

# The SPO Chronicle

20 Years of Public Service

1994-2014



**SPO**  
Strengthening  
Participatory  
Organization

ادارہ استحکام شرکتی ترقی

**20 years**  
1994 - 2014

Empowering Communities

**THE SPO CHRONICLE**  
**20 Years of Public Service**



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The SPO Chronicle 20 years of public service  
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## Foreword

Strengthening Participatory Organization (SPO) is celebrating its 20<sup>th</sup> Anniversary since its transformation in 1994, from a Small Projects Office, operating as a unit of the High Commission of Canada in Pakistan into an independent, indigenous, volunteer-led NGO. The past twenty years have seen the evolution of SPO in terms of size and resources, scope of activities, outreach across the country, and the impact of its work. Together with our many partners in Pakistan, we are honored to look back at two decades of successful collaboration aimed at improving the lives and expanding opportunities for all Pakistani citizens.

This publication begins with a timeline that reflects some of the important milestones and achievements over the past twenty years. We have also presented selected results on the range of projects SPO has implemented, as we seek to stay relevant, and want to ensure that our work is responsive to the emerging challenges and opportunities of Pakistan's dynamic development context.

SPO Programmes focus on forging strong relationships with individuals and nascent organizations, and supports them in establishing the building blocks of a democratic Pakistan. The organization's early programmes sought to create opportunities and provide exposure to Pakistanis to different approaches, models, and institutional arrangements on issues such as the rule of law, judicial and parliamentary reform, independent media, civil society, and human rights.

Over the years, SPO, through its long-term, result-oriented approach to identifying and supporting key institutional and policy reforms, has worked with government and non-government partners on programmes promoting and strengthening transparent, accountable, and participatory governance at the national and sub-national level; improvement of services; judicial and legal reform; environmental protection and responsible resource use; economic policy reform and private sector development; civil society and civic engagement; women's empowerment and security; international and regional cooperation; and educational support.

I have been fortunate to visit programme areas many times and have been able to meet in person many of the committed and inspiring partner organizations and individual change-makers that SPO has been privileged to work with. I would like to thank all our counterparts and

partners over the last 20 years for their support and cooperation, and congratulate them on the tremendous achievements they have made in helping to drive an impressive development and democratization process as evidenced in this publication. Similarly, I would like to express my gratitude to our donors for their generous support of our programmes, which have allowed us to grow, innovate, and expand in new areas - all in service to the people of Pakistan and their aspirations for a brighter future for their country.

The work that SPO has carried out over the last two decades can be attributed to the invaluable contributions made by many committed and professional colleagues. I feel extremely privileged to be able to lead SPO's dedicated staff in continuing to promote democratic, just and tolerant voices in society. I look forward to a continued fruitful collaboration with frontline flag-carriers of SPO's citizen Voice and Accountability initiatives i.e. the partner country-wide civil society organizations.

***Naseer Memon***  
***Chief Executive***  
***SPO***



## List of Acronyms

APHR	Association for the Protection of Human Rights
AusAID	Australian Agency for International Development
ADP	Annual Development Plan
AZT	Anjuman-e- Zanana Taleem
AGM	Annual General Meeting
BHC	British High Commission
BRAC	Bangladesh Rural Advancement Committee
BoD	Board of Directors
CAFOD	Catholic Aid for Overseas Development
CARE	Cooperative for Assistance and Relief Everywhere International
CBI	Capacity Building Indicators
CDS	Computerized Documentation System
CHIP	Civil Society Human and Institutional Development Programme
CIDA	Canadian International Development Agency
CIVICUS	World Alliance for Citizen Participation
CCB	Community Citizens Boards
DRC	Development Resource Centre
DFID	Department for International Development
DPRD	Disaster Preparedness and Response Department
DPM	Development Planning and Management
EC	European Commission
ECHO	European Commission Humanitarian Aid Office
ERRA	Earthquake Reconstruction and Rehabilitation Authority
EU	European Union
EAD	Economic Affairs Division
FY	Financial Year

GEF-UNDP	Global Environment Facility-United Nations Development Programme
GAP	Grassroots Assistance Programme - Embassy of Japan
HANDS	Health and Nutrition Development Society
IDPM UK	Institute for Development Policy and Management, United Kingdom
IDRF	International Development and Relief Foundation
IOM	International Organization for Migration
ISIS	Integrated Set of Information System
IUCN	International Union for Conservation of Nature
LEAD	Leadership for Environment and Development
LID	Local Initiative Development
LIS	Learning Information System
MER	Monitoring, Evaluation and Research
NDMA	National Disaster Management Authority
NEF	National Education Foundation
NGORC	NGO Resource Centre/Aga Khan Foundation
PMRM	Programme Management Review Meeting
PPAF	Pakistan Poverty Alleviation Fund
PRIA	Society for Participatory Research in Asia
PC	Programme Coordinators
PAC	Project Approval Committee
PDC	Participatory Development Coalition
RNE	Royal Netherlands Embassy
RPACs	Regional Project Approval Committees
RSDP	Rural Social Development Programme
RBM	Result Based Management
RD	Regional Director
SAP	Social Action Programme
SMC	Senior Management Committee

SPTSO	Small Projects Technical Support Office
SSF	Social Sector Fund
SDC	Skill Development Council
SGA	Sindh Graduates Association
SNPO	Swiss NGO Programme Office
TAF	The Asia Foundation
TVO	Trust for Voluntary Organization
UC	Union Council
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNRISD	United Nations Research Institute for Social Development
USAID	United States Agency for International Development
VEP	Village Education Project
WDO	Women Development Organization
WEP	Women's Emancipation Programme

## Introduction

Strengthening Participatory Organization (SPO) is among the leading rights-based civil society organizations in Pakistan in terms of its national presence and outreach. SPO owes its origins to a bilateral development project of the Government of Pakistan and Canada created in the mid 1980s. In 1994, the Small Projects Office, operating as a unit of the High Commission of Canada in Pakistan, was transformed into an independent, indigenous, volunteer-led NGO. The past twenty years have seen the evolution of SPO in terms of size and resources, scope of activities, outreach across the country, and the impact of its work.

The story of SPO's growth is marked by a commitment to continuous improvement. The culture of introspection and evaluation, internal capacity-building, developing innovative systems and processes, and a willingness to learn from its own experience and from others are the reasons which explain how SPO has achieved the position where it is today in 2014.

### About the Chronicle

In order to commemorate twenty years of SPO's existence this Chronicle documents the journey of the organization. The work is thematic in nature with a chronological narrative in the background. The book is arranged according to the themes of the SPO Programme as they were implemented over the years. The Chronicle is divided into four sections of five years each as the broader chronological framework. Each five-year period chronicles the activities of SPO's Programme during that period. However, SPO's interaction with communities made it clear that the organization will have to address issues that did not fall within the sphere of its programme. In order to meet that need various special projects were initiated from the beginning. Eventually, this was combined with SPO's response to natural calamities. Since the Earthquake of 2005, SPO's humanitarian response witnessed a staggering increase in its operations. All such projects are dealt with in a separate section in each five-year period. In 2008, after a strategic planning exercise the programme was transformed and its themes were organized into Democratic Governance, Social Justice, Peace and Social Harmony, and Institutional Strengthening of SPO. The organization has been working under these themes since 2009 and SPO is committed to carrying out its Vision and Mission through its programme for many more years.

## Structure of the Organization

SPO's Vision and Mission are complementary. The organization's Vision is "a democratic, socially just and tolerant society guided by participatory principles, which realizes the full potential of its people and their aspirations for sustainable and self-reliant development." In accordance with this Vision, SPO's Mission is "to strengthen and support community organizations and public interest institutions of Pakistan for the benefit of poor and disadvantaged sections of society for sustainable development through a participatory approach."

SPO operates through nine permanent offices that include one National Centre and two Regional Centres in each of the four provinces-Balochistan (Turbat and Quetta), Khyber Pakhtunkhwa (Dera Ismail Khan and Peshawar), Punjab (Multan & Lahore), and Sindh (Hyderabad & Karachi). The National Centre is managed by seven support departments. These are Programme Management and Implementation (Programme Technical Support), Monitoring Evaluation and Reporting, Finance, Internal Audit, Human Resource, Administration, and Disaster Preparedness and Response Department (DPRD). SPO is currently working in 72 districts, two tribal agencies in FATA, and four frontier regions.

The National Centre in Islamabad plays the crucial role of coordinating activities of all its regional offices. Apart from its corporate functions, the National Centre provides technical support and guidance on issues such as programme policies, strategies, funding, and networking. The Regional Centres are directly responsible for implementing SPO's Programme in the field.

The functioning of SPO is a process structured in the form of different fora. Each one of them has a defined role and responsibilities but they work together in achieving the goals of the organization. They define the direction of the organization, craft the business plan, and implement its programme. These diverse fora are the General Body, Board of Directors (BoD), the SPO Senior Management Committee (SMC) and the Advisory Council. In addition to these, and the biggest of all, is the forum of SPO staff currently numbering around 320 regular and six emergency personnel.

The role of SPO's General Body is more than a ceremonial one. The commitment of the members manifests itself in the form of active participation in local and regional conferences apart from the annual and special meetings of the General Body.

SPO is governed through a fourteen member Board of Directors - thirteen elected members and the Chief Executive. In accordance with the Vision and Mission of the organization, members of the Board, as well as the General Body, represent a wide range of disciplines with relevant social development experience. The members of the Board represent all the Provinces and also incorporate a gender and religious balance. The Board meets on a quarterly basis. Through presentations of quarterly progress it monitors the performance of the organization, prepares the annual work plan and approves the budget.

The SPO Management Committee is composed of senior managers in the organization. The committee oversees general management issues and develops SPO's detailed policies and procedures.

SPO is also steered by an Advisory Council which comprises representatives of the BoD, contributing donors and government agencies. The Council provides a forum for the government and donors to express their views on SPO's policies and direction. It serves to link SPO with the Government of Pakistan as well as with donors on policy development and plans for social sector development.

Apart from this fora, the SPO staffs from across the country which includes the SMC meets twice a year for the Programme Management Review Meeting (PMRM). It is held to decide programme related issues and make recommendations for operational matters and policies. However, SPO recognizes all its stakeholders as partners which includes partner communities, community based organizations, women's groups, local government institutions, civil society networks, academia, donors and other support organizations. In short SPO engages all key stakeholders in the review of its strategic direction.

SPO started its journey as a donor funded organization and through the years it has elicited further donor funds from a wider range of contributors. Currently, SPO is being funded by the British High Commission and Department for International Development (DFID). In the past SPO's donors included Canadian International Development Authority (CIDA), AusAID, Action Aid, the European Union (EU), the Royal Netherlands Embassy (RNE), Save the Children, the Asia Foundation (AF), UNDP, USAID, and Oxfam. However, SPO constantly strives to increase its financial strength and reduce its dependence on donor funds. SPO's financial strength is already significant - its annual budget in Financial Year (FY) 2013-2014 is Rs 600,519,945.

Taking inspiration from the Vision of SPO, since the end of 2008, the overall objective of SPO's Programme is to strengthen and support community and public institutions to achieve and protect basic human rights, especially of marginalized segments of society. To achieve this, the capacity building exercise of SPO's Programme is now geared towards democratic governance and social justice. And civil society networks formed by SPO provide the platform for promoting peace and social harmony in society.

### **Small Projects Office (SPO) 1985-1993**

The original role of SPO was to function as the Small Projects Technical Support Office (SPTSO) and later as the Small Projects Office (SPO) for the Social Sector Funds (SSF) project of the CIDA. However, during the following eight years the Small Projects Office evolved and was transformed by the end of this period, into an independent organization.

In December 1985, the Social Sector Funds Project commenced in Pakistan through a Memorandum of Understanding (MoU) between the Governments of Pakistan and Canada. The MoU allowed the establishment of a SPTSO to direct funds to NGOs and community groups and to give them technical support services. For the first three years this venture was financed out of \$4.5 million CIDA contribution. For the next two years, it was maintained by a contribution from a \$15 million fund dedicated to the Annual Development Plan (government) projects.

On 1st May 1991, CIDA engaged Cowater International as the Canadian executing agency since it realized that instead of an extension of the project, a new vision of the future was required for SPO. Cowater's specialization in institutional development and community infrastructure projects, its established presence in Pakistan and its familiarity with the SSF Project (technical assistance to SPO in establishing its financial system was provided by Cowater) favoured it for this position. This matched with a change in SPO's leadership. Dr. Michael McGarry, a Cowater principal, carried out the responsibilities of the Director of SPO during the three months in which SPO's new Director, Mr. Ralph McKim, was selected.

Cowater International presented a status report that marked a strategic shift in SPO's intervention approach. For the Work Plan of 1991-1993, the structure included two new activity areas namely strengthening of NGOs' development capacity and long-term sustainability of SPO. This

replaced the previous activities of development of SSF infrastructure and support of SSF use for the Government's Annual Development Plan (ADP) projects.

The seeds of capacity building as the core intervention of SPO were sown during this time. The strategic shift in SPO's approach was a result of the realization that most of its partner organizations lacked the capacity to methodically plan and efficiently implement development initiatives, and, as such, were unable to make effective use of the financial resources provided to them. For the impact expected of the SSF Project the route would have to change. Hence, SPO decided to make capacity building (first new activity area mentioned above) its core intervention and would fund its partners only after preparing them to manage their projects. The second new activity related to the long-term plan of SPO, was also a major shift in institutional direction. From project-specific funds distribution and technical support, SPO was now positioning itself for a permanent and autonomous role.

The most important tool introduced by SPO, at this stage was the Development Planning and Management (DPM) programme. This was aimed to build the capacity of community based organizations (CBO) to plan, implement, manage, and monitor projects that responded to the development needs of their communities involving the equitable participation of all stakeholders.

In 1993, the SPO Director formed the first SPO Management Committee to supervise general management issues and develop SPO's policies and procedures. The SMC was mainly comprised of senior managers in the organization, chaired by the SPO Director.

SPO set up four Regional Centres, one in each province, at Hyderabad, Lahore, Peshawar, and Quetta. These were in addition to a National Centre in Islamabad and a sub-centre for female education in Turbat, Makran.

The foundations of decentralized operations were laid from the start. In each region, Regional Directors and two Programme Coordinators led the SPO Programme. The aim was that the National Centre would gradually change its role to strategic planning, coordination, management, and administrative functions.

A public information system committed to spreading awareness about development issues to the general public was created, and



a Development Resource Centre (DRC) at the National Centre was established, containing books, manuals, and other reference material. SPO added a database on CDS/ISIS (software tools to store and manage information on development) to the DRC. The database contained information about more than 8,733 NGOs in Pakistan. The Human Resource Database offered information on 104 resource persons. The Support Organizations Database had information about 50 support agencies, and the Resource Material Database contained 721 resource materials on Education, Communication, Agriculture, Health, Women, and Children.

