engaged in building public private partnerships for the improvement of quality in primary education. For this purpose, SPO collaborated with the Balochistan Education Foundation (BEF) to facilitate the registration of 50 schools. A joint account for the School Management Committees in each school was opened with a grant of Rs 50,000 for infrastructural improvements and repairs. In each school, books were distributed and teachers were trained.

### **Flood Relief and Mobile Health Clinics for District Hyderabad**

During the year, Hyderabad district was badly affected by flooding due to the poor drainage system. SPO responded immediately by providing relief and rehabilitation support. The Canada Fund further supported this intervention for the specific purpose of providing safe drinking water and health services through 11 medical camps in the flood affected areas. The programme benefited 7210 members of the community. Mosquito nets were distributed to guard against the outbreak of malaria.







## Strengthening Civil Society Movements for the Protection of Human Rights

During the last decade, a large part of the development sector swung from service delivery to the rights based approach by engaging key stakeholders from the state and civil society. This brought a change in the framework of SPO's Participatory Development Coalitions, the networks of SPO-trained CBOs and WOs, towards the broader objectives of seeking development through advocacy and lobbying. The civil society network-strengthening component was conceptualized and fine tuned entirely by the SPO staff, which enabled it to evolve in a more flexible manner geared towards the real needs of the community.

SPO's pro-democracy approach is guided by the Constitution of Pakistan and international human rights standards. In partnership with civil society networks, SPO joined the process of policy making by commenting on policy documents and giving feedback on their implementation. In particular, SPO continued monitoring the rights of women, resource allocation and distribution, minority rights, and the social environment affecting local development.

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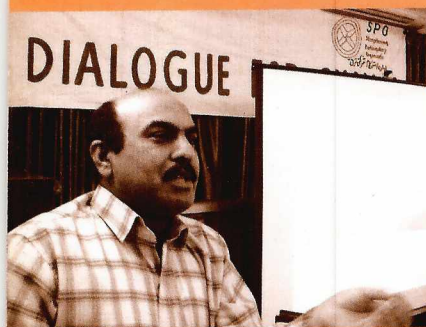
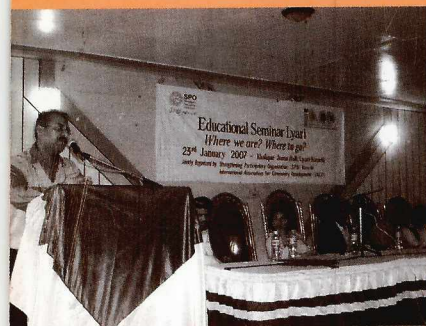
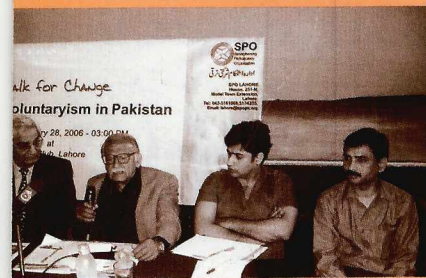


SPO has come to be recognized as a leading organization with strong links to grassroots communities across the country, and is frequently called upon to participate on different forums. With links at district, provincial and national level, SPO is uniquely placed to intervene with government on behalf of the poor and disadvantaged sections of society at each tier of decision making, and to make their voice heard in decisions that impact their lives and well being.

### Campaigns Run by SPO and Partner Networks

One of the major objectives of setting up offices in Karachi and Lahore was to provide an opportunity to civil society groups to dialogue on critical issues with key stakeholders involved in provincial and national decision making processes. A number of events were arranged out of which a few are mentioned below:

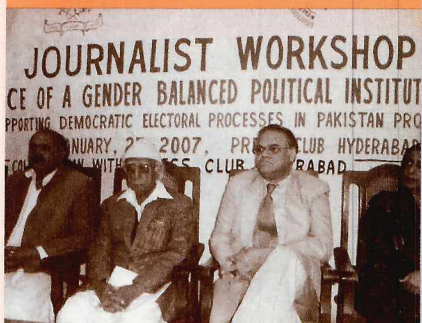
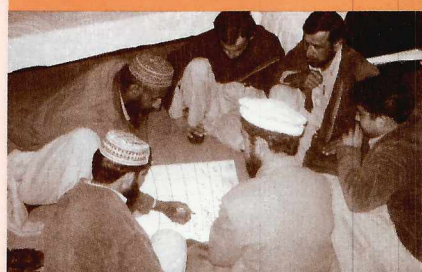
- SPO organized a one-day seminar on **“Education Scenario in Balochistan in the Perspective of the Millennium Development Goals”**. Representatives from the public and private sectors and civil society participated, whose insights and deliberations during various sessions of the dialogue helped to promote understanding of the prevailing situation and identify bottlenecks that hamper efforts towards meeting targets. Though MDGs were discussed generally, the major emphasis was on targets, which focus on achieving universal primary education, promotion of gender equality and women’s empowerment. The dialogue provided a forum for stakeholders to share information regarding the current state of affairs and efforts that had been made to achieve the MDG targets. The dialogue also aimed at identifying ways and means to cope with the challenges that stood in the way of achieving the targets by the end of 2015.
- To mark the anniversary of the devastating earthquake that had struck the country on 8<sup>th</sup> October 2005, SPO along with its partner networks conducted a seminar on disaster responses from CSOs and government, which was followed by a rally in Lahore. The discussion highlighted



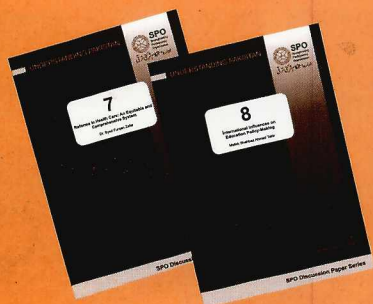
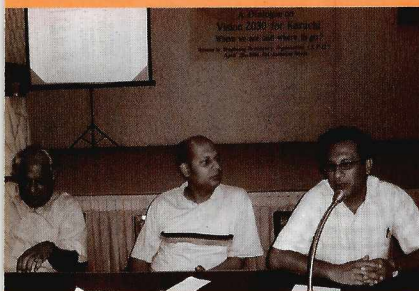


the criticism by the affected people regarding the government's response. Also, SPO along with its partner networks and sister organizations shared the **"National Disaster Management Framework"** developed by the National Disaster Management Authority, which has yet to be established, in order to assess the response of the public.

- SPO-Sindh organized a Dialogue for Change on "Erosion of Trust". Professor Anwar Ahmed from the University of Multan chaired the dialogue. The dialogue covered the topic of lack of trust in today's society between government and people, along with other political and ethical issues.
- A Dialogue for Change on the topic **"Natural Resources on Sale"** was organized by SPO-Sindh. The key speaker was Naseer Memon, a prominent social activist from Sindh. The purpose of this dialogue was to discuss the decision by the Federal Government to sell two islands to a private company. Some 12,000 acres of land on two islands of Sindh, namely Bundal and Buddo, has been allotted to a UAE based construction giant, the Emaar Group, to construct a model city of 15,000 housing units near Karachi. The secret deal was made without any consultation with the public or local communities and fisher folk. With this development, local fishermen will lose a vital passage to the open sea, which will negatively impact their livelihood. Also, the coast of Karachi will be deprived of rich mangroves nurseries and cyclone barriers. Naseer Memon provided facts and figures of the losses and negative effects on fisher folk and the overall environment of the province.
- A Dialogue for Change on **"The Role of Writers in Addressing Social Issues--what it has been, and what it should be"** was organized by SPO in Lahore. Mr. Harris Khalique shared his views and analysis on the role of the writers in previous times; Mr. Asghar Nadeem Syed spoke about the role of drama writers; Ms. Neelam Hussain discussed the overall impact of writers on society; and Mr. Muhammad Waseem highlighted the role of theater and drama writers in spreading awareness.







- SPO-Lahore organized a dialogue on **"Repeal of Hudood Ordinances"**. The event was presided over by Justice (Retd.) Majida Rizvi. Prominent social activists pointed out the weaknesses and defects in the law and expressed their strong reservations on it. A well-known Islamic Scholar, Mr. Khursheed Ahmed Nadeem, highlighted the Islamic perspective regarding the Ordinance and emphasized that the law had always been debatable, and the Islamic Ideology Council had expressed its reservations and disapproval of some of the clauses of the Ordinance.
- A dialogue was organized in Karachi on **"Karachi: Vision 2030"** in which socio-political, physical infrastructure and human development related issues were discussed. Speakers analyzed the vision for Karachi as defined by the Government and analyzed its pros and cons. It was an interesting debate as people expressed a variety of views. Apart from the criticism, the positive aspects of the vision were also highlighted, and it was very clear that in order to actualize the vision people would need to rise above political affiliations and personal likes and dislikes, and work hard to make Karachi a clean and healthy city.
- A dialogue on **"Freedom of Expression in a Changing World: Issues and Perspectives from Pakistan"** was organized in Lahore. Mr. I. A. Rehman (Executive Director, HRCP) chaired the dialogue, whereas Mr. Imtiaz Alam (Secretary General, SAFMA), Mr. Harris Khaliq (CEO, SPO), Mr. Peter Jacob (Secretary, NCJP) and Ms. Farah Zia (Editor, News on Sunday) were among the panelists.
- Two discussion papers were launched during the reporting period: one on **"Health Systems in Pakistan,"** and the second on **"Influence of International Aid on Education Policy Formulation"**.