A joint proposal of CIDA and Cowater was circulated to the Government of Pakistan on 22nd June 1993. This was to accelerate SPO's long-term plan. The proposal outlined SPO's Mission, strategies, niche, accountability, sustainability, governance, and transition plan. It sought the government's approval for the following decisions:

1. That SPO continues beyond 1993 and that it becomes a registered non-governmental organization managed entirely by Pakistani personnel by June 1993.
2. That the present governing structure of a Joint Committee, consisting of the Economic Affairs Division (EAD) and CIDA be replaced by an independent Board of Directors, and EAD's and CIDA's views would continue to be channelled through a new Advisory Committee.
3. That the Advisory Committee would support the SPO Board to acquire information and analysis of Government of Pakistan and donor policies and plans for social sector development. The Advisory Committee would assist the Board of Directors to assess the appropriateness of its policies and the effectiveness of their implementation. Initially, the Advisory Committee would have the same members as the current Joint Committee, with a stipulation to include representatives of other donors of SPO as they came on to the Board of Directors.

In November 1993, the EAD accepted the long-term design proposal and the SSF Project was extended until January 1994, giving SPO the momentum to continue and complete its transformation into an indigenous organization.

Four activities were initiated to achieve the long-term design of SPO during 1993:

1. Formation of a group of individuals to conceptualize and implement the transformation of the Small Projects Office to Strengthening Participatory Organisation.
2. Hiring for the post of Associate Director.
3. Selection of a Board of Directors.
4. Registration.

Three prominent persons from the development sector were invited to join; Dr. McGarry for the conceptual finalization of SPO's transformation, including the identification of other potential members and for the selection of an Associate Director. The panel comprised of Ms. Ferida Sher, Development Consultant and mid-term evaluator of SPO, Mr. Javed Jabbar, Former Senator, Communication Entrepreneur, and Founder of a rural NGO Baanhn Beli, and Dr. Hafiz Pasha, Economist, Academic, Consultant to CIDA and Advisor to the Prime Minister. The panel unanimously recommended Dr. Suleman Shaikh, who joined SPO in the first week of April 1993.

Though the selection of SPO's BoD was the prerogative of SPO's Joint Committee, SPO programme and senior administrative staff was also invited to contribute their suggestions. Nominations were short-listed with the aim of selecting a balanced Board of Directors in terms of regional, gender, and sector representation. In early April 1993, the SPO Director wrote to the final 12 candidates, inviting them to consider Board of Directors membership. All the candidates accepted the offer to help lead the organization, and cooperated in its registration activities. The 12 nominees became the founding Board of Directors of SPO.

Efforts for registration commenced on 3rd January 1993, and included preparation of SPO's draft Memorandum and Articles of Association (using its original Memorandum of Understanding), the 1989 Plan of Operation, 1992 -1993 Work Plan and Budget, long-term design proposal, and promotional brochure. After negotiating a range of legal and administrative requirements, SPO obtained its registration certificate in January 1994.

SPO formally became a national capacity-building organization on 15th January 1994. The Corporate Law Authority, Islamabad under The Companies Act of 1984, registered SPO under guarantee as a non-profit company. Its Mission was “To strengthen rural CBOs to assist poorer and disadvantaged sections of the communities to achieve their own goals by using a participatory approach to sustainable development.”

SPO’s Board of Directors met for the first time on 26th January 1994. According to the Terms of Reference for the Board of Directors, it was decided that the responsibility to provide direction and financial control of SPO activities lies with the SPO Board of Directors and the Chief Executive, by virtue of the authority vested in him by the Board.

It was also agreed that the Board of Directors, in consultation with SPO staff, including the Chief Executive, the Operations Manager, the Finance Manager, the Deputy Director and the Programme Support Director would establish policy as it relates to all aspects of SPO administration and project delivery.

The Chief Executive would provide work plans and budgets for approval by the Board of Directors. The Board approves personnel decisions, in principle. In practice, the Board was expected to delegate to the Chief Executive the responsibility for developing personnel policies, recruitment and staff appointment.

It was the responsibility of the Board of Directors to undertake long term planning in consultation with the Advisory Committee, the Chief Executive, and his associates. Strategic and long-term planning was considered a critical and integral feature of the SPO Programme, relying on the continuing gathering and processing of the Learning Information System, which provides feedback on the effectiveness of the SPO Programme.

The Board of Directors would approve Project Proposals submitted by partner organizations and finalized by the regional management. As well as being briefed on their Terms of Reference, a number of fundamental decisions were taken at this historic meeting:

1. Dr. Suleman Shaikh was formally appointed as Chief Executive of SPO and Mr. M. Ghani Khan Marwat as the Company Secretary.
2. M/S Azam Choudhary Law Associates were appointed as SPOs legal advisors while M/S Taseer Hadi Khalid and Company was appointed as auditors.

3. In place of the previous Joint Committee, a four-member Project Approval Committee (PAC) was constituted to award Social Sector Fund (SSF) grants for small projects.
4. An Advisory Committee was constituted comprising representatives of donors and the Government of Pakistan, and the SPO Board of Directors Chairperson.
5. A Planning Committee was constituted to assist SPO in seeking financial assistance from donors. Initial members were Ms. Shehla Zia, Dr. Tariq Banuri and Ms. Ferida Sher who could co-opt other members whenever necessary.

The Rules of Business for SPO Membership were discussed, and it was decided that the fee for SPO Membership should be PKR 100, and that Membership should be on the basis of invitation extended by a Member of the BoD followed by formal endorsement, or otherwise, by the BoD.

## The Foundational Years 1994-1998

In January 1994, SPO was registered as a non-profit company. The first five years under consideration in this section were crucial for establishing the SPO Programme and SPO as an organization.

### SPO Agreement with CIDA

In the first year SPO signed a formal agreement with CIDA. This significant step was taken on 1st April 1994. It brought into focus the Objective of SPO and also clarified the purpose of the SPO Programme, and the outputs against which its performance would be monitored.

### Objective of SPO

“The Organization has recently evolved into an institution whose principal mandate is to increase the capacity of existing village organizations to become effective local development agencies in poverty alleviation. The organization’s particular emphasis is to help these organizations transform from a welfare orientation, which reinforces dependency, into a participatory process, which promotes self-help and sustainable development.”

### Purpose of the SPO Programme

1. Increasing the participation of the rural poor in the processes of community development.
2. Motivating and strengthening CBOs and other support agents to engage their community members in addressing their development needs.
3. Turning SPO into a self-sustaining organization.

### Outputs of the SPO Programme

1. Community Based Organizations (CBOs) Strengthened: defined as capacity building carried out for clusters of partner organizations (CBOs) through consultations, trainings, project preparation, funding and monitoring in each of Pakistan’s four provinces. By the end of the fifth year of SPO’s operations, 242 organizations were to be established which had received CIDA-funded inputs through SPO’s capacity building cycle.

2. Learning Information System (LIS): SPO's information system for monitoring, evaluation and learning, was to facilitate SPO to evaluate its performance and learn from its experiences. LIS included institutionalization of a process of monitoring and applying lessons, adaptation and experimentation, and applied research and data dissemination.
3. SPO's Organizational Strengthening: this output envisaged the growth of SPO as a viable NGO in Pakistan through the development of effective systems for managing, administering and sustaining the organization at national and regional levels.

## Programme Areas

The three Programme areas of SPO at its inception were:

1. Capacity Building of Community Based Organizations (CBOs).
2. Learning Information System.
3. Management of SPO.

It was the output of these three areas against which the SPO Programme would be monitored. Apart from these three programme areas, special projects as a means to address development issues that did not fall within the ambit of the SPO Programme have been a constant feature ever since SPO began its journey.

### Capacity Building of Community Based Organizations (CBOs)

#### Training CBOs

In the beginning SPO tested its Development Planning and Management Programme (DPM) with 13 initial clusters in all four provinces. But during 1994-1995, SPO created seven new clusters of DPM participants. By mid 1995, 414 representatives of about 150 CBOs were trained by SPO situated in all four provinces of Pakistan. During the same time period the first group of the DPM graduated, which comprised the 13 clusters formed during the testing phase.

In 1995-1996, Regional Project Approval Committees (RPACs) were formed that helped bring project approval and management of the implementation process closer to CBOs. During the year, these

committees conducted sessions in Quetta, Lahore, and Hyderabad and approved eight projects for support from the Social Sector Fund.

### **Challenges and Expansion**

In the year 1996-1997, there was increasing concern about three obstacles in the development work of the organization:

1. Continuing dependency of CBOs trained in Development Planning and Management on SPO. This manifested itself as a need for institutional counsel even after the CBOs had completed training.
2. Marginalization of women from SPO's interventions and benefits. This meant that women remained deprived of the impacts of the DPM Programme.
3. Lack of a working relationship between partner organizations and external development stakeholders such as donor organizations and government bodies. As a result partner organizations could not reach their full potential for carrying out community development.

In order to overcome these obstacles, a three-pronged strategy was adopted. A strategic decision was made to expand SPO's Programme with strengthening of a self-sustenance mechanism for partner organizations that had completed DPM training, a women's emancipation programme, and strengthening of development stakeholders' dialogue and collaboration.

### **Coordination Councils**

For the strengthening of self-sustenance of partner organizations, SPO developed a strategy that partner organizations which had graduated would be organized into Coordination Councils, which would act as a platform to support their members. The specific role of these Councils would be to replicate the DPM training with CBOs that had not been trained by SPO, circulate information among the members, keep member organizations informed on current development issues, and plan joint interventions for environmental protection, gender equity, human rights, and the legal rights of the marginalized poor. To strengthen these platforms, SPO decided to provide the Councils training in networking, information sharing, advocacy, micro-credit management for poverty

alleviation, and collaboration with the Government in its Social Action Programme. Training was also provided to local resource persons.

### **Women's Programme**

By 1995 it was evident that the benefits of the DPM programme were being mainly received by men in rural areas. Women remained on the fringes because most CBOs did not include any female membership. Although SPO tried to address gender inequities through two special programmes for female education, these projects needed expansion in terms of geographic and programme range to have a holistic impact.

SPO had to mainstream rural women into the DPM programme in order to help them deal with their own concerns and play a role in their communities' development. The first step was to mobilize and form women organizations. SPO adopted different approaches in the four provinces in response to the local cultural circumstances and sensitivities. For instance, in NWFP, a programme was implemented in collaboration with the Asia Foundation (TAF). Initial surveys were conducted and 13 potential women groups identified in Takht Bhai and Swabi. A detailed programme to build the capacity of these groups was planned jointly by SPO and TAF.

In Balochistan SPO field staff carried out door-to-door visits to mobilize women to form women's groups. This led to two groups, each comprising of 30 local women, formed in Muslim Bagh. The groups were oriented on the role of women in development and their transformation into CBOs was initiated.

In Punjab, four women groups were formed in Kotla Gamu, Kot Addu, Daja and Muzaffargarh. These groups had been included in SPO clusters in the areas. Eight women's groups were mobilized and sensitized in the Ghotki District of Sindh. This cluster later became the first formal women's cluster to complete the DPM training. By 1996, 27 women's groups had been mobilized.

During 1996-1997, SPO consolidated these efforts, defined a strategy for mobilizing and mainstreaming women in its capacity building cycle, and began implementing it as the Women's Emancipation Programme (WEP).



## Local Initiatives in Development (LID)

Working closely with donor agencies, CBOs, and engaging with the government after its involvement in the NGO Bill, made SPO aware of the lack of communication between these three key development stakeholders. The main realization was that development initiatives of CBOs require support from the beginning. They might intermittently receive the resources they need for development but without an exchange of information between donors, CBOs, and government departments and without recognition of their respective roles, a sustainable development process could not be expected.

In 1996, SPO developed the concept of a dialogue between these three stakeholders. The first step in this process was the planning and implementation of a series of public dialogues on the theme of Local Initiatives in Development (LID).

Its main objectives were:

1. To provide a forum for the three partners in the development process (donors, CBOs, and the government) to initiate a dialogue for the formation of a sustainable development process.
2. Share information on initiatives undertaken by CBOs and their community members to address their development needs.
3. Facilitate networking between CBOs and government departments.

The first national dialogue was held on 10th November 1996 in Islamabad. Mr. Omar Asghar Khan, a founder member of SPO, summarized the main points of discussion. SPO's Chairperson, Mr. Javed Jabbar, made these events consequential and effective, by securing the presence of governors, chief ministers, and other federal ministers.

On 12<sup>th</sup> and 13<sup>th</sup> May 1997, a LID conference for Punjab was held in Lahore. Punjab Governor Shahid Hamid inaugurated the event, while the concluding session was presided over by Sardar Zulfiqar Ali Khosa, Senior Minister of the Government of Punjab. The remaining three provincial CBO government dialogues in the series were held during the latter half of 1997. These events attracted a large number of CBO-NGO activists, government officials, donor representatives, and political

workers. Members of the SPO General Body and the Board of Directors were also present.

The recommendations of the provincial conferences focused on issues of mutual and local cooperation between CBOs, NGOs, and the government; Social Action Programme (SAP), basic education, basic health, women's development, environment, agriculture and livestock, and unemployment.

A concluding national level dialogue on Local Initiatives in Development – Learning and Growing was held at the National Library Auditorium, Islamabad on 29th November 1997. This high-profile event was inaugurated by the President of Pakistan, Sardar Farooq Ahmed Khan Laghari. Six Ministries responsible for Local Government, Education, Health, Environment, and Social Welfare and Planning were represented. Civil society activists and representatives of 24 CBOs participated in the sessions to understand the government's development policies and programmes.

The technical session of the conference was presided over by Mr. Masood Ahmed Qazilbash, the Chief Coordinator of the Social Action Programme in the Planning Division of Government of Pakistan. Policy papers were presented by government officials on community participation in development through CBOs and NGOs.

### **Community-Based Organization (CBO) and - World Bank Dialogue**

SPO held a CBO-World Bank dialogue on 27<sup>th</sup> –28th November 1997 in Islamabad to encourage interaction between CBOs and donors. The objective was to learn from grass-root experience and also provide an opportunity for the staff of the World Bank Mission in Pakistan to share the development initiatives financed by the World Bank with representatives of rural CBOs and practitioners of participatory development.

The World Bank Country Representative Mr. Sadiq Ahmed inaugurated the dialogue. Information about different World Bank programmes was presented like the Social Action Programme (Participatory Development Programme), National Drainage Programme, On-farm Water Management Programme, and the Poverty Alleviation Programme by World Bank representatives including Ms. Seema Baloch, Ms. Tahseen Syed, Mr. Abid Hussain, Mr. Usman Qamar, and Dr. Zia-ul-Jalali.