## Local Campaigns Conducted by SPO's Partner Networks at District Level

Serial No.	Network	Location	Sector	Initiatives
1	All networks	38 districts	Political rights	Participated in the movement for the restoration of Judiciary
	<b>Balochistan</b>			
1	Balochistan Mahigeer Network (BMN)	Gwader	Local Resource Management	Advocacy against illegal fishing
2	Loralai Civil Society Network.	Loralai	Political rights	Voter mobilization campaign
3	Sohob Gender Network	Mastung	Political rights	Voter mobilization campaign
4	SARAWAN Civil Society Network	Pishin	Political rights	Voter mobilization campaign
5	Bhag Nari CSN	Bolan	Livelihoods	Awareness seminar on participatory approaches in livelihoods
6	Noshki CSN	Noshki	Drinking water	Dialogue with LG for demanding clean drinking water
7	Lasbela Civil Society Network	Lasbela	Environment	Awareness campaign to protect unique trees locally known as <i>Ghaghhar</i>
	<b>NWFP</b>			
8	Shangla Development Council	Shangla	Relief and Rehab	Mobilized 4 relief and rehab committees
9			Environment	Awareness seminar on conservation of natural resources
10	Swat Participatory Council	Swat	Social Harmony	Initiated a dialogue series among different segments of society on critical issues.
11			Social Harmony	Poetry event to condemn extremism
12			Environment	Collaboration with LG for tree plantation
13	Mardan Development Forum	Mardan	Health	Lobbying for the improvement of services in District Hospital
14			Social Harmony	Organized rally on International Peace Day
	<b>Punjab</b>			
15	Sargodha Participatory Development Network	Sargodha	Health	Awareness seminar on dengue fever
16	Soon Valley NGO Network	Khushab	Political rights	Lobbying with local politicians to achieve the status of <i>tehsil</i> for Nowshehra (Khushab)
17	Thal Civil Society Network	Bhakkar	Health	Research and dialogue on the conditions and services of BHUs with LG
18	Wasib Civil Society network	Muzaffargarh	Education	Capacity development of teachers in collaboration with Punjab Education Foundation
19	Ghazi Civil Society Network	D.G.Khan	Institutional Development	Capacity development of CCBs in proposal development
20	Taraqiat Sanj	Mianwali	Human rights	Farmers' dialogue on their issues with government representatives
21	Thal Civil Society Network	Bhakkar	Women's rights	Awareness seminar
	<b>Sindh</b>			
22	Sind Net Mirpurkhas	Mirpurkhas	Disaster preparedness	Dialogue
23			Environment	Legal aid
24	RAIN	Umerkot	Relief and Rehab	Voluntary services
25	CSOC	Ghotki	Honor Killings	Awareness



## Civil Society Advocates Issue of Left Bank Outfall Drain: A Case Study

Sindh Net Mirpurkhas, a network of 40 civil society organizations, advocated the issue of the Left Bank Outfall Drain (LBOD) project during the reporting period. The LBOD was initiated under the slogan of fertile Sindh. For this purpose a surface drain was designed to take away saline water from lands of lower Sindh. In order to enhance LBOD's capacity, approximately 5000 tube wells were installed and many small surface drains dug. The Government of Pakistan has received more than 40 billion rupees for the project from the international donors. During the recent monsoon rainy season, August 2006, breaches in the LBOD caused heavy flooding in Mirpurkhas District, which turned into a disaster affecting the whole district. The past precipitation record shows that 170 mm of rain fell in this area in 1962, but there was no flooding or dislocation of people. The water drained out through the natural drainage system provided by the Puran and Dhora canals. The LBOD project design ignored these natural systems, closed Puran and Dhora and made new routes for drainage. The artificial system of drainage failed and thousands of acres of crops, thousands of houses and other infrastructure were damaged or destroyed. The losses added up to 90% crops damaged, more than 4000 villages inundated, 10,000 houses demolished, 250 school buildings and 10 BHUs damaged. In addition about 10 people lost their lives and thousands were displaced. According to reports all losses occurred because of defective planning by the World Bank.

Sindh Net Mirpurkhas called an emergency meeting of members and developed a strategic plan. The meeting focused on:

- 1) Donors' attitude and mega projects by World Bank and IMF, etc.
- 1) Formation of an Assessment Team and its role and responsibilities
- 2) Disaster preparedness for man made disasters, like flooding by LBOD
- 3) Designing a campaign against mega projects, such as LBOD

As per plan, the Sindh Net team visited the affected areas of Mirpurkhas. Since the Sindh Net has member organizations working all over Mirpurkhas, the team was able to gather some ground facts and figures during the visit.

On the basis of the data Sindh Net organized a one-day dialogue with the support of Action Aid Pakistan on "Destruction Caused by the Failure of LBOD and RBOD Projects".

In the second phase the network organized a token hunger strike at the Mirpurkhas Press Club, and in the third phase a token hunger strike in front of the office of the World Bank in Islamabad. The network was able to get full support from the media for raising an important development issue in their campaign.

As a result of the campaign the World Bank Country Representative met with the Sindh Net team in Islamabad and promised a re-assessment of losses caused by the LBOD. Additionally, the World Bank Mission for South Asia met with the Sindh Chief Secretary and discussed the LBOD issue. The World Bank released their inspection report on September 26, 2006. It admitted that the LBOD project was not executed according to the master plan.

After the first phase of the campaign the Sindh Net team wrote a "Memorandum for World Bank" in which they demanded that: the WB should form an independent commission to evaluate the losses caused by the LBOD; local

people should be protected from any further flooding; all displaced families should immediately be resettled; LBOD and other such projects should not be sanctioned or modified in future without consulting local communities; there should be inquiry against the poor designing of LBOD; all kinds of taxes and other liabilities against affected farmers should be withdrawn; and all affected people should be compensated. The World Bank has continued discussions through the PPAF on the effects of LBOD and is planning a compensation package for Sindh.

## Supporting Democratic Electoral Processes in Pakistan

In partnership with UNDP, SPO implemented a project for "Supporting Democratic Electoral Processes in Pakistan" in eight districts, including Swat and D. I. Khan (NWFP), Hyderabad and Nawabshah (Sindh), Mastung and Loralai (Balochistan) and Multan and Muzaffargarh (Punjab). The objectives of the project were to stimulate and promote



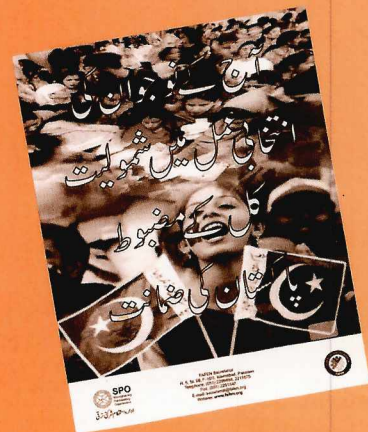
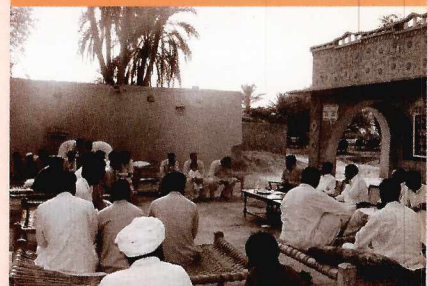
women's participation in the electoral process through awareness raising campaigns. The following targets were achieved:

- Reached out to 800,000 members of 16 union councils (two in each district)
- Formed 64 Voter Education Committees (VECs)
- 60 corner meetings were arranged at village level
- The process of vote casting was demonstrated at UC level
- Facilitated 8,000 male and female voters in acquiring NICs
- More than 12,000 people were facilitated in registering as voters
- Workshops for sensitization of journalists were held in each district
- Wrap up seminar was held at provincial level

### Voter Registration and Voter Education for First Time Voters

In collaboration with The Asia Foundation, SPO, through its local partner networks, planned and implemented a project for the registration of voters in Vehari, Mustung, Nushki, Umerkot and Shangla districts. 35 registration camps were organized in different localities.

Voter education programmes for first time voters were implemented in five districts of Punjab, including Mianwali, Khushab, Bhakkar, Layyah and Jhelum. The objectives of the project were to enhance awareness among the students of degree colleges and universities about the significance of their vote. Initially 100 teachers of selected colleges were trained. They replicated the training with 12,000 students in groups of 120 students per training. These interventions were followed by a debate and quiz programmes on the subject.





27 January 2007-Islamabad



# 4

## CHAPTER

### Struggling for Peace and Development through Democracy and Social Harmony

In the turbulent political history of the country the past year was particularly eventful. Civil society was confronted with several issues relating to rule of law, democracy, freedom of media, violence by religious extremists, and social injustice. The long standing, unsolved issue of provincial autonomy, which is a manifestation of social injustice at the national level, continued to cause concern as the Federal Government persisted in taking major policy decisions and inaugurating mega projects in Balochistan without consulting the local people, and using strong arm tactics against them when they sought control over their resources.

SPO believes that the objectives of meaningful social development can only be achieved if there is peace and social harmony, and this must be brought about through peaceful political means. The imperatives of a political solution demand an open dialogue and consensus building among different groups with diverse opinions. With this in mind, a series of roundtable discussions on "Federalism in Pakistan and the Conflict in Balochistan" were organized in Islamabad by SPO in partnership with the National



Democratic Institute for International Affairs in January and March 2007. A total of three roundtables with support from CIDA were held to discuss models of federalism and identify approaches that can inform the issues facing Pakistan, particularly as they relate to Balochistan.

The discussions were national in scope and participants included representatives from the Parliamentary Committee on Balochistan, government officials, members of national political parties and Baloch nationalist parties, civil society representatives and other stakeholders from Balochistan, such as members of the business community and trade unions.

International experts from Canada acted as resource persons and, based on their own extensive experience in governance as former provincial chief ministers, government ministers, and policy and constitutional experts, were able to provide useful information on structures, processes and options within federalism. The experts were: Mr. Bob Rae, former Premier of the Province of Ontario and former President, Forum of Federations; Mr. Martin Cauchon, former Minister of Justice, Attorney General and Minister of National Revenue in the Government of Canada; Anne McLellan, former Deputy Prime Minister and former Minister of Natural Resources; and Mr. Douglas McArthur, a senior figure in Canadian public life, having served the last 25 years as a Provincial Legislator and Cabinet Minister, and then as Secretary of a Provincial Cabinet and Deputy Premier of a province.