The view of CBOs on community participation was presented by Ms. Shakar Jan, a member of SPO partner organization Anujuman Zanana Taleem in Phulnai, Ketch, and by Ms. Riasat Begum from Integrated Basic Education Programme (IBEP) Nowshera. Other representatives from different CBO's provided the community perspective on issues relating to specific World Bank programmes.

### **Choti (Micro) Funding**

In 1997-1998, the idea of providing *Choti* (micro) funding to CBOs during the DPM training was included in the DMP programme design and implementation. This was not mandatory but offered by the concerned SPO region taking into account the CBO's current capacity and potential.

A simple application form was developed for partner organizations to acquire *Choti* funding. Terms and conditions were finalized which included maximum funding of PKR 10,000. Funding would be charged to the Social Sector Fund. It was to be provided at the planning workshop of the DPM. The funding was for pilot projects (e.g. project feasibility studies and small credit projects) in view of the needs of the CBOs to enhance their skills. Each partner organization would have to design, develop and present the project and its budget primarily on its own and the funded project would have to be completed before the third DPM workshop.

## **Learning Information System (LIS)**

### **Foundations of the System**

The Learning Information System (LIS) was conceptualized as a computerized system for monitoring, information processing and analysis, and information generation, to be used in developing and improving the DPM programme.

SPO appointed a Programme Specialist-LIS to develop the system who initiated designing the basic data collection formats. By 1995, most of the formats had been developed, while the rest were in process. Additionally, the following tasks were prioritized in order to achieve a completely operational LIS:

1. Information collection was an activity where data sent from field offices to SPO Regional and National Centres was entered into the computer in relevant fields.

2. The task of information processing entailed a procedure that after the first set of data about each CBO or initiative was fed into the system, it would constitute the baseline. A tool would allow comparison of successive entries with this baseline to evaluate actual achievements as well as needs and expectations.
3. Information analysis and output generation would facilitate retrieval of the stored information in various output formats designed to monitor progress and make strategic decisions.

LIS was commissioned as an essential tool in 1996-1997 for monitoring and evaluation of SPO's activities. With the technical support from Cowater International, LIS software was developed which was perhaps the most important challenge in realizing this system. The eventual system managed information in two phases. Phase 1 managed information from monthly activity reports submitted by regional offices. In Phase 2 (data processing) the reporting formats and procedures required for updating and data processing were finalized and included a special questionnaire of 102 questions meant to assess the impact of the DPM programme at the CBO and community level against 11 Capacity Building Indicators (CBIs).

During 1997-1998, LIS became completely capable of recording and producing reports for Phase 1 (Activity Tracking and Month/Quarter End Reports). With its assistance, baseline data on the activities of 254 CBOs (from 1991 to June 1997) was collected and updated. Data accuracy was guaranteed by verifying information provided by the Regional Centres. For Phase 2 (Capacity Building Indicator Data Collection on Three Stages), the input format (questionnaire) for data collection was translated into Urdu, finalized in consultation with Regional Centres and provided to field staff.

During this year the tool for reporting information was also revised. A comprehensive "CBI Assessment Form" was developed after detailed discussions with the regional staff at the Programme Review Meeting in December 1997. It was decided that baseline data for Phase 2 would be collected by local resource persons rather than SPO staff. Punjab's complete data was entered in the system during the year. Finally, the LIS software, which had been developed in MS Access, was redesigned in MS FoxPro for better performance with the existing equipment.

In 1998-1999, LIS showed its potential to monitor and evaluate the SPO Programme, and to identify weaknesses in the programme itself, and formulate and implement the solutions. During the year, demonstrations of LIS as a state-of-the-art monitoring system were given to members of SPO's General Body, CIDA monitors, and staff from the Pakistan Poverty Alleviation Fund (PPAF), The Asia Foundation (TAF) and the European Union (EU).

## **Management of SPO**

### ***Building SPO***

### **Future of Funding**

From the beginning, SPO realized the need to expand its donor base hence initiated efforts with a number of donors (especially the European Union). This aim was also envisaged in its agreement with its principle donor, CIDA. Based on its own reflections and SPO's preliminary discussions with donors, a timeline was developed by CIDA for its support to SPO.

According to this plan, in the first fiscal year CIDA approved support to all Regional Centres, as well as a special initiative, the Village Education Project (VEP) in Balochistan. By the end of the first financial year EU funding for the Sindh and NWFP Regional Centres would be established. By the third fiscal year, other donors would provide funds for the Balochistan Regional Centre and the VEP programme. CIDA would fund the Punjab Regional Centre from FY-1 to FY-5. From FY-1 to FY-3, CIDA would provide complete funding for the National Centre's programme support, overall management, and institutional strengthening efforts. In FY-4, donors other than CIDA would provide 25 percent of funding for the National Centre. Other donors would provide 50 percent of proposed funding for the National Centre in FY-5.

### **Assessing Performance**

As SPO implemented its capacity building programme the impact of its intervention started emerging. This called for an assessment of the programme. During the year 1995-1996, an audit was conducted by the Deputy Chief Executive and Projects Support Coordinator.

The main goal of this exercise was to determine SPO's performance. The intention was a detailed examination of SPO's capacity building

process, identification of strengths and weaknesses in the process, and identification and explanation of any changes that had taken place in the programme. The recommendations of the audit report were mostly related to SPO's operational functioning:

1. Plan strategically and develop consensus guidelines for how the Programme Coordinators (PCs) should plan their workload and whether geographic demarcation in their activities should be discarded. (This had already happened in Sindh).
2. After selecting a district, if SPO was unable to carry out surveys that provided a complete status of the districts, then it should reject them and concentrate on inputs and impacts of SPO's interaction.
3. PCs should effectively document vital information, rationales, observations, and decisions relating to their work – with encouraging supervision provided by the Regional Directors (RDs). Documentation should be brief, and clearly communicate the observations that led to the decisions taken.
4. PCs and RDs should define and accept their roles and responsibilities and work within the framework to guarantee maximum effectiveness.
5. If SPO's main responsibility was to CBOs, greater efforts should be made to keep commitments made to them, especially in terms of planned visits. Inconsistent priorities of SPO, which encroach on commitments made to CBOs, should be carefully examined for justification.
6. Partnership plans with CBOs should be adjusted, scheduled, budgeted and made measurable, with a clear separation of responsibilities between CBOs and SPO.
7. Each DPM workshop should be followed by at least one information collection visit to each CBO. Collective reviews were important and should continue to be conducted.
8. New and separate procedures should be developed for women groups.
9. SPO should decide, either internally or in consultation with

DPM graduate CBOs, which elements of DPM should be shared with all, and which skills and tools were best provided only to workshop participants.

### **Audit by Cowater**

An external audit of SPO's management arrangements was undertaken in August 1995. A two-member team commissioned by Cowater International carried out this activity. A major recommendation of the team was to abolish five positions, four of which pertained to administration. The National Centre's salary budget was reduced by 30% by implementing this recommendation.

### **Identification of Corporate Values**

In 1995-1996, through a workshop, SPO staff agreed on the following corporate values of the organization:

1. Participation in programme development within SPO and between SPO, and its partner organizations.
2. Sovereignty and equality of partner organizations.
3. Mutual trust, honesty, professionalism, and transparency in the organization.
4. Accountability, ethnic impartiality, and effective participation in the process.
5. Creativity and innovation in efforts.
6. Accessibility to one's basic rights and discharge of obligations.

### **Strategic Planning**

A strategic planning exercise was undertaken to make core decisions regarding programme and funding options for the future. This exercise involved all major SPO stakeholders and was facilitated by Cowater International. It led to a Strategic Plan, which was approved by the Board in June 1996, with the following points:

1. SPO's goals and purpose should be the main factor. Capacity building of CBOs should remain the key focus and foundation of SPO's endeavours. But increased effort and resources should

be directed towards technical assistance, networking, linkages, and advocacy.

2. With a considerable number of CBOs who had received DPM training, project funding should be increased, accompanied by careful project selection, implementation, monitoring, and technical support.
3. Female group formation should be prioritized in all regions.
4. Special projects should be continued and others added, but only when funds had been identified, and ensuring that they were not in conflict with SPO's objectives and programmes.
5. Micro funding (*choti* funding) should be introduced on a pilot basis and initially only in one region. It should be an integral part of the DPM training to strengthen CBOs in project and resource management, and as a first step towards project funding.
6. To maximize efficient use of resources, SPO should concentrate geographically in carefully selected districts, clusters and CBOs. SPO should withdraw support from "graduate" CBOs but include them in long-term monitoring and networking.
7. Decentralization should continue and be extended beyond regional offices to field operations.
8. Considering the decline in international funding and the need to establish financial sustainability, SPO's marketing should be allotted increased priority and resources. A small marketing unit should be created for this at the National Centre and work should start on engaging the private sector in Pakistan as a corporate funding base for SPO.

### **Five-Year Business Plan**

To develop a Five-Year Business Plan, from 1997 to 2001-2002, SPO arranged a two-day workshop for all its staff and management on 7th and 8th January 1997. Senior management had identified three programme approaches which were discussed along with their respective future scenarios. An effort was made to determine the funding requirements and the output associated with each approach. The stance on special



projects and SPO's experience with obtaining funds from donors was also discussed.

The first of these approaches was a "Cost-Effective Outreach Scenario" which targeted doubling SPO's programme capacity without adding any regular staff to the regional offices. The second was "Regional Expansion Scenario". This option aimed at extending the SPO Programme in each region to other districts to provide for the growing capacity building demands of CBOs, an aim reinforced by donors' interest in certain underdeveloped areas of the provinces. The last approach was the "Extension to a New Region Scenario" which suggested the initiation of CBOs' capacity building in areas where other NGOs had not been able to start their programmes either. Azad Jammu and Kashmir was considered as the next region for SPO to expand into. It was decided that the expansion would be implemented with separate funding and would therefore not create a risk of a financial burden.

SPO's position on Special Projects went beyond the normal programme to concentrate on a new geographic area or specific development sector. Donors interested in the new geographic area or sector explicitly funded Special Projects. Many donors were increasingly expressing interest in SPO as a national capacity building NGO. This had resulted in the funding of Special Projects by UNICEF and the Asia Foundation.

SPO had also made a determined effort to obtain broad-based support from several donors as the 1997-1998 fiscal year approached. There were three distinct types of funding: funding for overall SPO development, funding for specific regions, and funding for Special Projects. Many donors appeared close to making commitments but SPO was facing great difficulty in gaining final donor commitments. There were also difficulties in trying to match the programmes of five regions and a National Centre with a large number of donors, each with unique interests, requirements and funding patterns. On the positive side, these challenges were not specific to SPO but common to all NGOs in Pakistan, and, although prolonged negotiations created delays, the interest of a large number of donors was a welcome sign as multiple options provided a degree of independence to SPO in identifying support. As a marketing tool SPO developed an informal database on donors and employed its second tier of management to create a powerful marketing strategy and programme.

After considering the different options, future scenarios and challenges facing SPO, it was agreed that SPO would develop its programme at a

level between the “Cost-Effective Outreach Scenario” and “Regional Expansion Scenario” in all regions for at least the first two years of the five year plan, and in NWFP at a considerably higher level.

### **Focusing on the Future**

With experience of working at the national level for three years and constant evaluation and reflection of its role and services, SPO carried out a comprehensive consultation exercise with its stakeholders in 1997-1998. The aim was to identify areas where SPO’s contribution was most needed in the future of the organization and its role in national development. The following themes were identified:

1. Expand the current Capacity Building Programme.
2. Establish a Women Emancipation Programme.
3. Strengthen Participatory Development Coalitions.
4. Setting up a Credit Programme.
5. Expand to new regions.
6. Strengthen SPO as an institution.
7. Ensure the institutional sustainability of SPO.

The DPM programme was SPO’s core activity however, it led to subsidiary activities as the organization’s association with grassroots communities was extended. The two main branches were the Women’s Emancipation Programme and strengthening of Participatory Development Coalitions, but there were also smaller innovations such as the *Choti* (micro) Funding. Moreover, the Social Sector Fund was linked with the DPM programme because it supported the projects of DPM training graduates. The complexity of the growing programme and the fact that the Learning Information System was operational meant that SPO’s activities had to be clearly defined for a transparent tracking of the programme. A Contact Cycle was developed for this purpose. In this Cycle 39 activities were grouped under 10 major sections:

1. Area survey for CBOs’ selection.
2. Identification, assessment and selection of CBOs.

3. Cluster formation, initial assessment against capacity building indicators, and partnership plan.
4. Capacity building through DPMs.
5. Post DPM assessment against capacity building indicators.
6. Formation of Participatory Development Coalitions.
7. Facilitation of linkages and networking of partner organizations.
8. Project activities (involvement through funding).
9. Female group's formation.
10. Special trainings (related to financial management, gender and development, the environment, and micro credit).

The Contact Cycle was reviewed and updated at a Programme Review Meeting held in July 1998 to build a common understanding among programme staff.

### **CIDA Audit and Funding**

1998-1999 was the last year for which CIDA had committed funding for SPO in 1994. CIDA commissioned an audit of the organization as part of its planning regarding the future funding of SPO for the next phase. The two-member audit team held in-depth discussions with different stakeholders, including the Canadian High Commission, the Economic Affairs Division of the Government of Pakistan, peer NGOs, SPO's partner organizations, SPO's auditors, and the organization's own Board members and staff. The audit focused on two broad issues:

1. The ability of SPO to deliver its outputs effectively and the relevance of these to the development priorities of the Government of Canada.
2. CIDA's own system for managing its deliverables to SPO, both from its head office in Hull, Canada and the Canadian High Commission in Islamabad.

The auditors' report was very positive and convinced the Canadian High Commission and Pakistan Desk in Hull, Canada to continue with the second phase of funding. The only concern recognized was reporting, which SPO itself had identified as weak and seeking to improve.

## **Management Review by Cowater**

Recognizing that the targets set for the second phase were more demanding, SPO's Board of Directors requested Cowater International to carry out a management review of SPO. The review was to cover all levels of SPO's operations from National and Regional Centres to field operations. It was expected to present an objective and comprehensive picture of the state of SPO's management, performance and operations and recommend any modifications required to reduce costs or increase productivity to meet the challenging demands of the next phase with CIDA. The review was undertaken from 1st July to 15th August 1998 by a three-member team.

## **Shifting of Punjab Programme**

Considering the factor of accessibility to potential partner organizations, SPO decided to shift its Punjab programme office from Lahore to Multan in 1999. The issues involved in this shift entailed the recruitment of another Regional Director, new linkages to be developed with civil society and government and the resettling of programme staff in Multan or Islamabad. On the programme the concerns of partner organizations in northern Punjab, who felt abandoned, had to be addressed, while trust and ties had to be built with potential partner organizations in the southern part of the province.

The commitment of the Multan team helped address the apprehensions of partner organizations in the south. With its formal opening in April 1999, the Multan office quickly began to establish itself as a major stakeholder in local development. The task in northern Punjab was more difficult, but the personal interest of SPO's Chairperson and local Board members helped SPO regain its credibility there.

## **Governance and Management**

### **General Body**

A number of General Body members felt they could not give SPO the time required by their role in the organization. In 1997-1998, these members voluntarily stepped down. Those who resigned during the year included Dr. Tariq Banuri, Dr. Wasim Azhar, Mr. Saifullah Khan Paracha, Ms. Niolufer Abadan, Ms. Anita Ghulam Ali, Ms. Aban Marker Kabraji and Ms. Usha Barkat. Six new members joined the General Body including Professor Mian Ijaz ul Hassan, Ms. Zeenat Yaqoub Yousafzai,

Dr. Husna Memon, Professor Ms. Tanveer Junejo, Mr. Izat Aziz Kurd and Dr. Isa Daudpota (the last named resigned after a brief period).

### **Board of Directors**

During 1994-1995, SPO's Board of Directors had six meetings. Two important decisions were made during these meetings. The first was to increase the number of Directors from 12 to 14 to provide equal representation to Balochistan on the Board, and the second was the formation of Regional Project Approval Committees (RPACs) to speed up the process of project approval for support from the Social Sector Fund.

During 1994, the founding Board of Directors invited 22 new members on to the General Body, thus increasing its strength from 12 to 34 individuals. The first elections for a new BoD were held on December 17th, 1994. Those elected for a term of three years became SPO's second BoD. In accordance with the SPO Articles of Association, the new Board met immediately after the Annual General Meeting (AGM). Mr Javed Jabbar was elected as Chairperson while Ms. Farhat Khan and Dr. Suleman Shaikh were reappointed as Vice Chairperson and Chief Executive respectively.

In 1995-1996, the Board decided to establish Regional Project Approval Committees in all four regions. Consisting of three BoD members and SPO's Chief Executive, each Committee would meet as soon as a minimum of two proposals were ready for approval.

During 1996-1997, the BoD met four times. The number of elected Directors of the Board was increased from 12 to 13, with the inclusion of Mr. Mohammad Amin from Turbat. In November 1997, the term of the first elected Board of SPO ended. During the AGM held in December, an election of the new Board took place. With three exceptions, all incumbent Board members agreed to continue in their role and presented themselves for re-election.

The AGM was attended by 18 members while another four members voted through proxies. Ten members were re-elected and three new ones were chosen, including one from a partner CBO. The result was a Board, which was balanced in terms of gender and provincial representation, and with a grassroots representative, which clearly showed that SPO's governance structure had matured and was capable to lead an NGO working for participatory development. In accordance

with SPO's Articles of Association, the new Board met immediately after the AGM. Mr Javed Jabbar was elected Chairperson for a second term, Ms. Ferida Sher Vice Chairperson, and Dr. Suleman Shaikh was reappointed Chief Executive. SPO also acknowledged the contribution of three outgoing members of the Board; Ms. Baela Jamil, Dr. Tasleem Akhtar and Mr. Omar Asghar Khan.

In 1997-1998, SPO's Board met five times to discuss and plan matters of governance, future direction, new proposals and policy issues. In April 1998, a meeting in Peshawar was preceded by a memorial reference for Ms. Zarnigar Tayyib, a member of the SPO Board of Directors from NWFP, who tragically died after an illness.

The final meeting of the BoD during the year coincided with a one-day Board and senior staff dialogue, facilitated by Mr. Abdul Hayy of Cowater. The Board acknowledged the value of such a dialogue and agreed to repeat it at least once a year. Board members were informed of financial constraints under which SPO was operating, caused chiefly by constant delays in EU funds, and the RNE's continued delay in processing SPO's proposal for its Balochistan programme. Dual annual work plans and budgets had been developed, reflecting this uncertainty. The Board therefore approved two options, permitting SPO flexibility in implementing its programme in accordance with availability of resources.

In 1998-1999, the Chief Executive Dr. Suleman Shaikh resigned from his position. . The Board acknowledged the contribution of the Chief Executive in building the organization and valued the commitment with which he had delivered his services. The Deputy Chief Executive was asked to take temporary charge but the Board members were informed that under the Companies Ordinance it was not possible to have an acting Chief Executive when the position was vacant. Hence, it was decided that the Deputy Chief Executive should be asked to perform as Chief Executive until a new Chief Executive was able to take charge. Mr. Ali Akbar was therefore offered the post of Chief Executive which he accepted.

During 1998-1999, the Board met five times. The Chairperson Mr. Javed Jabbar submitted his resignation as he had accepted a position of office in a political party. The BoD also decided, in view of long-term organizational requirements, that a new position of Programme Head should be created at SPO. However, during the first year of operations, this position should be held by the Chief Executive. To meet

urgent and short-term requirements, a number of additional positions at the National Centre were created and approved. The Board also amended SPO's Mission statement to recognize the impact of rural-urban migration and urban poverty. The new Mission statement read: "To strengthen rural and urban CBOs to assist poor and disadvantaged sections of communities to achieve their goals for sustainable development through a participatory approach."

### **The SPO Management Committee**

In 1994-1995, five meetings of the SPO Senior Management Committee (SMC) were held. Apart from quarterly progress reviews and donors' updates, the SMC approved the SPO Organogram and decided that an SPO newsletter would be published every six months, to keep CBOs and other NGOs informed about the activities of the organization.

In order to improve management efficiency, a workshop to develop Annual Work Plans on the basis of Results-Based Management (RBM) was conducted for the SPO Management Committee in 1995-1996.

During the year 1996-1997, three meetings of the SMC were held. In order to improve the management of the Social Sector Fund, the SMC decided that funds for approved and conditionally approved projects would be transferred to regions for further disbursement to concerned CBOs. Other important decisions taken by the SMC included holding a workshop with its meeting in April 1997 to facilitate a common understanding on the new Performance Evaluation Performa, approval to employ interns at SPO, and the Chief Executive was requested to prepare a proposal so that funding could be sought from donors.

In 1997-1998, four meetings of the SMC took place. The members decided that participants of internal trainings should be awarded certificates, with a format to be developed by the Programme Coordinator, and Human Resources, by the next SMC, with input from staff at the National and Regional Centres.

During 1998-1999, two meetings of the SMC were held. Members of the SMC formed a committee comprising the Regional Director, Balochistan and Manager, Finance and Administration for the Village Education Programme review in April 1999. The Terms of Reference of the review committee included assessment of the cost per student (basic/primary) and a needs assessment for the future programme. SMC membership was also reviewed and it was decided that all department

and regional heads and managers in Grade 8 would be its members. It was also decided that the position of Programme Manager, Gender and Development and Micro Finance should be divided into two positions, namely, Programme Manager, Gender and Development (Grade 8) and Programme Specialist, Micro Finance (Grade 7).

### **Programme Review Meeting (PRM)**

In 1993, SPO's Project Review Committee was dissolved as the project transformed into an organization. In the Committee's last meeting, it was decided that it would be replaced with a biannual Programme Review Meeting (PRM), where Programme Coordinators and other programme staff outside the ambit of the SMC could join the senior management to discuss and resolve issues affecting SPO. During 1994-1995, two PRMs were held, which discussed staff issues, SPO Programme strategies, and SPO's evolving internal monitoring system and concept of Learning Information System. The forum also clarified the roles and responsibilities of the National Centre in relation to the Regional Centres.

In 1995-1996, two meetings were held. The forum decided to observe 1996 as the year for Poverty Eradication. During 1996-1997, two PRMs took place. It was decided that the terms of reference for PRMs were to share experiences, identify problems in programme implementation, analyze and suggest solutions, evaluate new trends, suggest innovations, discuss new opportunities arising in the field, discuss threats and ways to manage them, discuss successes and failures, and lessons learnt during the programme interventions.

One PRM was held in 1997-1998 which focused on progress sharing by the regions. In 1998-1999, two PRMs were held. Some decisions and observations made in these meetings were the formation of a DPM core group to review the DPM manual, distribution of the draft version of the Interns Policy by Programme Specialist-Technical Support coordination of Manager Finance and Administration and all Section Head-Finance and Administration with the Programme Specialist-Technical Support for the development of a Financial Management Manual by 30th September 1999, and sharing of the standards of the SPO logo, Mission statement, stationery and email.



## Advisory Council

The first meeting of the Advisory Council was held at the National Centre on 6th February 1995. It was co-chaired by Mr. Farhat Hussain, Joint Secretary, Economic Affairs Division (EAD) and Ms. Margaret Paterson, Counsellor Development of the Canadian High Commission. The following year the meeting was held on 23rd June 1996, and focused on the funding impediments that SPO was facing at the time. Amendments to the Articles of Association were proposed to ensure broader powers of the Advisory Council. New members were to be inducted after approval of the amendment by the Capital Law Authority (Security and Exchange Commission of Pakistan) and subsequently by SPO's Annual General Meeting.

The third meeting of the Advisory Council took place on 13th March 1997. The members decided that in future SPO's Chairperson would Chair this forum. The fourth Advisory Council was held at the National Centre on 8th January 1998. Mr. Javed Jabbar stated that the BoD preferred implementation of the Social Action Programme (SAP) through partner CBOs. SPO should work with larger agencies in a collaboration in which SPO could provide capacity building. Mr. Mark McKenna said that SPO could develop a package on project design and capacity building for implementation and monitoring. Thereafter, it could act as guarantor to the World Bank on behalf of partner CBOs.

During 1998-1999, two Advisory Council meetings were held at the National Centre. Members were informed that new modules were under preparation with the help of Mr. Ross Kidd, an international expert on training. The increasing interest of SPO's donors and partners was a good sign for SPO and the organization would share its work with any one of them whenever required.

## Team Development

In 1994-1995, major staff development activities included a four-day Orientation Workshop on Gender Development conducted by Ms. Ferida Sher, an SPO Director, and a one-day Workshop on Conflict Resolution, conducted by Dr. Tariq Banuri, who was the Chairperson of the Board in June 1994. Both events were conducted for all programme staff.

A Financial Management Workshop was conducted at the National Centre on 18th-19th March 1997, facilitated by Cowater and SPO's Manager Finance and Administration. The Regional Directors and Section Heads, Finance and Administration from all regions attended.

In 1996-1997, staff performance indicators for appraisals were identified and a formal system developed for transparent and consistent appraisals. The primary use of the Performance Appraisal System was to help improve mutual understanding within the SPO team. This became an annual exercise, at the end of a probationary period, or as part of an interim report for the Chief Executive. The performance indicators were time management, deadlines, punctuality, inter-personal relationship, adherence to corporate values of SPO, commitment, initiative, resourcefulness, decisiveness, and supervisory skills.

During the year 1997-1998, SPO supported a number of staff development events. Sponsored by the Department for International Development, the Deputy Chief Executive attended an eight-week training course in "Micro-Enterprise Management & Finance Training" at Reading University, UK. Sponsored by CIDA, the Programme Coordinator for the Learning Information System attended a two-day Workshop on "Information Technologies and Social Development" organized by UNRISD in Geneva. DPM programme staff attended a three-day training of Master Trainers' Workshop facilitated by Mr. Ross Kidd, a CIDA training specialist.

In 1998-1999, funding constraints prevented SPO from investing as generously in its human resource development as it had in previous years. However, the organization continued to conduct internal trainings on issues such as gender and development, Result-Based Management and related reporting, reviewing, and training of trainers for the revised DPM programme. Moreover, a number of SPO personnel were sponsored by other agencies to avail capacity building opportunities, a fact that reflected well on their individual capabilities, as well as SPO as an organization. Examples included the two-week orientation visit to Grameen Bank, Bangladesh by four staff members from each regional office, a four-week orientation in community-based education in Bangladesh and Sri Lanka attended by two team members of the Ammal Project (sponsored by DFID). The Chief Executive participated in a four-day conference arranged by the Social Fund for Development, in Egypt, and the female Programme Coordinator from Quetta completed her training under the Leadership for Environment and Development (LEAD) programme. Based on her performance, she was selected as a member of a delegation that addressed the United Nations General Assembly.

## Finance

In 1994-1995, SPO carried out its first audit as a NGO. Its balance sheet footing was PKR 43 million, whereas owned assets were a net worth of PKR 7.8 million (at cost) with operating expenses of PKR 25.67 million. In this year, the government of Pakistan transferred PKR 20.7 million from an assignment account to SPO account as per agreement with the Government of Canada.

To finance construction of a women training centre in Turbat, SPO negotiated with the Government of Japan during this year. Furthermore, SPO began partnerships with the Swiss NGO Programme Office (SNPO), Kalam Integrated Development project in NWFP, and the Salinity Control and Reclamation Project (SCARP) in Sindh.

During 1995-1996, SPO entered into a partnership with UNICEF regarding a non-formal education programme in Noshera, NWFP. To protect equipment and machinery an internal insurance reserve fund was developed for PKR 1.2 million. In addition, an endowment fund was created with PKR 20 million. SPO's balance sheet footing was PKR 42.8 million whereas the company's owned assets were PKR 8.36 million (at cost) with an operating expense of PKR 32.06 million.

In March 1997, Cowater International conducted a Financial Monitoring Mission. The Mission had two purposes. Firstly, to review SPO's financial system, including financial policies and procedures, internal controls, ability to meet multi-donor requirements, and reporting and secondly, to provide advice on the overall structure of the accounting system, the computerized accounting and software system to increase its effectiveness for SPO staff.

The Mission's review was undertaken at the National and Lahore Regional office, and included a Financial Management Workshop. The Mission acknowledged that SPO did strive for transparency in its financial systems and controls, which was demonstrated by the candid manner in which financial information was shared by SPO staff. SPO's financial systems, policies, and procedures were declared sound, but some minor areas for improvement were identified.

In 1996-1997, CIDA started to phase-out from SPO's regional offices in Peshawar and Hyderabad and SPO began to finance these offices from unrestricted funds. During the year, SPO's balance sheet footing was PKR 41.7 million and company owned assets stood at PKR 8.55 million (at cost) with operating expenses of PKR 32.46 million.

By the end of 1997-1998, CIDA's agreement with SPO was due to expire for the first phase as it started phasing out from SPO's regional offices in Quetta and Turbat. SPO began financing these regional offices from unrestricted funds in addition to Peshawar and Hyderabad. In this period, financial planning was decentralized at the regional level. Partnerships were initiated with organizations like TAF, British Gas, Action Aid, DFID, and Sindh Education Foundation (SEF) to increase the programme and funding base. Balance sheet footing during the year was PKR 41.8 million and company's owned assets were PKR 12.31 million (at cost) with operating expenses of PKR 37 million.

SPO started an operational partnership with OXFAM during 1998-1999. Furthermore, the European Commission signed a contribution agreement to finance two regional offices of SPO - Hyderabad and Peshawar. In terms of finances, it was a critical year for SPO, as funding from CIDA phased out completely. During this year, the balance sheet footing dropped sharply to PKR 30.67 million and company's owned assets stood at PKR 12.21 million (at cost) with operating cost of PKR 35.50 million.