The first roundtable was held on January 27<sup>th</sup>, 2007, and the topic for discussion was: "Accommodating Differences through Federalism". The issues that were debated in detail were regional conflict, cultural and ethnic diversity, political exclusion, managing natural resources, national minorities and constitutional options.

The second, on the topic "Financing Formulae and Processes in Federal Systems," was held some four weeks later on March 3<sup>rd</sup> and issues of taxation and tax sharing, royalties and revenue sharing, redistribution and equalization, and



federal funding of provincial programmes were discussed in the different sessions.

The concluding roundtable on the next day focused on "Resource Distribution and Control of Natural Resources." The discussions were structured around the issues of jurisdiction over resources, management and extraction, ownership of resources, pricing of resources, taxation of resources, jurisdiction over exports, benefits sharing, and the role of Baloch tribes and tribal *sardars*.

After in depth discussions on the above topics the participants were able to evolve the following recommendations to resolve the prevailing conflict in Balochistan:

1. Firstly, and most importantly, the question of democratic rights and provincial autonomy must be resolved.
2. Provinces should have equal representation in legislative institutions. At present Balochistan does not have an effective presence in our law-making body, which is the National Assembly. In a house of 342 there are only 18 members from Balochistan, and their voice is not heard. The system should ensure the equal participation of provinces in the law making process.
3. The Senate, with an equal number of members from the four provinces, should be the main policymaking body. It should be strengthened; its members should be elected directly and should have budgetary powers.
4. Complete provincial autonomy should be provided to the provinces, and only three areas i.e. Foreign Affairs, Defense and Currency should remain with the Federal Government. To strengthen provincial autonomy federating units should be encouraged to promote their historical, linguistic and cultural legacy.
5. The fundamental problem of the periodic mutilation of the Constitution and the law should be addressed by invoking Article 6 of the Constitution, which says: "Any one who



subverts, sabotages, suspends or abrogates the Constitution shall be considered to have committed an act of high treason”.

6. There should be no role for any person from the military or any intelligence agency in governance, which must be based on equality of freely elected federating units or nations. Pakistan's establishment must understand that the use of state apparatus, state force and state terrorism has not served and cannot bind people together. It is only through dialogue, sharing, and political accommodation that people and nations can come together. Under the Constitution the state cannot bombard its own people, consequently military operations in the province must be halted immediately; all prisoners must be released and missing people presented in a court of law.
7. The provinces have rights over their natural resources. As the first step towards full provincial autonomy they must be given control over their natural resources. An equitable way of sharing would be that revenue generated from above the soil should go to the federal government, while revenue generated from below the soil should go to the provincial government.
8. Balochistan has no representation in the bureaucracy at the federal level at present, and of all the departmental secretaries there is not a single one from Balochistan. This representation should be at least 25 percent. If no Baloch officer from the federal services is available, people from the provincial services can be appointed to these positions. The provinces should have equal share in the army and other federal services.
9. Democracy, constitutionalism and federalism cannot be strengthened unless the role of the military in the economy is curbed. The military corporate empire functions like a parallel economy. It has a monopoly, or near monopoly, in several sectors of the economy. The military is jointly also the largest landowner in the country. These issues will have to be addressed.



10. Industries should be set up in Balochistan, more dams should be built and inter-provincial roads must be constructed. This will help in changing the plight of the working classes of the province.
11. A Federal Court should be established where provinces and federal government have equal representation, to resolve all constitutional issues.
12. The National Economic Council should be made representative and effective. All provinces should have equal representation in it. The Council of Common Interests should be made functional and, here too, the provinces should have equal representation. Subjects such as "under-development" must be made part of the NFC Award instead of its role being limited to only "population."

Last but not the least is the problem of international control of the resources of Pakistan. Unless there is geopolitical stability in the neighborhood and around Pakistan there cannot be meaningful development, or conflict resolution in Balochistan, or in any other part of Pakistan.





## Institutional Strengthening of SPO

SPO believes in participatory approaches at all levels. Thus, the process of developing a Strategic Plan for the period 2008/9 to 2012/13 was initiated with detailed consultative workshops with partner organizations and representatives of different key stakeholders at each regional office and the National Center based in Islamabad. The process was steered by the Programme Advisor based at the National Center with support from the Programme Specialist – Planning and Reporting. After critically reviewing and analyzing the recommendations received from different regions by the SMC, a consolidated report was presented to the Board. The presentation comprised the following:

- Introduction
- SPO's Existing Programme Intervention Model
- SPO's Timeline
- SPO's Internal and External Context
- SPO's SWOT Analysis
- SPO's Maturity as an Organization
- Proposed Programme Areas

# 5

## CHAPTER



This was followed by a formal brainstorming exercise moderated by an external facilitator. The session was concluded with some recommendations by Board Members, such as: increased human resource development of SPO staff; special focus on rural development and poverty alleviation; detailed poverty map to plot high priority areas of intervention; focus on qualitative improvement of the existing districts; advanced level focus of training on leadership and intellectual skills; increased political education and programmes linked with good governance. The BOD members also formed a Committee comprising three senior SPO officials headed by the CE to work further on the recommendations and shape them into a strategic document that can then be converted into a business plan.

### **Sustainability Initiatives**

For a long time SPO owned only a single office premises in Turbat, which was constructed with support from the Embassy of Japan. During the last year, three more offices were procured at D. I. Khan, Hyderabad and Multan. This was a major milestone towards achieving the sustainability of meeting the capacity building needs of local public interest institutions, which will ultimately benefit the marginalized sections of the community. Each office will be transformed into a training centre that will be able to provide solutions for local development.

In line with SPO's vision, mission and strategic objectives, SPO continued building new partnerships to maintain and broaden its scope of work both in programmes and geographical coverage. In addition to the agreed core programmes with two major funding partners, CIDA and RNE, SPO signed 32 contracts amounting to Rs 80 million, i.e. one-third of the total programme costs, with 27 funding agencies.



S. No.	Project Period		Project Title	Project Location	Supported by	Approved Amount
	Start Date	End Date				
1	15 Feb 2006	14 Dec 2006	Capacity Building in Disaster Management	NWFP	SC-New Zealand	Rs. 2610000
2	01 <sup>st</sup> April 2006	30 Sept 2006	Supporting Democratic Electoral Process in Pakistan	8 Districts of Pakistan	UNDP	Rs. 6.08 M
3	01 <sup>st</sup> April 2006	30 Sept 2006	Local Governance Programme	8 Districts of Pakistan	NDI	Rs. 2.5 M
4	01 <sup>st</sup> April 2006	31 Jan 2006	Capacity Building in Disaster Management	Pakistan	SC-UK	Rs. 2.8 M
5	17 July 2006	16 Jan 2007	Construction of Gravity Water Supply in UC Butial	Battagram	The Polish Humanitarian Organisation	Rs. 711,600
6	04 July 2006	30 Dec 2006	Capacity Building in Social Mobilisation for ERRa Housing Reconstruction Strategy	AJK & NWFP	UN-Habitat	Rs. 8. 5 M
7	01 Sep 2006	31 Sep 2006	Capacity Building in Financial Management	Chakwal-Punjab	Plan-Pk	Rs. 324,940
8	01 Oct 2006	31 March 2007	Empowerment of Marginalized Women in Malakand and Swat	Malakand and Swat-NWFP	British High Commission	Rs. 1. 83 M
9	6 Oct 2006	Dec 2006	Flood Relief and Mobile Health Clinics for District Hyderabad Project	Hyderabad	CIDA-FLI	Rs. 2.65 M
10	10 Dec 2006	15 March 2007	Federalism in Pakistan and the Conflict in Balochistan	Islamabad	NDI	Rs. 447,700
11	19 Jan 2007	20 Jan 2007	Round Table Dialogue on "Obstacles and opportunities in effective functioning of local government system"	Islamabad	NDI	Rs. 77,772
12	1 March 2007	2 April 2007	Coordinating Bodies and Networks	Islamabad	CWS	Rs. 161,700
1 <sup>3</sup>	17 June 2007	22 June 2007	Capacity Building Training on Community Development, Facilitation Skills & Situation Analysis	NWFP	The Agha Khan Foundation - Afghanistan	Rs. 169,000
14	30 June 2006	31 Dec 2007	Project for Livelihood Improvement	D. I. Khan	SDC	Rs. 14.1M
15	Oct 2006	June 2007	Research on Financing for Education-PCE	All Pakistan	ASPBAE/RWS	Rs. 1.8 M
16	13 Oct 2006	Jan 2009	BESP Balochistan Education Support Programme	Balochistan	BEF	Rs. 8,194,805
17	01 Dec 2006	01 Dec 2007	Emotional and Rehabilitative Support to Earthquake- Affected Children	Kashmir	FOSI	Rs. 10.5 M



Institutional Strengthening  
of SPO

S. No.	Project Period		Project Title	Project Location	Supported by	Approved Amount
	Start Date	End Date				
18	26 Dec 2006	30 June 2008	Kashmir Relief Project	Kashmir	CFC trust	As per actuals
19	Jan 2007	April 2008	Community Physical Infra Structure Projects	Sindh	PPAF	Rs. 17.7 M
20	Jan 2007	March 2008	Support to PCE	All Pakistan	CEF & SC-UK	Rs. 4.1 M
21	12 March 2007	Feb 2008	Barshore Water Supply, School Improvement & Hygiene Education Project	Pishin	CIDA-FLI	Rs. 2.52 M
22	30 March 2007	15 July 2007	UNESCO Support for Celebration of Global Action Week In Pakistan	All Pakistan	UNESCO	Rs. 300,000
23	30 March 2007	June 2007	Support for Celebration of Global Action Week In Pakistan	All Pakistan	GCE	Rs. 156,000
24	01 April 2007	30 June 2007	Voter Education for Voter Registration/ Voters' Lists Correction	Vehari, Mastung, Nushki, Umerkot and Shangla	TAF	Rs. 3,856,340
25	09 April 2007	15 June 2007	First Time Voter Education Campaign	Mianwali, Khushab, Bhakkar, Layyah and Jhelum	TAF	1,023,538
26	April 2007	Mar 2008	Elimination of Discrimination and Violence Against Women	Lodharan Bahawalpur DG Khan, Sargodha Gujranwala & Lahore	GTZ	Rs. 3.9 M
27	May 2007	July 2007	PCM Trainings for CCBs of Multan	Multan	DTCE	Rs. 1.59 M
28	May 2007	July 2007	Voter Observation Project	Vehari, Layyah, Bhakkar, Mianwali Mustung, Nushki, Umerkot and Shangla	TAF	Rs. 1.4 M
29	6 June 2007	5 June 2008	Acceleration of Girls Education in Sindh	Thatta	UNICEF	US \$ 62000
30	June 2007	March 2008	Ceramics Course for Artisans	Sindh	SMEDA	Rs. 25,36,000
31	June 2007	Sep 2007	Technical Training on Blue Pottery, Hala	Sindh	SMEDA	Rs. 21,12,000
32	June 2007	Aug 2007	Social Mobilization on Health and Hygiene	Sindh	SSGC	Rs. 400,000