### **Administrative Decisions**

The foundations of decentralized operations at SPO were established with four Regional Centres right from the beginning. Dr. Muhammad Suleman Shaikh was the first Chief Executive of SPO. Regional Directors (RDs), with support from two Programme Coordinators, led the regional programmes. Two major organizational shifts which took place at the National Centre in 1994-1995 were the reorganization of the post and the unit due to the departure of the Programme Support Director in October 1994, and introduction of new positions of Programme Specialists Technical Support, and Programme Specialist LIS. The second shift was due to the departure of the Operations Director. This post was left vacant until the Cowater Management Audit was completed and results were shared with the Chief Executive and the Board of Directors. The role of the Operations Director as Company Secretary was reassigned to the Deputy Chief Executive during the Board meeting.

SPO continued to give importance to staff development during this period. A training policy was drafted and individual needs of the staff identified through assessment. In-house staff development initiatives included two workshops, training and an orientation programme while external initiatives included six trainings, six workshops, five conferences and three seminars. The staff had numerous opportunities for trainings

directly by SPO or through nominations to courses arranged by other agencies.

SPO's new organogram and three policy documents were finalized. Policies developed and approved by the SMC included a crèche facility at SPO, hiring of consultants, and Financial Policy and Procedures. In addition to this, existing policies were reviewed and updated according to operational needs of the organization.

In 1995-1996, the management decided to introduce the post of Associate Programme Coordinator in order to provide a career path for the Programme Coordinator (PC) position. The staff appointed at the Assistant Programme Coordinator's position had to complete one-year of service before they became eligible to be considered for the PC post. During this period, the in-house staff development initiatives included eight workshops, and one field visit. In-country initiatives included 33 training workshops, and one experience sharing visit for staff while initiatives abroad include four training workshops.

During this period new formats were introduced. In this regard, a new time sheet pro forma was introduced, performance evaluation pro forma was changed to make it more objective, MSI (Meritorious Services Increments) was replaced with MSC (Meritorious Services Certificate), and contents of employment contract for project staff were finalized.

The Senior Management Committee (SMC) members after making certain amendments approved the Training Policy proposed by the Programme Specialist-TS. Accommodation rates for the Senior Management were reduced by 15% for their in-country travel and per diem allowances reduced by 20%. Career path for the Programme Coordinators (PCs) was developed. It was decided that the PC should be inducted as Associate Programme Coordinator (APC) and after completion of one year he or she shall get the position.

During 1996-1997, the management took into account the increase in responsibilities, and decided to promote the staff working at the post of the Regional Office Administrator in Grade 5 w.e.f. 1st July 1996 with the new title of Section Head, Finance and Administration (SH-FA). One new position of Finance Assistant (FA) for the Regional Centres and the job descriptions of SH-FA, FA and OA (revised) were approved. Appointments of FAs were subject to availability of funds.

The SPO Management Committee (SMC) members approved the concept of interns at SPO. It was also decided that SPO should have its own Web page and an internet account at the National Centre. During the reporting period, the in-house staff development initiatives included three workshops, and in-country initiatives included three training workshops.

After detailed discussions in 1997-1998, SMC members decided that there would be two positions at SPO, one of Programme Coordinator (Designate) and the other of Associate Programme Coordinator. Each region as mentioned in the Business Plan would have one male PC and one female PC with focus on the core programme of SPO, and two Associate Programme Coordinators (female only) with primary focus on the Women's Emancipation Programme. During the year 11 internal trainings, 14 on-job trainings, 15 external trainings and an experience sharing workshop at PRM for 28 staff members were held. The SMC members reviewed the first draft of the Consultancy Policy.

In June 1998, the Board of Directors requested an in-depth management review that initiated a series of changes. The year saw 30 changes in staff ranging from in-house promotions to out-migrations to resignations. At the beginning of the year, both the Chief Executive and Director Gender and Development (GAD) resigned from their positions. Whilst the CE's position was filled in November 1998, the GAD position remained vacant throughout the year. With the appointment of a new Chief Executive, the Board, in consultation with the staff, decided to abolish the post of Deputy Chief Executive. Other changes included hiring of a Programme Specialist (Technical Assistance) at the National Centre, and two Programme Coordinators. Three staff members moved within SPO, but their moves created vacancies. One of the positions in the new structure was that of the Programme Manager, Reporting and Documentation. This was created especially to help address the reporting issues highlighted in the monitor's report. During the year, Consultancy and Leave Policies and performance evaluation pro forma were also reviewed and updated.

### **Communication – Local Area Network (LAN)**

From the beginning, the National Centre had been equipped with communication hardware and software. A Local Area Network (LAN) allowed all users to share data and devices. In order to facilitate the decentralization of the SPO programme to the regions, the SPO Net Section first extended email access to each user at the National Centre,

and then to the Regional Centres. Between October and December 1995, all regions were successfully equipped and trained in using e-mail.

### **Publications**

SPO was unable to publish its Annual Report due to production delays. However, in December 1995, the organization's first Newsletter was produced internally and disseminated to partner organizations. It was to serve as a valuable communication channel in subsequent years. In 1996-1997, SPO published its Annual Report 1995-1996, and launched this at the Annual General Meeting. The organization also continued to produce its quarterly newsletter, one from each of the four SPO regional programmes.

During 1998-1999, in a new effort to reach interested stakeholders, SPO also launched its website [www.spopk.org](http://www.spopk.org)

### **Special Projects**

Right from its inception as an indigenous organization SPO was involved in projects that stood outside the purview of its main programme. During 1994, SPO started three special projects to address community needs. Two of these projects, the Village Education Programme (VEP) in Makran (Balochistan) and the Integrated Basic Education Project (IBEP) in Nowshera (NWFP) emphasised eliminating gender inequities in education. The third project was the Salinity Control and Reclamation Project (SCARP), which was largely linked to SPO's goals since it focused on important infrastructure concerns in rural Sindh.

#### **Village Education Programme (VEP)**

In 1994, SPO initiated the Village Education Programme in Makran, as a response to the deplorable state of female literacy in the area. Its objective was to encourage and mobilize women in Turbat to promote the cause of female literacy. VEP also helped the local communities in creating village groups called *Anjuman Zanana Taleem* (AZT) to provide a village level platform to administer female education. Non-formal literacy programmes were used as the tool for AZTs to become involved in their communities' overall development. During 1994 and 1995 one hundred women completed a basic education course in VEP. Basic education process was started in Baleecha cluster through AZTs of Baleecha, Raeesabad, Mirabad, Asiabad and Nazarabad. Five teachers' training centres were established and a workshop on teacher training

was held. The Embassy of Japan agreed to support the construction of a female education centre in Turbat and the construction of the building began. SPO's coordinators helped the AZTs to:

1. Evaluate the needs, opportunities, and difficulties of improving female education through a non-formal process.
2. Look at alternatives which have been successful elsewhere like different approaches to female development through education.
3. Identify and provide resources including technical as well as financial resources.
4. Plan and manage a community-based non-formal education programme.
5. Draw on resources available from the community, government and/or other agencies to guarantee sustainability.
6. Transform themselves into mainstream, broad-based female development organizations.

### **Integrated Basic Education Programme (IBEP)**

In November 1994, United Nations Children's Education Fund (UNICEF) started a programme to support non-formal female education in rural areas. The programme was intended to mobilize the local community to actively encourage basic female education, and to form groups that could be trained and structured into Village Education Committees (VECs), responsible for monitoring female education provision in the village. The programme was also meant to identify non-functional schools in its target areas and assist in making them functional again. SPO began implementing the IBEP programme in Nowshera, NWFP, working in close collaboration with UNICEF and local representatives of the NWFP Education Department. A field team was trained in Participatory Rural Appraisal to help organize community participation on the sensitive issue of female education in Nowshera. Additionally, a one day training on health and hygiene was organized for women of Balakot.

### **Salinity Control and Reclamation Project (SCARP)**

The World Bank provided funds to the Government of Sindh for the installation and maintenance of 30 tube wells in the district of Moro-



Sakrand, Sindh. The tube wells were supposed to reduce the problem of water logging and salinity, which had badly affected the area's agricultural productivity. SPO's participation in the project was in the form of establishing and training Farmers' Associations responsible for the installation and maintenance of the tube wells. In 1994, SPO organized a training workshop for SCARP project staff and identified CBOs in Sakrand District, Nawabshah, for training.

### **Civil Society Linkages**

SPO established institutional linkages within civil society from the beginning. During 1994 and 1995, SPO led an NGO coalition to raise awareness about the controversial NGO Bill and discuss ways to protect the interests of NGOs in Pakistan. The SPO office served as a secretariat for the campaign against the NGO Bill, and was responsible for gathering information about the NGO Bill and distributing it to NGOs everywhere. Regular meetings of representatives from organizations all over the country were held at the National Centre where valuable amendments to the draft NGO Bill were agreed upon.

During this campaign, different regional NGO networks were formed for the protection of NGO rights. SPO played a pivotal role in the formation and subsequent operation of these groups, which included in Balochistan NGOs Federation (BNGOF), in Sarhad NGOs Ittehad (SNI), in Punjab NGOs Coordination Council (PNCC) and in Sindh NGOs Federation (SNGOF). For a public introduction, SPO also published its first profile in the form of a brochure entitled "An Approach to Participatory Development", documenting SPO's achievements and philosophy.

### **Partners in Development**

During 1995-1996, SPO worked on a special short-term assignment for the British High Commission in which it coordinated and produced a regular publication "Partners in Development" of the Commission.

### **School Sudhar Programme**

In 1996-1997, SPO took part in the School Sudhar Programme in Ghotki, Sindh. The School Sudhar Programme, funded by British Gas International, was the third special project of SPO aimed to promote education. In this regard, SPO Sindh conducted a detailed survey of the needs of girls' schools in Ubauro, District Ghotki, and coordinated the repairs and the provision of furniture, and other equipment at 22 girls' schools (one high, two middle and 19 primary schools).

### **Social Action Programme (SAP)**

In March and April 1997, as part of an evaluation of the government's Social Action Programme, SPO was commissioned by the Social Policy and Development Centre (SPDC) to conduct a survey of social sectors in 244 communities across Pakistan. The main findings of SPO's report were that the conditions experienced were generally worse than expected and the advances were not proportional to the disbursements made in the SAP sectors and had not resulted in major improvements in the quality of service provision during the last three years of SAP. The findings were used in SPDC's research report on the "Review of the Social Action Programme - August 1997."

### **Global Environment Facility-United Nations Development Programme (GEF-UNDP) Project**

A GEF-UNDP workshop was held on 24th and 25th September 1997. An Urdu version of the workshop report was later shared, while the Urdu version of the GEF poster was launched at the National LID Conference on 29th November 1997.

### **Relief for Makran**

On 3rd March 1998, a devastating flood hit the Makran Division of Balochistan destroying villages along the Kech, Nihang and Dasht rivers. A number of houses, *Karezes* (underground irrigation channels), open surface wells, irrigation and water supply schemes, roads and bridges were washed away or severely damaged. Approximately 33 people lost their lives. Hundreds of livestock were killed and thousands of acres of farmland damaged. This was when SPO realized the need for stepping outside the boundaries of its programme. SPO took the responsibility of providing relief to the affected communities. In collaboration with the Health and Nutrition Development Society (HANDS), SGA, Baanhn Beli, and with the financial support of Action Aid and other donors, 23 medical camps were set up in different affected villages and 2,209 patients were provided with medical assistance and medicines. Food and other essential items were distributed to 1,153 families. In anticipation of the future SPO's Village Education Programme the team prepared a proposal for a Seed Project to help affected people in four villages of the Dasht area - Hassadi, Bisholi, Tolagi and Pirani Lumb. The project was submitted and approved by Oxfam.

## **Ammal Project**

The year 1998 was when the official closure of the UNICEF supported Integrated Basic Education Programme (IBEP) took place. After the programme ended, SPO put forward its own model in the form of the “Ammal Project” in District Dera Ismail Khan (Ammal a Pushto word means active participation). The project commenced on 1st April 1998, with financial assistance from the Department for International Development (DFID), UK. Its stated Mission was to actively involve mothers in the process of organizing sustainable, quality education for their daughters in their own villages. Its main focus was to improve the enrolment and quality of primary education with an emphasis on increasing access and the proportion of education services for girls delivered by community based schools in District D.I. Khan.

The project was conducted in two phases. It was meant to target 10-15 schools where a minimum of 400 students had to be on the active roll (at least 80 % of them girls) in phase one. In phase two, which was from 1st April 1999 to 31st March 2001, this support was to be extended from 25 to 30 more schools. The project partners to be included were DFID, SPO, the provincial Primary Education Department and Frontier Education Foundation. The project office was established in D.I. Khan and a core group was formed, comprising DFID, Frontier Education Foundation and Primary Education Department to advise SPO on implementation.

## **School Sudhar Programme**

Considering the success of the School Sudhar programme started in the previous year, British Gas approved phase two in 1997-1998. SPO was commissioned to carry out the physical rehabilitation of eight boys’ schools in Ubauro. These included four high schools with 4,482 students, three middle schools with 645 students and one primary school with 45 students. A total of 5,170 students benefited from this phase. British Gas consented to continue to phase three, and SPO went on to upgrade equipment, furniture, and buildings at 33 primary schools in Ubauro. The funds supplied by British Gas for this programme amounted to PKR 0.76 million.

## **Sindh Education Foundation (SEF)**

On 2nd February 1998, a six month project was initiated by the Sindh Education Foundation. This project was funded by DFID for carrying out a survey in five districts and was awarded to SPO-Sindh.

### **Early Childhood Care and Development (ECCD) Programme**

Beginning in October 1998, the Early Childhood Care and Development (ECCD) Programme focused on developing a family-based model of ECCD for children aged three to five years. The model consisted of a combined package of health, nutrition, care, and preparedness for school. In the first phase (October 1998 to March 1999), ten ECCD centres were established and made operational and staff were recruited and trained in District Kohat, NWFP.

### **Database of CBOs and NGOs**

In 1998-1999, the SPO Sindh office collected information on NGOs and CBOs in Sindh and presented it in the form of a database for the Sindh Education Foundation. This assignment was sponsored by DIFD.

### **Civil Society in the New Millennium**

During 1998-1999, SPO was also selected by the Commonwealth Foundation to act as partner in its “Civil Society in the New Millennium” project. The project focused on identification and strengthening of ways in which citizens took initiatives to address everyday issues. SPO’s programmes in Quetta and Turbat conducted eight focus group meetings, and 65 interviews in rural and urban Balochistan to collect information about the stakeholders’ situation and perspective for the Pakistan focal point for the project.