### **Programme Reviews**

The programme advisor prepared an audit manual to facilitate the audit function. The document details the types of audit that SPO should undertake for programmes under its umbrella, so that it can define and assess its own maturity level and that of its partner organizations, and also be able to maintain a watchful eye over the implementation of its programmes. This document also defines the programme audit cycle for SPO and suggests some questionnaires and checklists for the audit of each outcome defined in the result-based management framework. The document is not an audit report but a reference manual to suggest how audits (programme audits in particular) should be conducted at SPO. It also details the pre-requisites for an auditor. The audit manual was presented and approved at the SMC meeting held in Islamabad in September 2006.

Focusing on the outcome approach for assessing the effectiveness of the organization and the programme, the programme auditor prepared files and templates for auditing the Institutional Strengthening of SPO and its Civil Society Programme. For this, regional offices were visited, relevant officers were interviewed and audit findings documented. The detailed report has been submitted to the SPO management and will be shared after being finalized. The auditor also prepared template documents, questionnaires and pre-audit survey forms to assess the outcome of the Small Grants Program, and for auditing gender sensitization and capacity building of partner organizations.

### **Monitoring of Development Planning and Management Programme**

The visit for monitoring DPM delivery and quality was carried out by the NC for the trainings organized by the Quetta staff. This monitoring mainly focused on training delivery/methodology, training material and its usage, record keeping of the CBOs working with SPO, training need assessment of trainers, and identification of areas of



improvement. The GCB section of the Quetta Office was directed to prepare a comprehensive presentation on the current status of the DPM training programme, its implementation and the hindrances being encountered in meeting the quality and carrying forward the programme in an effective manner. The purpose was to suggest solutions to challenges and provide useful feedback. Detailed discussions were held with all trainers on training methodologies, logistical issues and related matters in general. In addition, feedback was provided to the individual trainers. The feedback provided by regional staff highlighted possible gaps in the training delivery, methodology and communication skills.

### SPO's Publications

As part of the communication strategy, a variety of publications are produced that can reach a wide range of stakeholders in appropriate formats and languages. Quarterly newsletters and Annual Report exclusively target key stakeholders, including partner organizations, government functionaries, funding agencies, media, academia, etc. These publications, along with the latest updates, are also available on SPO's website.

Apart from different training manuals and promotional material, an important publication produced during the period under review was "SPO – A Brief History" compiled by Bilal Naqeeb. This publication captures a summarized overview of SPO's first ten years from 1994 till 2004.

### List of Publications Produced by SPO during 2006 - 2007

Serial No.	Publication Title	Type	Theme	Language
1	Shirkati Taraqqee	Newsletter	SPO news	Urdu
2	Annual Report	Report	Progress Report	English
3	Training Manual (ERRA)	Manual	Reconstruction in earthquake affected areas	Urdu
4	Planner 2007	Planner	Awareness and programme promotion	English/ Urdu
5	Reforms in Health Care: An Equitable and Comprehensive System by Dr. Syed Furqan Zafar	Discussion Paper-7	Health	English
6	International Influences on Education Policy-Making by Malick Shahbaz Ahmad Tahir	Discussion Paper-8	Education	English
7	Posters	Posters	Different issues	English/Urdu



## Staff Development

One of the major initiatives ever taken by SPO for staff development was a training programme titled **"Management Development"** organized at the Lahore University of Management Sciences (LUMS). Currently 60% of SPO staff is at the middle management tier. Based on performance evaluation, the HR unit in consultation with LUMS designed a comprehensive training package, which was tailor made for 44 middle management staff members (senior coordinators and coordinators). This was an intensive seven-day course in team-building, communications and personal efficiency. The basic objective was to enhance managerial skills for effective leadership, team building and people management; to develop skills for negotiation and conflict resolution; to learn about effective communication within the organization; and to improve personal effectiveness and efficiency. The training methodology was largely based on reading assignments, case studies, and presentations. The Management Development training not only enriched the theoretical background of staff members, but also gave them practical skills they could use in their routine work.

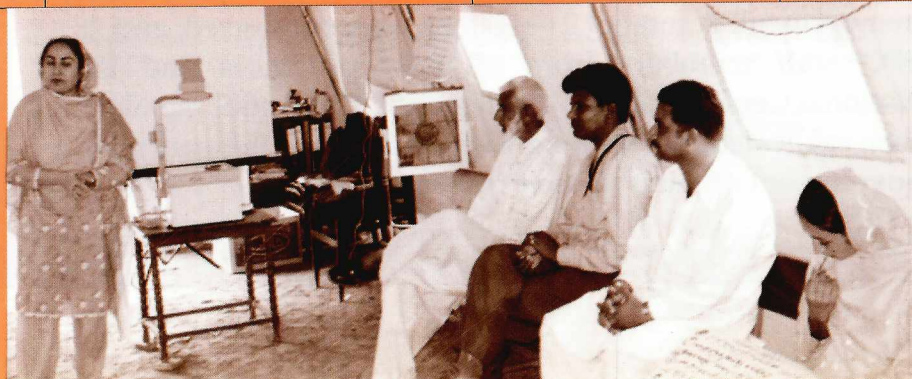
A seven day TOT on **Disaster Preparedness and Management** was also conducted during the reporting period. The TOT focused on gender sensitive and community-centered capacity building for emergency relief and rehabilitation work, particularly for the most vulnerable communities. This training was designed in-house. Specialist trainers in their own area of expertise were invited to share their experiences and to give background information along with specific skills in relation to different areas of disaster preparedness and management. A total of 21 sessions were conducted, and 28 SPO staff members from all four provinces and the National Center attended the training. These staff members then replicated this training with civil society networks and government officials in their respective regions.





Training events are reported in detail in the following table:

S. No.	Staff Members who Participated	Training / Event	Conducted by/Venue	No. of Staff Trained
1	Middle management from all SPO offices	Management Development for SPO Staff	Lahore University of Management Sciences (LUMS) Lahore	44
2	Tanvir Ahmad, Abdul Qadir Roonjah	Advocacy and Lobbying Training	CWS	02
3	Usman Bin Tahir, Gopal Das	Disaster Preparedness	SC-UK	02
4	All programme staff	TOT on Disaster Preparedness and Management	SPO/ SC-UK	23
5	Zafar Zeeshan, Nighat Rafaq, Ijaz Qasim, Shafiullah	South Asian Regional Workshop on Resource Mobilization at Colombo, Sri Lanka	UK Resource Alliance	04
	Samina, Shahid, Younas, Shabana	HRDN Congress	HRDN	05
7	Perviaz Iqbal, Fawad Khattak	Advocacy Workshop	PCE	02
8	All Programme/ Finance Staff	Contemporary Social and Political Thoughts	SPO	65
9	Jamshaid Iqbal	Conflict Transformation and Peace Building across Cultures	Sponsored	01
10	Sarwat Jahan	International Leadership Programme; NGO Management Programme	Sponsored	01
11	Uzera Nishat	HR Diploma	SZABIST/SPO	01
12	Mustafa Baloch, Mukhtiar Chalgari	World Social Forum	Kenya/SPO	02
13	Fakhruddin Razi	5 <sup>th</sup> Pakistan Development Conference; Introduction to Windows Vista, Office 2007, Visual Studio 2005, SQL Server 2005, Biz Talk Server 2006	Microsoft	01
14	Faisal Baloch	International Security Issues (July-August 2007)	USA/Sponsored by US Govt.	01
15	Noor Bakhsh	Conflict Transformation Across Cultures (May-Jun 2007)	Vermont USA/ Sponsored by US Govt.	01





# Annexure



# Financial Statements



■ **Ford Rhodes Sidat Hyder & Co.**  
Chartered Accountants  
Eagle Plaza 75-West, Fazlul-Haq Road  
Blue Area, P.O. Box 2388  
Islamabad 44000, Pakistan

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## AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed balance sheet of **STRENGTHENING PARTICIPATORY ORGANIZATION** (the Company) as at **June 30, 2007** and the related income and expenditure account, cash flow statement and statement of changes in equity 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 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;
  - 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 equity together with the notes forming part thereof conform with 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 **June 30, 2007** and of the profit, its cash flows and changes in equity for the year then ended;
- d) in our opinion no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

ISLAMABAD: 01 OCT 2007

*Ford Rhodes Sidat Hyder & Co.*  
**CHARTERED ACCOUNTANTS**

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**STRENGTHENING PARTICIPATORY ORGANIZATION  
BALANCE SHEET  
AS AT JUNE 30, 2007**

	Note	June 30, 2007 Rupees	June 30, 2006 Rupees
<b>ASSETS</b>			
<b>NON CURRENT ASSETS</b>			
Tangible fixed assets			
Operating fixed assets	5	61,199,793	56,200,412
Capital work-in-progress	6	600,000	-
		<u>61,799,793</u>	<u>56,200,412</u>
<b>CURRENT ASSETS</b>			
Advances, deposits, prepayments and other receivables	7	4,792,785	8,286,344
Cash and bank balances	8	40,238,201	17,413,750
		<u>45,030,986</u>	<u>25,700,094</u>
<b>TOTAL ASSETS</b>		<u><u>106,830,779</u></u>	<u><u>81,900,506</u></u>
<b>EQUITY AND LIABILITIES</b>			
<b>FUNDS AND RESERVE</b>			
Unrestricted Funds	9	50,533,618	38,492,562
Restricted Funds	9	19,616,245	1,314,760
Capital reserve	10	6,984,060	6,984,060
		<u>77,133,923</u>	<u>46,791,382</u>
<b>DEFERRED GRANTS</b>	11	24,196,362	29,894,103
<b>CURRENT LIABILITIES</b>			
Provision for taxation	12	585,716	-
Accrued and other liabilities	13	4,914,778	5,215,021
		<u>5,500,494</u>	<u>5,215,021</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<u><u>106,830,779</u></u>	<u><u>81,900,506</u></u>

The annexed notes 1 to 23 form an integral part of these financial statements.