## The Introspective Years 1999-2003

**D**uring the second phase of SPO's existence, the programme was improved and expanded. In 1999, the democratic government was dissolved and power was taken over by the military. The agenda of the military regime included devolution of power to the grass roots which directly affected people and civil society. The devolution plan was the foundation to form district governments by decentralizing powers at district level. These district governments required finance, administration, development, and legislation for their functioning. In response to these changes, SPO offered its expertise to meet the capacity building requirements of the local government institutions with special focus on Union Councils and Community Citizens Boards (CCBs).

Two strategic shifts took place in the SPO Programme. Firstly, the Women Emancipation Programme became part of SPO's capacity building efforts. SPO faced major challenges in acquiring legal status for women's organizations from the Social Welfare Department, but it was a necessary step since the legal status was required to fund environment friendly social sector projects according to SPO policy. Secondly, Participatory Development Coalitions (PDCs) were strengthened to replicate the capacity building programme. The potential of PDCs to act as civil society networks was also explored where they would act as local resources to carry out research and advocacy on local and national development issues.

Special projects, relief and rehabilitation support after natural disasters remained areas outside SPO's main programme on which the organization worked throughout this phase. A number of initiatives and exercises regarding programme reviews and future strategic direction call for naming this phase as the Introspective Years in SPO's history.

### Programme Areas

The four programme areas of SPO during this phase were:

1. Strengthening of Community-Based Organizations.
2. Women Emancipation Programme.
3. Participatory Development Coalitions.
4. Institutional Strengthening of SPO.

## Strengthening of Community-Based Organizations

### Dialogue on Devolution of Power

In 1996-1997, SPO made a strategic decision to include facilitation of stakeholder dialogue and collaboration as an element in its core programme. This had resulted in a series of conferences on the theme of “Local Initiatives in Development”, as well as a CBO-World Bank dialogue. During 1999-2000, SPO had the opportunity to respond to another urgent need for dialogue. In 1999, the Government stated its intention to introduce dramatic and substantial changes in the governance structures at all levels. The Chief Executive of Pakistan included the devolution of power to the grass-roots as one of the points of his Seven-Point Programme in his Principal Policy Address to the Nation on 17th October 1999. This move opened a debate within the NGO community on a number of issues, not least of which was the fundamental issue of the long-term ownership, sustainability, and legitimacy of any local governance intended to be introduced.

The announcement that the Government was planning to establish District Advisory Boards activated communities. SPO received numerous queries from CBOs and NGOs about how to become members of such Boards. At the same time, an increasing number of people began to voice their concerns about the speed and manner in which these Boards were to be established. This strengthened SPO’s belief that a significant portion of the public wanted more dialogue and debate on the issue of devolution of power.

To facilitate effective community participation in the political changes that were taking place, SPO planned a series of stakeholders’ workshops, one in each province, wherein the three main players — public and private sectors and civil society — could come together to share, discuss and deliberate issues pertaining to governance and power structures at the grassroots. . In this initiative, SPO was facilitated by the relatively easy access it had to different tiers of civil society, due to its wide geographic coverage, programmatic association with rural CBOs, and networking with NGOs and support agencies. The stakeholders’ workshops were not designed to replace or circumvent similar initiatives planned by the Government or other agencies, in fact, they ensured that SPO’s partner organizations and communities were provided a platform through which they could help enrich and broaden the debate.

Five workshops were held at Mian Channu, Quetta, Peshawar, Hyderabad, and the SPO National Centre in Islamabad. Each event was attended by a large number of participants, including representatives from the government, the NGOs/CBOs and the communities. There were extensive debates on a variety of issues. Working groups were formed at all levels to develop a sets of recommendations based on consensus amongst all stakeholders.

### **SPO Partners and Local Body Institutions**

SPO's organized efforts to motivate and mobilize local communities in support of the government's devolution of power initiative which produced remarkable results and not a single women's seat was left vacant in SPO's target districts in the Local Bodies Election in 2001, and several members of SPO's partner organizations were elected to local councils

### **Participatory Microcredit Intervention in Balochistan**

SPO's capacity building programme in Balochistan, supported by the Royal Netherlands Embassy (RNE), included a unique microcredit programme. Unlike conventional schemes of this nature, the SPO Programme employed partner CBOs as intermediaries to provide small-scale credit. This arrangement had several advantages. Rooted within the target communities, the partner organizations offered a better understanding of local needs and prioritizes than other potential intermediaries. Moreover, SPO hoped that the CBOs' operation as credit providers would promote grassroots participation in, and ownership of development activities, leading to socio-political empowerment of the poor. Finally, this approach was consistent with SPO's own vision of social development, and compatible with the organization's desire to conduct democratic and participatory programmes.

In 2000-2001, SPO was able to provide five new partner organizations a credit-poll facility, and these CBOs were in turn able to support 202 beneficiaries. In order to enhance the capacity of the partner organizations, three training workshops were organized in which nine CBO representatives received extensive training in the financial management of credit loans.

### **Greening of Development Planning and Management (DPM)**

During 2000-2001, SPO expanded the DPM programme to include a

focused component on environmental awareness. The new training modules were developed in collaboration with the Peshawar office of IUCN-The World Conservation Union, of which SPO is a member. The modules aimed at increasing the awareness of communities about environmental issues and their significance, and in facilitating SPO's partner organizations in finding sustainable solutions to the specific environmental issues confronting their communities. Based on the modules, training materials were prepared and a training of trainers conducted for the concerned programme staff.

### **DPM Upgraded**

After developing the DPM training modules in 1992, SPO improved them in relation to CBOs' needs and its own field experience. In 2002-2003, another set of revisions was made based, among other factors, on the preceding year's review of SPO's DPM, Women's Emancipation Programme and Participatory Development Coalitions programmes, and SPO's growing involvement with local government institutions.

The revised modules included political education and sensitization regarding rights-based approaches and advocacy. They also included more illustrations to facilitate training of elected Union Council members who were illiterate. Moreover, trainings that had previously been conducted on an as-needed basis, concerning issues such as financial management, gender and development, and environment, were mainstreamed in the DPM programme. The length of the DPM programme was increased to almost 23 days over five workshops.

### **Women's Emancipation Programme (WEP)**

#### **Refining Gender and Development Strategy**

SPO's concern with mainstreaming women in development had grown steadily over the years, culminating in the formal launching of the Women Emancipation Programme (WEP) as a core intervention area. Through WEP, SPO had encouraged women to assert more control over their own lives by setting their own priorities, gaining skills, solving problems, gaining self confidence and becoming self-reliant. At the centre of this initiative were the Female Development Organizations (FDOs) being mobilized with SPO's support, which provided women an opportunity to organize their activities around their most urgent needs.



During 1999-2000, SPO focused on its broader gender and development policy and strategy, the guiding principles of which were recognized as equality, community participation, promotion of human rights, and women's empowerment. After intensive deliberations among the staff, senior management, General Body and Board of Directors, SPO's Gender and Development (GAD) strategy was evolved, which emphasized the systematic integration of gender objectives in the organization's policies, programmes, projects, and staffing issues at all levels. SPO's GAD initiatives would no longer be confined to WEP, but would be integrated as a crosscutting element in the organization's programmes as well as its internal governance and management. The programme implications of SPO's GAD policy were that the organization would:

1. Continue to provide equal partnership opportunities to male and female CBOs, and ensure that both benefited from the overall SPO programme.
2. Continue mobilizing female organizations as vehicles for change.
3. Apply gender considerations to all training material and courses.
4. Ensure equal participation of men and women in projects funded by SPO through the Social Sector Fund and *Choti* funding.
5. Encourage women's participation at the PDC level, as decision-makers in their governance structures.
6. Promote lobbying and advocacy in coordination with other stakeholders for gender and development.

The GAD policy's implications for SPO's own management and governance were that the organization should:

1. Ensure that gender balance was maintained and managed at all levels of the organization.
2. Use gender sensitization, awareness, understanding and practice as one of the staff performance, recruitment and promotion criteria.

3. Ensure that the gender policy was implemented and gender issues were institutionalized throughout SPO, and ensure support to the Gender Core Group.

The Gender Core Group (GCG) was established at SPO to implement the GAD policy in coordination with the senior management. This gender-balanced core group consisted of staff members from different regions, working at different positions, and having the necessary expertise to perform the duties of the group. It would meet on a quarterly basis to coordinate, facilitate, share information, network, and support all initiatives that could lead towards the integration of gender concerns in SPO's programme governance and management. It was also responsible for developing capacity building material for gender-specific initiatives and programmes in SPO.

During 1999-2000, the GCG also underwent a training of trainers and was involved in a gender review of WEP.

### **Review of Women's Emancipation Programme (WEP)**

In 2000-2001, with support from Universalis, a comprehensive review of the Women's Emancipation Programme throughout Pakistan was carried out. The subsequent report on the existing practices and drawbacks in WEP was used to evolve a new WEP strategy. This followed a two-phased programme approach:

1. Phase I (compulsory) - Female Organizations (FOs) were to be mobilized.
2. Phase II (optional) - FOs could develop their partnerships with SPO further and be transformed into trained Female Development Organizations (FDOs).

It was decided that the mobilization phase would be completed over a period of seven to eight months within each village. The phase would involve a relatively large group of participants including the FO office bearers and other selected members of the community. These groups would be formed in areas where male CBO clusters already existed. No cluster approach was to be adopted during this phase all activities would be carried out with individual FOs. FOs could be mobilized on sub-village or *mohallah* level as well, so that more women had access to FOs and could attend meetings easily.

The limit for *Choti* funding for FOs was increased to Rs 20,000. Unless they graduated to FDO level, this was to constitute the only monetary support for project implementation. It was decided that additional need-based inputs, such as basic literacy and skill development training, would also be provided by SPO in the form of one-day activities.

At the conclusion of the first phase of WEP, the female group would be called a Female Organization. At this stage, SPO would review its partnership plan with the FO to determine whether it would continue as an FO or would like to transform itself into an FDO. It was expected that after actively participating in the mobilization phase activities, most FOs would trust SPO sufficiently to invest in the transformation phase. FOs that opted to proceed to transformation would be provided training in clusters. At the end of the training, the graduate FDOs would be eligible to access SPO's Social Sector Fund facility.

### **Participatory Development Coalitions (PDCs)**

Since 1999, a few major issues regarding PDCs had been raised at different SPO forums. In response, the SMC conducted a detailed review in 2001-2002, to assess the existing strategy for PDCs and revise the programme design as necessary to achieve strategic objectives. Feedback from PDCs was obtained through a workshop in Islamabad. During the event, the PDCs and SPO staff made the following major decisions:

1. PDCs would no longer provide DPM training to other CBOs, since they were weak in some areas. However, they would remain active in identification, selection and orientation of CBOs to form new clusters to be trained by SPO.
2. The new role of PDCs would be to advocate the rights-based approach and spread political education.
3. SPO would support PDCs in sensitizing and educating communities regarding reproductive health, primary health care, and political education. It would provide technical assistance and support to each PDC for three years after its formation.
4. In future, SPO would also appoint PDC Coordinators in each region. They would coordinate with their respective PDCs, and as members of the PDC Core Group (comprising all Coordinators) would develop a common SPO strategy for PDCs.

5. SPO would develop the staff capacity to support PDCs in advocacy and rights-based programming.

## **Institutional Strengthening of SPO**

### ***Building SPO***

#### **Funding from Donors**

During the year 1999-2000, the Royal Netherlands Embassy (RNE), CIDA and the EU began to fund the second phase of SPO's core programme. In July 1999, RNE signed an agreement to fund SPO for the "Promotion of Rural Development in Balochistan through Capacity Building of Rural CBOs". Mr. Ferry de Kerckhove, the Canadian High Commissioner, and Mr. Ali Akbar, the Chief Executive of SPO signed CIDA's "Contribution Agreement for Phase II" on 19th July 1999. Under the agreement, CIDA undertook to provide financial and technical support to SPO worth CDN \$ 3 million over a period of four years from 1999 to 2003. The European Union's "Contract for the Award of Grant" for SPO's NWFP and Sindh programmes were signed in 1998. Under this agreement, SPO would receive 80 percent of the first-year allocation within 60 days of a formal request. However, this had been delayed for about 17 months. In 1999-2000, all the EU funding instalments were released and funding impediments removed.

#### **End-of-Project Monitoring Report by CIDA/Cowater**

A review of SPO was conducted by CIDA's monitors when the first phase of CIDA's funding (the period until 30th June 1999) ended. The review report, submitted in October 1999, highlighted major issues:

1. Demands upon the time of the National Centre's management was intense and likely to increase, especially with regard to donors, since each major donor required its own set of planning and reporting documents, logical framework analyses, and external monitors.
2. A major shortcoming was SPO's inability to meet its reporting requirements in terms of time compliance with CIDA's Results Based Management (RBA) requirement, and comparison of planned and activities and expenditure. Reporting was unlikely to improve until the new Director of Reporting and Documentation was appointed. The design of the Village

Education Programme in Balochistan was reviewed by Cowater in 1997, during which the programme's approach of promoting Urdu language literacy in a Balochi speaking area was challenged, and a more extensive assessment recommended. RNE had been approached for financial support, and had also suggested the need for a review of needs and results. SPO's current review would have to be supplemented by specialist input for re-conceptualization.

3. The Learning Information System had continued to develop during the year. As of March 1999, it contained data on 438 Partner Organizations (POs). The instrument to measure the capacity of these POs had been simplified, and now focused on just a dozen key characteristics, a considerable improvement on the previous unwieldy 100-item questionnaire. The LIS also recorded the contact cycle activities completed by 372 CBOs with SPO and the dates of these activities.

### **Organizational Appraisal by Universal Management Group**

In October 2000, CIDA engaged Universal Management Group to monitor the SPO programme at the National and Punjab Centres, and to provide SPO capacity building support in areas mutually agreed between CIDA and SPO. Universal conducted an Inception Mission in November 2000, which also involved an initial review of SPO's organizational development needs. Major findings of the Mission were:

1. Even though CIDA's financial support for SPO had diminished in recent years (to 31 percent in 2000), there was still a strong perception in the development community in Pakistan that SPO was primarily CIDA's project.
2. SPO had established some unique programmes and approaches, including the DPM programme, LIS, capacity building indicators, and the CBO maturity scale. However, SPO had not promoted these unique features sufficiently before potential donors.
3. Over the last eight years, SPO had focused its attention on programme delivery and survival. Relatively less attention had been paid to its strategic orientation and direction.