  
**CHIEF EXECUTIVE**

  
**CHAIRPERSON**



**STRENGTHENING PARTICIPATORY ORGANIZATION  
INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED JUNE 30, 2007**

	Note	June 30, 2007 Rupees	June 30, 2006 Rupees
<b>INCOME</b>			
Grants/Donations	14	174,556,921	152,127,772
<b>EXPENDITURE</b>			
Programme activities:			
Programme expenses	15	(120,840,136)	(110,211,594)
Grants to Community Based Organizations (CBOs)/Others	16	(9,548,283)	(14,031,925)
		(130,388,419)	(124,243,519)
Administrative expenses	17	(18,945,553)	(14,697,386)
		(149,333,972)	(138,940,905)
		25,222,949	13,186,867
<b>OTHER INCOME</b>	18	1,870,498	(2,550,591)
<b>EXCESS OF INCOME OVER EXPENDITURE</b>		27,093,447	10,636,276
Taxation	19	(1,440,728)	-
<b>NET EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR</b>		25,652,719	10,636,276

The annexed notes 1 to 23 form an integral part of these financial statements.

  
**CHIEF EXECUTIVE**

  
**CHAIRPERSON**



**STRENGTHENING PARTICIPATORY ORGANIZATION  
STATEMENT OF CHANGES IN FUND  
FOR THE YEAR ENDED JUNE 30, 2007**

	Unrestricted funds	Restricted funds	Capital reserve	Total
	Rupees			
Balance at June 30, 2005	7,275,742	28,052,213	6,984,060	42,312,015
Amount refunded to donors	-	(81,466)	-	(81,466)
Inter transfer at year end	26,655,987	(26,655,987)	-	-
Net movement in deferred grant	(6,075,443)	-	-	(6,075,443)
Net excess of income over expenditure for the year	10,636,276	-	-	10,636,276
<b>Balance as at June 30, 2006</b>	<b>38,492,562</b>	<b>1,314,760</b>	<b>6,984,060</b>	<b>46,791,382</b>
Amount refunded to donors	-	(12,655)	-	(12,655)
Inter transfer at year end	(18,314,140)	18,314,140	-	-
Net movement in deferred grant	4,702,477	-	-	4,702,477
Net excess of income over expenditure for the year	25,652,719	-	-	25,652,719
<b>Balance as at June 30, 2007</b>	<b>50,533,618</b>	<b>19,616,245</b>	<b>6,984,060</b>	<b>77,133,923</b>

*and*

The annexed notes 1 to 23 form an integral part of these financial statements.

*Harris Chahque*  
**CHIEF EXECUTIVE**

*Ladiq*  
**CHAIRPERSON**



**STRENGTHENING PARTICIPATORY ORGANIZATION  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED JUNE 30, 2007**

	Note	June 30, 2007 Rupees	June 30, 2006 Rupees
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Excess of income over expenditure		27,093,447	10,636,276
Adjustment for:			
Depreciation		7,892,159	5,187,779
(Gain)/Loss on sale of fixed assets		(983,034)	244,520
Assets written off		-	73,596
Receivables written off		351,476	118,978
Liabilities no longer payable written back		(165,736)	(33,650)
Profit on sale of investment		-	(2,767,934)
Unamortized portion of deferred grants on deletion		(995,264)	(155,314)
Return on savings accounts - unrestricted funds		(1,452,011)	(1,526,352)
Operating surplus before working capital changes		31,741,037	11,777,899
Working capital changes:			
(Increase)/decrease in advances, deposits, prepayments and other receivables		2,619,660	(3,826,232)
(Decrease)/increase in accrued and other liabilities		(134,507)	(3,688,969)
Cash generated from operations		34,226,190	4,262,698
Advance tax paid		(209,883)	(66,192)
Net cash generated from operating activities		34,016,307	4,196,506
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Capital expenditure		(14,161,007)	(31,168,206)
Capital work-in-progress		(600,000)	-
Proceeds from sale of fixed assets		2,203,400	114,952
Proceeds from sale of investment		-	11,883,218
Net cash used in investing activities		(12,557,607)	(19,170,036)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Refund to donors		(12,655)	(81,466)
Interest received		1,378,406	1,792,595
Net cash flow from financing activities		1,365,751	1,711,129
Net increase in cash and cash equivalents		22,824,451	(13,262,401)
Cash and cash equivalents at the beginning of the year		17,413,750	30,676,151
Cash and cash equivalents at the end of the year	8	40,238,201	17,413,750

The annexed notes 1 to 23 form an integral part of these financial statements.

  
**CHIEF EXECUTIVE**

  
**CHAIRPERSON**



**STRENGTHENING PARTICIPATORY ORGANIZATION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED JUNE 30, 2007**

**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 and the requirements of the Companies Ordinance, 1984. Approved accounting standards comprise of such International Accounting Standards as notified under the provisions of the Companies Ordinance, 1984. Wherever, the requirements of the Companies Ordinance, 1984 or directives issued by the Securities and Exchange Commission of Pakistan differ with the requirements of these standards, the requirements of Companies Ordinance, 1984 or the requirements of the said directives take precedence.

**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:

**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.

**4.2 Standards, interpretations and amendments to published approved accounting standards that are not yet effective**

The following new standards and amendments of approved accounting standards are applicable in Pakistan from the dated mentioned below against the respective standards or amendments:

IAS- 1 Presentation of Financial Statements	effective from accounting period beginning on or
Amendments relating to capital disclosures	after January 01, 2007

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**STRENGTHENING PARTICIPATORY ORGANIZATION**

IAS-23 (Revised) Borrowing Costs	effective from accounting period beginning on or after January 01, 2009
IAS- 41 Agriculture	effective from accounting period beginning on or after May 22, 2007
IFRS- 2 Share based Payment	effective from accounting period beginning on or after December 06, 2006
IFRS- 3 Business Combinations	effective for business combinations for which agreement date is or after December 06, 2006
IFRS-5 Non- current Assets Held for Sale and Discontinued Operations	effective from accounting period beginning on or after December 06, 2006
IFRS-6 Exploration for and Evaluation of Mineral Resources	effective from accounting period beginning on or after December 06, 2006
In addition interpretation in relation to certain IFRSs have been issued by the international Accounting Standards Board that are not yet effective.	

The Company expects that the adoption of the above standards, amendment an interpretation will have no impact on the company's financial statements in the period of internal application.

**4.3 Fixed assets**

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

Full year's depreciation is charged in the year of capitalization and no depreciation is charged in the year of disposal.

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 as and when incurred.

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

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.

**4.4 Investments**

Investments which are intended to be held for an undefined period of time but may be sold in response to the need for liquidity or changes in interest rates are classified as available for sale. Subsequent to initial recognition at cost being the fair value of the consideration given and includes transaction costs, these are carried at fair value.

**4.5 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.

**4.6 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.





**STRENGTHENING PARTICIPATORY ORGANIZATION****4.7 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.

**4.8 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.

**4.9 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.

**4.10 Deferred grants**

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

**4.11 Revenue recognition**

Donation/grants against specific projects are recognized on receipt basis, whereas, deferred income is directly credited to unrestricted funds and is recognized as mentioned in note 4.10.

Profit on deposits is accounted on accrual basis.

**4.12 Financial support to Community Based Organizations (CBOs)**

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

**4.13 Foreign currency transactions**

Foreign currency transactions are recorded in the reporting currency by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction. Monetary assets and liabilities in foreign currencies are translated into Pak Rupees at the rate of exchange prevailing at the balance sheet date. Exchange rate differences arising on the settlement of monetary items at rates different from those at which they were initially recorded during the periods are recognized in the income and expenditure account in the period in which they arise.

**4.14 Financial instruments**

Financial assets and financial liabilities are recognized when the Company becomes party to the contractual provisions of the instrument. All financial assets and liabilities are initially recognized at cost, and which is the fair value of the consideration given and received including transaction cost that are directly attributable to the issue or acquisition of financial assets and liabilities. These are subsequently measured at fair value, amortized cost or cost, as the case may be.

**4.15 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. Income and expense items of such assets and liabilities are also off-set and the net amount is reported in the financial statements.

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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.

5.2 During the year the company changed its method of depreciation from the reducing balance to straight line method. Before the change, building was depreciated @ 5%, electrical appliances and equipment @ 15%, vehicles @ 15%, computer equipment @ 20% and furniture and fixtures @ 15% per annum.

Had the company not made the above referred changes in estimates, excess of income over expenditure would have been increased by Rs. 1,37,807.

		COST		ACCUMULATED DEPRECIATION			WRITTEN DOWN VALUE
	Note	As at July 01, 2005	As at June 30, 2006	Rate %	As at July 01, 2005	Charge for the year (On Disposal)	As at June 30, 2006
		Rupees			Rupees		
June 30, 2006							
Freehold land		-	15,437,961	-	-	-	15,437,961
Building on freehold land	5.1	3,407,636	4,301,000	5%	1,032,247	295,276	6,381,113
Electrical appliances and equipment		9,512,520	4,907,944	15%	3,474,259	1,373,036	9,509,176
Vehicles		24,658,058	4,022,180	15%	9,484,727	2,421,783	16,773,728
Computer equipment		9,754,440	1,930,637	20%	5,053,718	740,933	5,593,890
Furniture and fixtures		3,583,527	568,484	15%	1,209,079	356,751	2,504,544
		50,915,181	31,168,205		20,254,030	5,187,779	56,200,412
						(5,642,318)	23,798,491

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## Strengthening Participatory Organization

	Note	June 30, 2007 Rupees	June 30, 2006 Rupees
<b>6 CAPITAL WORK-IN-PROGRESS</b>		<u>600,000</u>	<u>-</u>
This represents payment made to a Contractor for the construction of training hall in Turbat.			
<b>7 ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES</b>			
<b>Advances</b>			
Employees		579,461	534,810
Suppliers		157,713	96,273
		737,174	631,083
Income tax		-	1,245,129
Advance income tax		-	(600,000)
Provision for taxation		-	645,129
		737,174	1,276,212
<b>Deposits</b>			
Security deposit		614,400	961,500
<b>Prepayments</b>			
Rent		1,715,800	3,829,548
Insurance		686,540	780,837
		2,402,340	4,610,385
<b>Other receivables</b>			
Return accrued on bank deposits		186,094	112,488
Other receivables	7.1	852,777	1,325,759
		1,038,871	1,438,247
		<u>4,792,785</u>	<u>8,286,344</u>

7.1 This represents receivables from different Partner NGOs on account of (a) expenses incurred by the company on their behalf (b) receivable against sale proceeds of fixed assets and (c) miscellaneous receivables.

**8 CASH AND BANK BALANCES**

Cash in hand	181,260	153,095
Cash in transit	22,281	6,390
<b>At banks In:</b>		
Current accounts	18,058,565	5,928,930
Savings accounts	21,976,095	11,325,335
	40,034,660	17,254,265
	<u>40,238,201</u>	<u>17,413,750</u>

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Strengthening Participatory Organization

9 RECONCILIATION AND ANALYSIS OF FUNDS

	UNRESTRICTED FUNDS												
	FUND BALANCES			VEHICLE REPLENISHMENT FUND	TOTAL	CIDA	RNE	ERF	AA	ESRA	NZ-Aid	TAF	DTCE
	SPO Receipts	SPO TUs	Total										
Opening balances	3,817,059	15,789,792	19,606,851	18,885,711	38,482,562	(8,920,857)	5,949,063	436,907	(19,308)	3,109,410	-	-	-
Revenue	5,956,759	4,460,590	10,417,349	181,067	10,598,416	59,841,009	41,056,512	68,098	455,804	6,631,934	2,484,168	4,001,439	2,182,475
Expenditure	(21,143,687)	(8,727,919)	(29,871,606)	-	(29,871,606)	(51,946,406)	(32,326,656)	(1,142,142)	(528,519)	(6,771,307)	(1,183,392)	(2,746,655)	(1,086,822)
Operational (deficit)/surplus	(15,186,928)	(4,267,329)	(19,454,257)	181,067	(19,273,190)	7,594,603	8,729,856	(1,074,044)	(72,715)	(139,373)	1,300,776	1,254,784	1,102,653
Management fee charged to donors	16,547,552	8,040,533	24,588,085	1,880,099	26,268,184	(4,277,333)	(3,811,885)	-	(409,386)	(1,116,118)	(1,312,456)	(800,194)	-
Deferred income	5,745,444	-	5,745,444	-	5,745,444	(378,065)	-	-	-	-	-	-	-
Transfer to / from unrestricted funds	(699,383)	-	(699,383)	-	(699,383)	-	-	-	-	651,513	-	-	(1,102,853)
Net surplus/(deficit) for the year	6,406,685	3,773,204	10,179,889	1,861,166	12,041,055	3,338,175	4,917,971	(1,074,044)	(482,101)	(803,878)	(11,580)	454,590	-
Amount refunded to donors	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balances	10,223,744	19,562,996	29,786,740	20,746,877	50,533,617	(3,561,682)	10,867,034	(837,137)	(501,408)	2,505,432	(11,580)	454,590	-

Fund



	RESTRICTED FUNDS														
	SDC	PPAF	Plan Pakistan	NDI	SC-UK	SC-US	GCE	UNDP	Orfame	ERRA	BHC	POH	OSI	BEF	CWS
Opening balances	358,992	(2,190,093)	314,055	484,655	771,132	(1,021,427)	258,888	1,095,556	74,152	(61,030)	-	-	-	-	-
Revenue	8,739,936	8,807,200	566,797	2,180,367	3,941,289	3,431,298	420,270	3,727,500	203,440	6,337,466	1,813,480	720,107	5,318,480	2,628,513	153,393
Expenditure	(4,901,928)	(2,508,917)	(573,418)	(1,032,937)	(3,815,779)	(2,314,374)	(246,692)	(3,122,841)	(55,890)	(2,546,960)	(1,489,895)	(676,937)	(2,107,828)	(2,577,739)	(30,893)
Operational (deficit)/surplus	3,638,008	6,298,283	(6,621)	1,147,430	125,510	1,116,924	173,578	604,659	147,640	3,790,536	343,585	43,170	3,210,852	50,775	122,700
Management fee charged to donors	(4,710,616)	(316,800)	-	(428,604)	(169,070)	-	-	(876,692)	-	(5,967,552)	(179,309)	(10,000)	(621,427)	(244,200)	(122,700)
Deferred income	-	(454,072)	-	-	-	-	-	-	-	-	(5,000)	-	(146,000)	(58,800)	-
Transfer to / from unrestricted funds	-	-	-	-	-	(95,497)	-	-	-	-	-	-	-	-	-
Net surplus/(deficit) for the year	(872,608)	5,527,411	(6,621)	718,826	(43,560)	1,021,427	173,578	(271,833)	147,640	(2,177,016)	159,276	33,170	2,443,425	(253,225)	-
Amount refunded to donors	(12,655)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balances	(526,271)	3,337,318	307,434	1,203,481	727,572	-	432,466	823,723	221,792	(2,238,046)	159,276	33,170	2,443,425	(253,225)	-

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	CFC	PNF	CDSP	ASBPAE	CIDA Local Institute	UNESCO	GTZ	UNICEF-PE	TOTAL	2007	2006
Opening balances	-	(79,315)	(1,246,020)	-	-	-	-	-	1,314,760	39,807,322	35,327,955
Revenue	443,850	-	-	1,063,561	4,650,000	271,304	1,000,000	1,307,200	174,556,920	185,155,336	180,106,323
Expenditure	(220,752)	-	-	(307,304)	(2,575,515)	(242,089)	(555,287)	(12,829)	(129,631,012)	(159,502,617)	(149,470,047)
Operational (deficit)/surplus	223,098	-	-	756,257	2,074,485	29,215	444,713	1,294,371	44,925,908	25,652,719	10,636,276
Management fee charged to donors	-	-	-	(455,000)	(315,036)	-	(97,306)	(25,500)	(26,268,184)	-	-
Deferred income	-	-	-	-	-	-	-	-	(1,042,967)	4,702,477	(6,075,443)
Transfer to / from unrestricted funds	-	-	1,246,020	-	-	-	-	-	899,383	-	-
Net surplus/(deficit) for the year	223,098	-	1,246,020	300,257	1,759,449	29,215	347,407	1,268,871	18,314,140	30,355,196	4,560,833
Amount refunded to donors	-	-	-	-	-	-	-	-	(12,655)	(12,655)	(81,496)
Closing balances	223,098	(79,315)	-	300,257	1,759,449	29,215	347,407	1,268,871	19,616,245	70,149,863	39,807,322

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**Strengthening Participatory Organization**

	June 30, 2007 Rupees	June 30, 2006 Rupees
<b>10 CAPITAL RESERVES</b>	<b>6,984,060</b>	<b>6,984,060</b>

This represents reserve created on transfer of free of cost fixed assets to the company from Small Project Office on January 15, 1994.

**11 DEFERRED GRANTS**

Balance at the beginning of the year	29,894,103	23,973,972
Additions during the year - at cost	1,042,967	10,536,736
	30,937,070	34,510,708
Deletions during the year - at cost	(2,131,918)	(306,557)
	28,805,152	34,204,151
Amortization for the year - net	(4,608,790)	(4,310,048)
	24,196,362	29,894,103

**12 PROVISION FOR TAXATION**

Provision for taxation	2,040,728	-
Advance income tax	(1,455,012)	-
	585,716	-

**13 ACCRUED AND OTHER LIABILITIES****Accrued liabilities**

Accrued expenses	666,705	538,676
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**Other liabilities**

Employees' Provident Fund	1,136,894	1,456,426
EOBI	42,900	22,530
Directors	1,455	-
Tax deducted at source	(7,921)	11,933
Others	3,074,745	3,185,456
	4,248,073	4,676,345
	4,914,778	5,215,021

13.1

13.1 This represents amount due to Partner NGOs for travelling, accomodation and food expenses incurred by them on tranings held at different regions and other office expenses.