4. The roles and responsibilities of SPO's key decision-making and advisory groups did not appear to be clearly defined or communicated. For instance, it appeared that SPO had not formalized the responsibilities of the Board of Directors in a written document that was known, available and disseminated to interested stakeholders. The only reference to powers and duties occurred in Articles 30 to 37 of SPO's Memorandum and Articles of Association.
5. SPO was forming Participatory Development Coalitions as a way of sustaining its programmes in the rural areas. This was an interesting strategy, which required some additional reflection and refinement by SPO.
6. SPO's limited attention to and investment in reporting, monitoring and evaluation could have reduced the credibility of its programmes for donors, as well as limit opportunities for improving the quality of these programmes.
7. Programme staff was one of SPO's greatest strengths. However, expectations of SPO's field staff may not have been realistic given their education, experience and workload. In the long run, the discrepancy between SPO's expectations of its programme staff and its staff profile (numbers, education and experience) could contribute to staff exhaustion with negative implications for the quality of SPO programmes. This matter should be explored in greater depth in future missions with SPO.
8. SPO had a system in place for identifying and managing staff training. However, the system appeared to be focused more on individual than on organizational needs.
9. SPO's Board of Directors appeared to play a limited role in the organization's financial management. The Board did not receive regular updates on SPO's financial status through the year, and was therefore not in a position to monitor or control this aspect of the organisation.
10. SPO had not developed a strategy to guide its revenue generation. The lack of such a strategy could result in a fragmented approach, due to which SPO might be wasting valuable time in pursuing the wrong opportunities.

11. SPO had experienced difficulties in preparing successful proposals. As noted previously, SPO systems to track and document the results of its programmes were under developed, as a consequence, it was not in a strong position to provide convincing arguments to potential donors about the success of its programmes.
12. Despite the similarity in different donor-funded programmes, SPO tended to work with its donors on an individual basis. This appeared to be limiting SPO's organizational effectiveness and efficiency.

### **A New Vision**

On 27<sup>th</sup>-28<sup>th</sup> January 2001, SPO arranged a Vision exercise workshop in Multan, in which the Board of Directors, Senior Managers and professional staff participated. During the workshop, a shared Vision for and of SPO and a consistent Mission statement were formulated. SPO'S External Vision was expressed as "A democratic, socially just and tolerant society guided by participatory principles, which realizes the full potential of its people and their aspirations for sustainable and self-reliant development." The organization's Internal Vision was defined as "A dynamic professional capacity building organization making a tangible difference in building a more socially just society, committed to equity, sensitive to its partners, always learning from experience, determining its own direction, consolidating and expanding its work, that is substantially sustained by national resources, offers challenges and fair rewards to staff, and is a valuable reservoir of development expertise."

### **Mid-Term Review by Royal Netherlands Embassy (RNE)**

In May 2001, RNE carried out a mid-term review of SPO's Balochistan programme. The review Mission found that the Balochistan programme was on track in terms of quantitative targets, and that SPO's intervention logic and implementation strategy, while requiring refinement, were effective, since CBOs and PDCs were functioning and their members were motivated. The Mission also noted the positive results of SPO's additional strategy of multiplication, where PDCs selected new CBOs and imparted DPM training to them. This was also SPO's exit strategy for areas where PDCs were functioning well.

The Mission found that new organizational capacities in SPO's target

villages had emerged through the recent local government elections. In addition, it appreciated that decentralization and autonomy of the SPO regional management had been fully realized. The Mission also identified areas for improving and further enhancing programme performance. Its recommendations included a sharper focus on specific target groups, more objective criteria for village and CBO selection, further evolution of the intervention strategy from the present 'project model' to a model based on the principle of sustainability, increased learning from LIS, urgent attention to the operation of key concepts, regular presence of management and technical specialists in the field to support regional staff, and a change in organizational culture to address the hierarchy and lack of participatory exchange.

### **Result-Based Management (RBM) Training**

SPO was introduced to Result Based Management (RBM) approach through CIDA. SPO had gradually increased its reliance on the RBM approach in the implementation of its development work over the years. To further strengthen RBM at SPO, Universalia designed and conducted a four-day training event for the SPO Management Committee and professional staff during June and July 2001. The training helped SPO develop indicators that were more realistic, measurable, and achievable.

### **The Repercussions of 11th September 2001 (9/11)**

As a consequence of the tragic 11th September 2001 incidents in the United States, and the ensuing US attack on Afghanistan, SPO had to stop field programmes in all regions for two weeks due to security issues, and also postponed a number of workshops. SPO Board member Mr. Waris Khan and his CBO received threats from local extremists in the district of Mardan. A number of partner organizations were also affected by the backlash of this event. This issue was presented to the DIG Police, the Home Secretary and District Nazim of Mardan. The issue was also raised at the Pakistan NGO Forum. The major long-term setback occurred in the Women's Emancipation Programme in NWFP. The women with whom SPO had been working were discouraged from continuing their association with an internationally funded NGO by hostile elements within their communities.

### **Business Plan 2002-2007**

In 2001-2002, with guidance from its Board and in association with a Cowater International representative, SPO developed a Business Plan



for the period 2002–2007. Cowater’s previous involvement in SPO’s establishment made it a particularly appropriate partner for reviewing past performance and developing a future plan:

1. The review found that the past four years had seen increasing emphasis on training through DPM and a dramatic rise in the number of partner organizations obtaining training support from SPO. It was recommended that SPO should focus its resources on project development, even at the expense of increased DPM trainings. This could be achieved by separating project development from DPM trainings, and by creating new regional posts with a sole focus on project development and monitoring.
2. It was found that the DPM programme needed refining, particularly in the area of LFA training. More importantly, the training of female groups and FDOs under WEP needed intensive changes, which were already in process.
3. PDCs were found to be in need of stronger support to improve the quality of their training. It was recommended that only the best PDCs should be used for training and there should be greater emphasis in their role on advocacy.
4. It was recommended that SPO should play an expanded role in support of local government and governance especially in support of grassroots organizations, Union Councils (UCs), Village Councils (VCs) and Community Citizen Boards (CCBs). The management, participatory and governance skills of these bodies needed upgrading, areas in which SPO had the necessary staff and training competence.

It was suggested that the objectives of this new programme area should be to:

1. Provide capacity building services to selected local bodies in a way that made the best use of SPO’s resources.
2. Ensure that the capacity building had maximum impact it was replicable, and protected SPO’s past investments.

Three options were analyzed for provision of this support:

1. Continuation of SPO's programmes with partner organizations (including new clusters of POs) and with improvements in methodology.
2. Focus on support to local government and governance that emphasized strengthening the lower tiers.
3. A combination of the above, which would devote approximately one third of SPO's resources to its current programme and two thirds to local government and governance.

The third option was recommended for approval by the Board because it allowed at least seven new clusters of POs each year, and at the same time support 14 UCs and 42 CCBs.

#### **Monitoring Report by Universalialia's Team**

Two members from Universalialia's monitoring team undertook a two-week review in February 2002 that included site visits to the SPO programmes in north and south Punjab, extensive document reviews, and interviews with selected CBOs, SPO Board members, senior management and programme staff, CIDA and other SPO stakeholders.

The monitoring team pointed out that SPO faced several important challenges and its future feasibility was in question, particularly because of the short-term nature of existing financial commitments to the organization. The team's overall conclusion was that the next twelve month period would be a critical time for SPO, in which the organization should address the following three problems in particular:

1. There were gaps in SPO's senior management capacity in several major areas that included resource mobilization, strategic organizational and programme planning, implementation, monitoring and review. Steps were needed to guarantee that SPO had the required senior human resource capacity which included reserving resources to invest in personnel.
2. SPO's longstanding financial supporters were concerned about reporting standards to meet commitments to funding agencies. There were also some concerns about the quality and continued suitability of SPO Programmes.

3. SPO was at a junction regarding future directions, and this was an opportunity for change, action, decision making, engagement, team building among different stakeholders, and constructive attitudes.

The team presented a few recommendations for addressing SPO's pressing priority challenges:

1. SPO's major stakeholders should meet to review, discuss and confirm the team's findings.
2. SPO should identify main priorities that needed to be addressed in the next twelve months.
3. SPO and its donors should carefully inspect existing and promised human and financial resource allocations and commitments. SPO should identify how these resources could or should be re-mobilized to address priorities identified above and seek stakeholder agreement if necessary. SPO should develop action plan(s) that would guide its priorities over the next twelve months and seek stakeholder endorsement as required.

### **Initiatives for Resource Mobilization**

In 2002-2003, a consolidated proposal was produced and circulated to current and potential donors. This was based on the new design envisaged for SPO's future programme. The Monitoring Mission from CIDA and the Evaluation Mission from RNE added valuable insights to this business plan.

SPO also applied to CIDA and the European Union for a no-cost extension of its programme until 2004. The grounds for this extension was that it would facilitate SPO's National Centre and SPO Punjab to continue their activities, offer an opportunity to SPO to prepare and upgrade itself for its next five-year plan, give time to SPO to negotiate with prospective donors and secure funding for the next five years and enable SPO's Programmes at Turbat (Balochistan), Punjab and the National Centre to be aligned, with the National Centre providing technical backstopping and monitoring to the Turbat programme.

SPO applied for tax exemption to the Pakistan Commission of Income Tax in February 2003 to increase programme resources. Additionally,

to save the considerable resources that had to be spent on trainings of CBOs and WOs, SPO established Training Sections, which comprised equipped training halls and attached residential facilities, at its regional offices in Hyderabad, Multan, D.I.Khan and Turbat. This major initiative built SPO's assets and proved cost-effective as well.

### **Restructuring of SPO**

In June 2002, the SPO team began to restructure its programme and organizational structure. All staff members were involved in the planning exercises. The Chief Executive held individual meetings with all non-SMC staff at the National Centre and wrote a memo in Urdu to all support staff across SPO to take them into confidence. The CE prioritized four main areas for immediate improvement during the forward planning; management structure, communication strategy, fundraising strategy, and strategy for programme consolidation and quality improvement. Four committees, one for each component, were formed to review these areas and submit recommendations by the end of August 2002. The recommendations of these committees were compiled into an Institutional Development Plan, a road map for SPO's next phase.

The Institutional Development Plan was implemented for one year on a trial basis. It was revised in June 2003. Monitoring missions from CIDA, RNE, and the Rural Social Development Programme played a significant role in identifying new directions for the programme areas that needed more attention, and structures that needed modification. Organizational reforms were brought about with the help of a Change Management Task Team under Institutional Development Plan-II. After extensive deliberations, the Board unanimously approved the structure, compensation plan, and the revisions in Human Resource, Administration and Financial Policies recommended by the internal auditor.

### **Monitoring, Evaluation and Research (MER)**

During 2002-2003, SPO put into operation its reporting, planning and monitoring systems. In August 2002 a separate Monitoring, Evaluation and Research (MER) unit was set up to intensify and streamline MER activities within the organization. A number of activities were carried out by the unit to analyze the programme and its impact. Extensive field research was conducted for programme monitoring, monitoring of SSF Projects at the project and beneficiary levels, compiling case studies on

SPO's interventions, and assessing the capacity of member CBOs. The findings of these exercises were shared with the national and regional management to improve future activities. The establishment of the MER unit was an important milestone in the resolution of the longstanding issue of reporting bottlenecks at SPO. The SMC decided that internal monitoring reports should be produced biannually, each year.

The Monitoring, Evaluation and Research (MER) unit was upgraded into a Programme Planning and Audit (PPA) unit during 2003-2004. The unit conducted a number of reviews during the year, which focused on different programme components and special programmes:

1. The PPA unit conducted an Annual Programme Audit in the course of which all SPO offices, including the National as well as Regional Centres were monitored against the work plans and targets for the year.

A post-DPM capacity building indicators assessment was conducted based on field assessment exercises conducted with different partner organizations. The final analysis and recommendations were based on group discussions conducted with PO members and the respective field coordinators.

2. A review and future planning exercise was conducted with Participatory Development Coalitions in each region to help clarify their roles and responsibilities. The coalition members were re-oriented to the problem-tree and matrix-ranking methods to help them prioritize core issues, and determine the themes they wished to work on. This was followed by sessions on building a results chain and devising performance measurement indicators. These exercises to plan a vision for the future helped PDCs select thematic areas for future functioning and clear action plans.

In March 2004, SPO organized a comprehensive survey of its partner organizations across the country. The Learning Information System had been tracking information of SPO's partners for the last ten years. Information about more than 1,100 organizations was regularly updated and periodically monitored through this computerized system. The main objective of the PO survey was to receive updated information of partner organizations.

3. A mid-term review of the *Tawana* Pakistan Project in NWFP was conducted. The methodology used was based on a combination of qualitative and quantitative research techniques.
4. SPO was engaged by Save the Children USA to train NGOs from NWFP and Sindh conducting a behavioural change project under the aegis of the Saving Newborn Lives Initiative, which was a collaboration of SC-US and the Ministry of Health's Women Health Project. The Programme Planning and Audit unit carried out a visit to monitor the progress of the project and assess the capacity of project partners to meet the training requirements.

The PPA unit was able to secure funding for a number of initiatives during 2003-2004. In terms of funding volume, the most significant of these initiatives was the "Rehabilitation Project" implemented in the flood-affected areas of Thatta and Badin.

### **Learning Information System (LIS)**

During 2003-2004, SPO's monitoring staff continued to provide analytical and results-based information from LIS to field staff and the management for effective decision-making. The PPA unit produced a variety of analytical reports that helped the SPO management in making critical decisions with respect to programme direction. A number of changes were made in LIS to align it with SPO's Planning and Performance Measurement Frameworks and to enable it to respond to the needs of SPO's next phase of programming. SPO also appointed a system administrator, which helped improve the frequency of field reporting and feedback from the National Centre in time.

### **Monitoring by RNE and CIDA**

An important event that took place during the year 2003-2004 was a programme evaluation conducted by the Royal Netherlands Embassy, a major donor of the SPO programme, and a monitoring mission by Universalis, which monitored SPO on behalf of CIDA.

### **Decentralization Reinforced**

The decentralization of SPO's regional offices was achieved during this period. Among the key issues that arose was the shifting of monitoring responsibilities to the regional level. To address this, the position of

Programme Coordinator for Capacity Building and Projects Development was created at the regional level and a workshop on “Monitoring & Evaluation” was conducted for regional staff in March 2003.

### **Strategic Planning**

In 2003-2004, SPO completed ten years of operation as an indigenous organization. The year was significant because it saw the formal expansion in SPO’s programme aimed to contribute holistically to the development of the country. Since SPO was working with a broader range of partners including community based organizations, Union Councils and Community Citizen Boards, the Board of Directors, in the fiftieth Board meeting, reviewed the Mission statement of SPO and reworded it to “To strengthen and support community organizations and public interest institutions of Pakistan for the benefit of poor and disadvantaged sections of society for sustainable development through a participatory approach.”