**14 GRANTS/DONATIONS**

Canadian International Development Agency (CIDA)	59,941,009	54,885,414
Royal Netherlands Embassy (RNE)	41,056,512	36,628,377
Pakistan Poverty Alleviation Fund (PPAF)	8,807,200	6,588,000
Swiss Development Cooperation (SDC)	8,739,936	11,767,279
Education Structure Reform Assistance (ESRA)	6,631,934	11,103,512
Earthquake Reconstruction and Rehabilitation Authority (ERRA)	6,337,496	-
Foundation for Open Society	5,318,480	-
Canadian International Development Agency (CIDA) Local Initiative	4,650,000	-
The Asia Foundation(TAF) (PA)	4,001,439	-
Save the Children (SC) -UK CEF (Coalition for Education Fund)	3,941,289	-
United Nations Development Programme (UNDP)	3,727,500	2,730,000
Save the Children - USA	3,431,298	2,539,181
<b>bal c/f</b>	<b>156,584,093</b>	<b>126,241,763</b>



## Strengthening Participatory Organization

	Note	June 30, 2007 Rupees	June 30, 2006 Rupees
bal b/f		156,584,093	126,241,763
New Zealand-Aid (NZ-Aid)		2,484,168	-
Devolution Trust for Community Empowerment (DTCE)		2,192,475	2,110,444
National Democratic Institute for International Affairs (NDI)		2,180,367	1,440,153
Baluchistan Education Fund (BEF)		2,628,513	-
British High Commission		1,813,480	-
United Nation Children Fund (UNICEF-Primary Education)		1,307,200	-
Research Work Services (RWS)		1,063,561	-
Gesellschaft für Technische Zusammenarbeit (GTZ)		1,000,000	-
Polish Humanitarian Organization (POH)		720,107	-
Plan Pakistan (Plan)		566,797	1,350,365
Action Aid Pakistan (AAP)		455,804	1,363,171
Concern for children (CFC)		443,850	-
Global Campaign for Education (GCE)		420,270	314,888
United Nation Educational, Scientific & Culture Organization		271,305	-
Emergency Relief Fund (ERF)		68,098	2,144,126
Oxfam Great Britain (OGB)		203,440	605,160
Church World Services (CWS)		153,393	499,515
Aga Khan Education Support Program (AKESP)		-	811,376
Asian Development Bank (ADB)		-	253,566
CIDA Development Support Project (CDSP)		-	8,051,570
Medicine Sans Frontier Holland (MSFH)		-	90,000
Ministry of Food, Agriculture and Livestock		-	386,400
Pakistan NGOs Forum - AKF (PNF)		-	1,889,606
Save the Children (SC) -UK		-	2,004,000
Tawana Pakistan Project (TPP)		-	2,571,669
		<u>174,556,921</u>	<u>152,127,772</u>
<b>15 PROGRAMME EXPENSES</b>			
Salaries and benefits	15.1	61,314,639	59,669,751
Traveling and conveyance		20,339,781	16,548,660
Vehicle running and maintenance		10,378,562	12,499,894
Office rent		2,834,931	3,149,203
Office supplies		4,701,133	4,165,871
Resource materials and publications		2,413,627	1,603,908
Training and development		16,238,085	9,770,734
Monitoring, evaluation and reporting		1,624,728	1,406,608
Maintenance and renovation		994,650	1,396,965
		<u>120,840,136</u>	<u>110,211,594</u>
15.1 This represents a sum of Rs. 3,020,678/- (2006: Rs. 2,596,804/-) on account of the remuneration of the Chief Executive and Rs. 4,177,515/- (2006: Rs. 3,903,073/-) related to staff retirement benefits.			
<b>16 GRANTS TO COMMUNITY BASED ORGANIZATIONS (CBOs) / OTHERS</b>			
Social sector funding	16.1	6,395,546	12,475,522
Choti funding	16.1	1,094,909	1,529,773
Material supplies		2,057,828	26,630
		<u>9,548,283</u>	<u>14,031,925</u>

16.1 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 113 (2006: 167) and the amount of grant ranges between Rs. 10,000/- and Rs.650,000/- (2006: Rs.10,000/- and Rs.525,000/-).

AND



**Strengthening Participatory Organization**

	Note	June 30, 2007 Rupees	June 30, 2006 Rupees
<b>17 ADMINISTRATIVE EXPENSES</b>			
Telephone and postage		3,345,117	3,256,183
Office rent		1,440,000	1,088,460
Utilities		2,047,793	1,785,607
Maintenance and renovation		1,991,477	1,331,606
Office Security		1,044,580	1,365,058
Legal and professional charges		529,899	120,045
Depreciation	5	7,892,159	5,187,779
Auditors' remuneration	17.1	249,838	207,704
Receivables written off		351,476	118,978
Donation		-	100,000
Miscellaneous expenses		53,214	135,966
		<u>18,945,553</u>	<u>14,697,386</u>
<b>17.1 Auditors' remuneration</b>			
Audit fee		220,000	200,000
Out of pocket expenses		29,838	7,704
		<u>249,838</u>	<u>207,704</u>
<b>18 OTHER INCOME</b>			
Return on savings accounts - unrestricted funds		1,452,011	1,526,352
Gain on sale of fixed assets		983,034	(244,520)
Unamortized portion of deferred grants on deletion		995,264	155,314
Gain on sale of NIT units		-	2,767,934
Loss from Training Units (TU) - Net	18.1	(4,267,328)	(7,989,820)
Liabilities no longer payable written back		165,736	33,650
Miscellaneous receipts		2,541,781	1,200,499
		<u>1,870,498</u>	<u>(2,550,591)</u>
<b>18.1 Loss from Training Units (TU) - Net</b>			
Income for the year		4,460,590	2,658,300
Expenses for the year		(8,727,918)	(10,648,120)
		<u>(4,267,328)</u>	<u>(7,989,820)</u>
<b>19 TAXATION</b>			
Current		617,638	-
Prior		823,090	-
		<u>1,440,728</u>	<u>-</u>

Refer note 4.9 in respect of taxation.

Group



## 20 FINANCIAL INSTRUMENTS

These comprise investments deposits, interest and other receivables, cash and bank balances and accrued and other liabilities. The mark up rates applicable for each financial instruments are disclosed in their respective notes to the financial statements.

## 20.1 Financial assets and liabilities

	June 30, 2007			June 30, 2006		
	Interest bearing	Non interest bearing	Total	Interest bearing	Non interest bearing	Total
	Rupees			Rupees		
<b>Financial assets</b>						
Maturity upto one year:						
Investment	-	-	-	-	-	-
Security deposits	-	614,400	614,400	-	961,500	961,500
Interest receivable	-	186,094	186,094	-	112,488	112,488
Other receivables	-	852,777	852,777	-	1,549,407	1,549,407
Cash and bank balances	21,976,095	18,262,106	40,238,201	16,346,888	1,066,862	17,413,750
	<u>21,976,095</u>	<u>19,915,377</u>	<u>41,891,472</u>	<u>16,346,888</u>	<u>3,690,257</u>	<u>20,037,145</u>
<b>Financial liabilities</b>						
Maturity upto one year:						
Accrued liabilities	-	-	-	-	3,746,662	3,746,662
Withholding tax payable	-	(7,921)	(7,921)	-	11,933	11,933
Payable to Provident Fund	-	1,136,894	1,136,894	-	1,456,426	1,456,426
	<u>-</u>	<u>1,128,973</u>	<u>1,128,973</u>	<u>-</u>	<u>5,215,021</u>	<u>5,215,021</u>

## 20.2 Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Company's receivables, which are part of the financial assets, are subject to minimal credit risk.

## 20.3 Interest rate risk

Interest rate risk is the risk that the value of financial instruments will fluctuate due to changes in market interest rates. Financial assets include Rs. 21,976,095 /- (2006: Rs.11,325,335/-) which are subject to interest rate of 4% to 9.5% per annum.

## 20.4 Foreign exchange risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. However, financial assets and liabilities disclose above are not subject to foreign exchange risk.

## 20.5 Liquidity risk

There is no immediate liquidity risk faced by the Company.

## 20.6 Risk management

The Company finances its operations primarily from donations received. Therefore, the risk arising from the Company's financial instruments is limited.

## 20.7 Fair value of financial assets and liabilities

The carrying values of all financial assets and liabilities reflected in the financial statements approximate their fair values.



**STRENGTHENING PARTICIPATORY ORGANIZATION**

**21 NUMBER OF EMPLOYEES**

Number of employees as at balance sheet date were 218 (2006: 144).

**22 DATE OF AUTHORIZATION**

The financial statements were authorized for issue on \_\_\_\_\_ by the Board of Directors of the Company.

**23 GENERAL**

Figures have been rounded off to the nearest rupee.

  
**CHIEF EXECUTIVE**

  
**CHAIRPERSON**



# SPO Employees

## NATIONAL CENTER - ISLAMABAD

1 Harris Khaliq	15 Fakhr-ud-din Razi	29 Muhammad Arif
2 Zafar Zeeshan	16 Amar Ellhai Lone	30 Haji Muhammad Mushtaq
3 Maliha Elahi	17 Roland Williams	31 Muhammad Riaz
4 Fozia Tanveer	18 Nayyar Iqbal	32 Usman Ghani
5 Aaref Farooqui	19 Shabana Zafar	33 Muhammad Sher Khan
6 Shahid Mehmood	20 Usman-bin-Tahir	34 Mukhtar Masih
7 Mansoor Durbari	21 Ali Zafar	35 Nasir Masih
8 Aftab Iqbal	22 Masud ul Hassan Rizvi	
9 Riazat Hussain	23 Shazia Pervaiz	<b>PCE</b>
10 Uzera Nishat	24 Sidney Sams	36 Kaneez Zehra
11 Nighat Razaq	25 Saima Ghafoor	
12 Rifat Shams	26 Aamir Islam	<b>OSI</b>
13 Malik Shahbaz Ahmad Tahir	27 Shahid Mehmood	37 Rabea Inamul Haque
14 Tahir Rizwan	28 Muhammad Khalid	38 Qamar-uz-Zaman

## BALUCHISTAN

<b>Quetta Office</b>	<b>Gwadar Office</b>	106 Bibi Hajira Baloch
39 Mukhtiar Ahmed Chhargari	73 Akram	107 Farzana Mengal
40 Yasmeen Noor	74 Allahdad	108 Habib Ullah
41 Imdad Ali		109 Naseem Ahmed
42 Saira Rohi	<b>Education Sector Reform</b>	110 Abdul Hayee
43 Faisal Baloch	<b>Assistance Project</b>	111 Ihtesham-ul-haq
44 Tanvir Ahmed	75 Sufia Syed	112 Jameel Ahmed
45 Muhammad Abbass Changezi	76 Yaqoot Durrani	113 Naseer Ahmed
46 Mirza Hashim Baig	77 Noor Khan Mengal	114 Sarfraz Baloch
47 Kathy Javed Gill	78 Farooq Ahmed Magsi	
48 Fozia Khajak	79 Gul Zaman	<b>BEF Office</b>
49 Khawajah Rehan Munir	80 Hammad Akram Sanjrani	115 Iftikhar Shah
50 Rozina Raisani	81 Sikander Khan Baloch	116 Gohram Baloch
51 Ihtesham-ul-Haq	82 Ayesha Noor	117 Shahida Hassan
52 Fazal-ur-Rehman	83 Ateeque-ur-Rehman	118 Zar Bibi
53 Barat Khan	84 Sherbaz Baloch	119 Syed Ghulan Shah
54 Afzal Samuel	85 Mohammad Ibrahim	120 Pasand Khan
55 Saifullah	86 Gohram Baloch	121 Khan Mohammad
	87 Noor Bibi	122 Mohammad Aslam
<b>Turbat Office</b>	88 Mohammad Sharif	
56 Abdul Qadir Roonjah	89 Feroza Khalid	<b>Quetta Training Unit Staff</b>
57 Nasreen Ghulam Nabi	90 Bibi Fahmeeda	123 Ghulam Sarwar
58 Mansoor Ahmed	91 Jamila Baloch	124 Wali Jan
59 Mehrab Ali	92 Abdul Sattar	125 Tariq Mahmood Khan
60 Noor Bakhsh	93 Salah-u-din-Bareech	
61 Mahrung Karim	94 Azim Rind	<b>Turbat Training Unit Staff</b>
62 Abdul Qayyum	95 Muhammad Amin Danish	126 Abdul Wahab
63 Zahid Hussain	96 Zuhra Khalid	127 Pari Khatoon
64 Zubair Ahmed	97 Nazir Muhammad	128 Allahi Dad
65 Ayaz Ahmad	98 Muhammad Ayub	129 Shoaib Ahmad
66 Rakhshanda Taj	99 Idris	
67 Bashir Ahmed	100 Saifullah Khan	
68 Mohammad Moosa	101 Muhammed Essa	
69 Mohammad Murad	102 Yahya Khan	
70 Mohammad Murad	103 Shoukat Naz Baloch	
71 Ali Ahmed	104 Haider Aajiz Baloch	
72 Mahjabeen Sheran	105 Mehboob Baloch	

SPO is indebted to the work of hundreds of volunteers and short term staff without whom many successes could not be achieved.



**NWFP****Peshawar Office**

130 Muhammad Ijaz Qasim  
131 Shahid Mehmood  
132 Aijaz Mohammad Durrani  
133 Muhammad Younas  
134 Zuhra Luqman  
135 Muhammad Sohail Khan  
136 Aliya Jabeen  
137 Irshad Ali  
138 Faiza Nuzhat  
139 Zahid Usman  
140 Ibad-ur-Rehman  
141 Farmanullah Jan  
142 Muhammad Ihsan

**Dera Ismail Khan Office**

143 Sarwat Jahan  
144 Shafiullah Khan  
145 Akbar Ali  
146 Mohammad Jehangir  
147 Muhammad Ali

148 Asghar Khan  
149 Qudratullah  
150 Mahjabeen Aman  
151 Rania Tamkeen  
152 Gulzar Hussain  
153 Asiya Faqir  
154 Humera Rahim  
155 Jamal Shah  
156 Shehla Iqbal  
157 Mumtaz Sherazi  
158 Syed Amjad Ali  
159 Shehla Gul  
160 Allah Nawaz  
161 Mohamamd Iltaf  
162 Aflatoun  
163 Aziz Ullah Khan

**Peshawar Training Unit Staff**

164 Aamir Khalil  
165 Jehangeer Khan  
166 Akbar Hussain

**D.I. Khan Training Unit Staff**

167 Haider Ali  
168 Muhib Hussain  
169 Qadir Bakash

**Batagram**

170 Fawad Ullah Khattak  
171 Abida Khan  
172 Yousaf Khan Lucky  
173 Irfan Younas  
174 Yousaf Ali Shah  
175 Arbab Mohammad Zaman  
176 Khalid Mahmood  
177 Aziz Ullah  
178 Rabia Sultan  
179 Sadaf Gul  
180 Anwar Sher  
181 Bibi Sughra

**PUNJAB****Multan Office**

182 Bilal Naqeeb  
183 Shah Nawaz Khan  
184 Feroza Zahra  
185 Jamshaid Iqbal  
186 Zunaira Shafaq  
187 Pervaiz Iqbal Ansari  
188 Ayesha Majeed  
189 Imran Maqsood  
190 Feroz Alam Khan  
191 Hassan Bakhsh Bhatti  
192 Sajida Hameed

193 Zahida Hameed  
194 Raja Mohammad Basheer  
195 Shaukat Ali  
196 Muhammad Saleem  
197 Imam Buksh  
198 Zahid Bhatti

**Lahore Office**

199 Samina Yousaf  
200 Zeeshan Noel  
201 Zile Hasnain  
202 Shabbir Ahmed

203 Shahid Ali  
204 Muhammad Riaz  
205 Kiran Zahoor  
206 Fouzia

**Multan Training Unit Staff**

207 Zahoor Khattak  
208 Sajjad Hussain  
209 Muhammad Sami  
210 Mujahid Hussain  
211 Muhammad Tariq  
212 Muhammad Hassan

**SINDH****Hyderabad Office**

213 Ghulam Mustafa Baloch  
214 Nor Mohammad  
215 Gopal Daas  
216 Abdul Wahid Sangrasi  
217 Kulsum Shams  
218 Raheema Panwar  
219 Shazia Junejo  
220 Sadarudin Jatoi  
221 Sajid Channa  
222 Mohammad Ramzan  
223 Shagufta Daudpota  
224 Parveen Qausar  
225 Sher Muhammad  
226 Shahzade Jakhrani

227 Muhammad Mithan  
228 Muhammad Ayub

**Hyderabad Training Unit Staff**

229 Suhail Faisal Abro  
230 Samreen Khan Ghauri  
231 Shamshad  
232 Muhammad Sharif  
233 Punhoon  
234 Saleem Boorat

**Karachi Office**

235 Ellahi Bakhsh  
236 Zeeshan Mahmood  
237 Ghulam Akbar Jafferri  
238 Muhammad Rukhsar

**Karachi Training Unit Staff**

239 Mumtaz Ali Mahar

**PPAF**

240 Nabi Bux Mirjat  
241 Niaz Ahmad Lashari  
242 Gul Hassan Magsi

**AJK****Muzaffarabad**

243 Tabbassum Shahzad  
244 Muhammad Inam ul Haq  
245 Muhammad Sabil Farooq

246 Jalaluddin  
247 Suneela Hameed  
248 Syed Sagheer Ahmed Gillani  
249 Arzana Iqbal

250 Muhammad Hayat  
251 Liaquat Ali  
252 Muhammad Iqbal

# SPO (2006-2009)

## Board of Directors

- |   |                                     |    |                                     |
|---|-------------------------------------|----|-------------------------------------|
| 1 | Syed Abid Rizvi                     | 8  | Sister Naseem George                |
| 2 | Ms. Farida Tahir Noshervani         | 9  | Mr. Naseer Memon (Vice Chairperson) |
| 3 | Ms. Ferida Sher                     | 10 | Ms. Rukhshanda Naz                  |
| 4 | Mr. Harris Khaliq (Chief Executive) | 11 | Ms. Sadiqa Salahudin (Chairperson)  |
| 5 | Mr. Javed Jabbar                    | 12 | Dr. Tufail Mohammad Khan            |
| 6 | Prof. Dr. Karamat Ali               | 13 | Mr. Waris Khan                      |
| 7 | Ms. Naheed Aziz                     | 14 | Ms. Zeenat Yaqoob Yousufzai         |

## SPO General Body Members

- |     |                              |     |                              |
|-----|------------------------------|-----|------------------------------|
| 1.  | Syed Abid Rizvi              | 17. | Mr. Noor Ahmed Nizamani      |
| 2.  | Ms. Aliya Rab                | 18. | Ms. Neelam Hussain           |
| 3.  | Dr. Allah Dad Looni          | 19. | Advocate Parveen Akhtar      |
| 4.  | Ms. Farhat Khan              | 20. | Ms. Parveen Ghauri           |
| 5.  | Ms. Farida Tahir Nowshervani | 21. | Dr. Qurat-ul-Ain Bakhtiari   |
| 6.  | Ms. Ferida Sher              | 22. | Ms. Rukhshanda Naz           |
| 7.  | Dr. Husna J. Memon           | 23. | Mr. Reginald Dennis Williams |
| 8.  | Mian Ijaz-ul-Hassan          | 24. | Ms. Sadiqa Salahuddin        |
| 9.  | Mr. Javed Jabbar             | 25. | Dr. Shaheen Sardar Ali Khan  |
| 10. | Advocate Kalpana Devi        | 26. | Ms. Tahira Abdullah          |
| 11. | Prof. Dr. Karamat Ali        | 27. | Prof. Tanveer Junejo         |
| 12. | Mr. Mohammad Amin            | 28. | Dr. Tufail Mohammad Khan     |
| 13. | Mr. Muhammad Rafiq           | 29. | Mr. Vincent A. David         |
| 14. | Mr. Naseer Ahmed Memon       | 30. | Mr. Waris Khan               |
| 15. | Ms. Naheed Aziz              | 31. | Ms. Zeenat Yaqoob Yousafzai  |
| 16. | Sister Naseem George         |     |                              |





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### NWFP

#### SPO PESHAWAR

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### SINDH

#### SPO HYDERABAD

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