In 2003-2004, SPO carried out an extensive strategic planning process. The Chief Executive developed a paper outlining the organization’s broad programme direction and institutional needs, within the perspective of the changing global and national context. Approved by the Board of Directors, the paper explained the need for SPO to become a forward-looking institution and recognized the opportunities it had on the basis of its history, outreach, and national character. The paper highlighted four institutional programme areas in which SPO was well suited to contribute:

1. Gender-sensitive and community-centred capacity building of development institutions for good governance.
2. Gender-sensitive and community-centred capacity building for basic education planning and management.
3. Environment-friendly social sector funding.
4. Gender-sensitive and community-centred capacity building for emergency relief work.

SPO’s next Five-Year Plan (2004-2008) was developed through a process of detailed consultation with stakeholders within and outside SPO on the basis of the strategic paper by the CE and approved by the Board. In this scheme of things SPO’s goals were to:

1. Enhance the capacity and gender-sensitivity of development institutions for good governance.
2. Increase the number of community-centred organizations that collaborate with the government and local and international donors in implementing development projects.
3. Increased involvement of civil society in to undertake social action.
4. As before, SPO would also work towards enhancing its own institutional capacity.
5. Effective governance and efficient management at the SPO National and Regional Centres.

SPO would carry out activities in 37 districts starting from different stages of the contact cycle. These would build upon SPO's rich past experience and utilize the information, skills, human resource, approaches, methodology , linkages, and infrastructure that SPO had achieved. The broad nature of the programme areas would remain the same, however, there would be changes in the scope and the different areas would be consolidated to ensure synergy as well as improved quality and impact:

1. **Community-Centred Capacity Building** – this would continue to be SPO's main mode of intervention. Gender concerns would continue to be mainstreamed in all programmes and the focus would remain community-centred. SPO's capacity building services, particularly the DPM programme, would be extended to development institutions for good governance, particularly Union Councils (UCs) and Citizen Community Boards (CCBs) – it would not be confined to CBOs and Women Development Organizations (WDOs). The DPM training of women organizations would also be covered in the programme area for capacity building, rather than the separate Women's Programme as in the past.
2. **Choti (Micro) Funding** - social sector project funding would be limited to CBOs and Women Organizations that have completed DPM training, provided they and their projects meet the eligibility criteria. Funding would be available for five sectors: education, health, basic infrastructure, income generation, and



capacity development. It would be ensured that the funded projects integrate human resource development, gender and environmental concerns in their design.

3. **Civil Society Network Strengthening** - this was considered a much broader version of SPO's current role of facilitating participatory development coalitions. Through this programme, the PDCs would be seen and developed as regional civil society networks undertaking advocacy work in different sectors to promote better governance and more participatory development in the country.
4. **Institutional Strengthening of SPO** - this would remain a distinct area of work for SPO to enable the organization to continue to adapt to changing external circumstances and maintain its services in the development sector.

The proposed programme had the following benefits:

1. It would reach more than 37 districts of Pakistan and would be seen primarily as improvements in local governance, basic education planning and management, and emergency relief and rehabilitation work.
2. Since SPO's capacity building programme would primarily focus on strengthening the local government system; the increased numbers of CBOs and WDOs would provide a trained and mature leadership pool for the local government. DPM graduates of CBOs would participate in CCBs at the Union Council level, and play a crucial role in ensuring sustainable development in their areas.
3. Increased numbers of women organizations would be strengthened, and provide a platform to women to integrate their own concerns in the overall planning process. Women would be sensitized to good governance and provided political education so they can play a role in local government
4. The proposed programme would add value to SPO as an institution. SPO's expertise in gender issues in development was expected to be enhanced, leading to improved programming and organizational culture. SPO also expected to gain a better understanding of the lack of support for social mobilization, and address this issue. The success of its interventions would

eventually lead to support for SPO as an institution promoting good governance and strengthening democratic norms at the grassroots.

## **Governance and Management**

### **General Body**

In 1999, for the first time, SPO's Regional Centres invited General Body members to visit them. The members attended opening and concluding sessions of some of their capacity building events and at two Regional Centres, more detailed programme orientations. Members appreciated these opportunities to interact with the staff and communities.

SPO also involved its General Body directly to assess and articulate the demands of civil society vis-à-vis the Government's Devolution Plan. The Annual General Meeting of the Body, which was traditionally held in December, was postponed till 27th February 2000, to coincide with the national seminar on Devolution and enable the General Body to share their views. Members were also able to see how their suggestions made at the regional seminars were synthesized for presentation to the National Reconstruction Bureau (NRB).

At the Annual General Meeting on 27th February 2000, in addition to discussions of routine business, senior staff briefed the General Body members on the Learning Information System, DPM training, and the Women Emancipation Programme.

In 2000-2001, the membership of SPO's General Body was increased from 34 to 38 members. The additional members were Ms. Farida Noshervani from Balochistan, Ms. Parveen Ghauri from Punjab, Mr. Naseer Memon from Sindh, and Mr. Waris Khan from NWFP.

### **Board of Directors**

As the tenure of the second elected Board of Directors ended, elections were scheduled under Special Business at the AGM on 17th December 2000. With only 11 nominations for 13 positions, all nominated members were elected unopposed. The two remaining vacancies were filled by co-option at the first meeting of the newly elected Board, which was convened immediately after the AGM. During this meeting, the Board also unanimously elected Professor Dr. Karamat Ali as Chairperson and Syed Abid Rizvi as Vice Chairperson.

During 1999-2000, the Board of Directors became more proactive, and initiated debate and provided support and guidance to the SPO management. Much of the Board's support during the year focused on strengthening the professional capacity within SPO. The Board was involved in recruitment of senior staff, advice and feedback on the GAD Policy, financial management, and strategic directions, inauguration of training and networking events, and technical support and guidance on documentation.

In 2000-2001, the BoD played a vital role in the review and finalization process of the Inception Report by Universalia, the official CIDA monitors for SPO's National Centre and Punjab programmes.

Mr. Javed Jabbar, who had been the Chairperson of the SPO Board of Directors since 1995, tendered his resignation at the Board meeting in February 2000. The reason was his appointment as Advisor to the Chief Executive of Pakistan on National Affairs, a Cabinet level position, which did not allow him to devote as much time to SPO as he would have liked, and because a holder of a public office should preferably not simultaneously head SPO. Ms. Ferida Sher, Vice Chairperson, was requested to take over as Chairperson for the rest of the term, i.e. up to December 2000.

In the year 2001-2002 the SPO's BoD, met six times to finalize SPO's Business Plan 2002-2007 and appoint a new Chief Executive, after the incumbent CE had resigned. After a detailed discussion on the options proposed in the Business Plan 2002-2007, the Board felt that the document lacked clarity, and identified the need for documentation at three levels. These were the Strategic Plan, Business Plan, and Work Plan. A three-member committee was nominated to prepare guidelines for the Strategic Plan.

At the next BoD meeting, a document entitled "Elements towards the Formulation of a Strategic Plan for SPO" was presented, together with review comments. Mr. Javed Jabbar, presenting the document, was of the view that SPO should decrease its dependence on donors and on capacity building as its sole focus. He suggested that SPO's growth and development should be strategized in four sectors:

1. Capacity Building - The number of SPO's current partner organizations, around 650, should be increased.

2. Development Research - SPO should work as a development research institution which conducts research as an internal function and as a host to independent individuals as well as other institutions.
3. Consultancy Services - SPO could generate one-third of its income by providing consultancy services to different institutions.
4. Project Implementation - SPO could also work in project implementation and bid for development project contracts offered by the Government as well as the private sector.

Members approved the Business Plan as a Work Plan document for SPO. The Committee on SPO's Strategic Plan was requested to review the document and present it before the Board in its 39th meeting.

Following the resignation of the Chief Executive of SPO, the BoD assigned responsibilities to the Deputy Chief Executive to work as Acting Chief Executive for the interim period. Mr. Harris Khalique was appointed to fill this post with effect from 1 June 2002.

In order to address the various programme management issues faced by SPO in Punjab, the Board directed the CE to shift the programme unit of North Punjab to the Multan office. The BoD directed SPO's management to ensure the quality of SPO's publications and other documents, including minutes of the BoD meetings and annual reports.

In 2002-2003, SPO's Board of Directors met five times during the year and made the following decisions:

1. No employee should be allowed to join the Board of an organization with which SPO had a conflict of interest.
2. A workshop to enhance its own understanding of the "Memorandum and Articles of Association and Companies Ordinance 1984" was to be convened at the next AGM. The resource persons would be the Internal Auditor and the Legal Advisor.
3. By the next Board meeting, anomalies should be addressed in the provident fund database, accounting software, and roles and responsibilities of finance department staff at the National Centre.

4. A sub-office would be reopened in Lahore, from where the Upper-Punjab programme would be managed, and a liaison office would be opened in Karachi. These offices would work under the supervision of the respective Regional Directors.
5. No policy circumventions will be allowed by the Board.

SPO's Board of Directors went through a critical self-assessment exercise in February 2003, a unique initiative for a non-profit Board in Pakistan. The aim was to clarify roles, duties, rights and responsibilities i.e. authority and responsibility between various organs of SPO, synthesize the Board's positive and negative experiences over the years, and extract lessons for the future.

In 2003-2004, on the occasion of the 10th Annual General Meeting, elections were held for SPO's Board of Directors for the next three-year period. Three new members were elected. After the announcement of the elected board members, the Company Secretary asked the Members to initiate the process of election for the positions of the Chairperson and the Vice Chairperson. Mr. Javed Jabbar proposed the names of Prof. Dr. Karamat Ali for the post of Chairperson, and Syed Abid Rizvi for the post of Vice Chairperson. The Members unanimously agreed and the Company Secretary then handed over Chair's powers to the re-elected Chairperson and the Vice Chairperson. Mr. Harris Khaliq was reappointed as Chief Executive and consequently became the 14<sup>th</sup> member of the Board.

### **SPO Management Committee**

In 1999-2000, the SPO Management Committee made the following major decisions:

1. The Interns Policy document was approved and the PC-HR circulated the policy to all Regional Centres. If they needed to appoint an intern, the centres were required to send a rationale and work plan to the PC-HR. Only one intern could be appointed at any given time, volunteers, unless part of the system, could not be engaged.
2. The PC (Designate) was to become a full-fledged PC when s/he successfully completed the DPM cycle. Employees' performance and effectiveness would be measured through the post-DPM CBI assessments of partner organizations.

There were some cases where SPO had selected partner organizations that were not purely rural, so although SPO's Mission statement included urban areas, there was still no change in its policy of working only in rural areas (which could, include rural towns and semi-urban communities).

During 2000-2001, the SMC made the following decisions:

1. Completed the recruitment process according to the organogram. The SMC received support from BoD members in the selection of senior positions of the Deputy Chief Executive (DCE) and Regional Director Sindh. (The incumbent Regional Director Sindh was selected DCE).
2. Agreed that on the basis of the guidelines of the visioning exercise, a process of reviewing SPO's business plan should be expedited. The review was to be conducted in phases leading to a consolidated document, from which an assessment could be made of trends and projected needs of society in the next five years. After taking into account available resources, SPO could market its programme as a whole or in components.
3. Decided that an assessment of the existing PDCs might be conducted at the end of the current cycle to highlight core issues and possible solutions. A sample of one PDC per region would be reviewed over a two-week period by an internal committee, with the Review Framework/TORs prepared by the Deputy Chief Executive.

During 2001-2002, in addition to discussing findings and recommendations of two reviews of WEP and PDC, the SMC conducted discussions on the Business Plan and possible future scenarios to share with the Board of Directors. The SMC collectively reviewed the critical report submitted by Universalia and prepared a response to share with the Board of Directors.

After completing the orientation process at the National Centre and collecting information through different sources including the Board of Directors, the new CE identified four main areas to prioritize i.e. Management Structure, Communication, Fundraising, and Programme Consolidation and Quality Improvement. Four committees, one for each component, were formed to complete their work by the end of August 2002.

The first round of meetings was held during the 14th PRM held at Quetta. The final round of the meetings were scheduled for July 2002 in Islamabad. It was anticipated that SPO would have a road map to move into its next phase by the end of the next quarter.

In 2002-2003, the SPO Senior Management Committee held five meetings to put into operation management and programme plans.

During 2003-2004, led by the SMC, SPO upgraded its accounting software in order to increase the efficiency of the finance section and respond to multi-donor reporting. The process of software installation was initiated in July 2003 through development of the chart of accounts, which was prepared against the new structure. All concerned staff from each region were trained on using the new software.

An Employee Handbook was produced to develop SPO staff's understanding of organizational policies and procedures and to provide them with a source of ready reference.

### **Programme Review Meeting (PRM)**

During the year 1999-2000, only one PRM was held. A WEP review committee was formed to present comprehensive recommendations. The Manager GAD was to make the TORs for the committee and share them with all regional offices. An external consultant was appointed to conduct the review.

In 2000-2001, one PRM was held.

1. The Chief Executive explained the process that led to SPO's new Vision and Mission statement. He also introduced SPO's new Business Plan, which had been formulated with the new set of objectives. He explained that ideally SPO would work with its partners to strengthen and achieve the goals mentioned in its external Vision. The CE emphasized the need for a consensus and common understanding about these new statements.
2. The Rapid Organizational Appraisal and Inception Report of Universalis were shared and the main issues discussed.
3. It was suggested that the SPO newsletter should focus on community organizations and the contents made interesting and practical for CBOs. Clear responsibilities should be given

to people in regions, and introductions to different donors and NGOs should be made a regular part of the newsletter.

4. It was also decided that SPO would publish its DPM manual to market it among development circles with the first draft to be shared with the SMC within three months.

During the year 2001-2002, two Programme Review Meetings were held. It was decided that the DPM Core Group would finalize the DPM contents and share a generic draft of the DPM Manual with SPO staff for their feedback. The contents on political education would be developed by the PS-TS. All Regional Centres would test the revised DPM manual at Union Council level.

In 2002-2003, Programme Review Meetings were held in September 2002 and May 2003. All programme staff shared their activities and discussed solutions to various issues. . Major issues discussed were revision of the DPM training contents, selection of partner organizations to serve as role models for other partner organizations of SPO, resource mobilization, and the new organizational structure.

### **Advisory Council**

The seventh Advisory Council meeting was held at the National Centre on 20th September 1999. During the meeting:

1. The issue of multiple donors' reporting requirements on different formats was addressed. Members agreed to explore possible solutions.
2. Members were informed about changes in the Central Board of Revenue (CBR) rules related to duty free facilities that had implications for donor agencies and recipient organizations.
3. Members were informed that a luxury tax was imposed on vehicles above a certain capacity – which SPO had not catered for in its financial arrangements – and only the EC's RSDP project allowed for duty free purchases, which meant SPO would have great difficulty in meeting its vehicle requirements. The CBR was under pressure to maximize revenue collection but the EAD would extend whatever support was required.

In 2000-2001, the eighth Advisory Council meeting was held at the National Centre on 26th February 2001. After reviewing SPO's annual



performance, members discussed ways of making the Advisory Council a more effective forum. The main points were:

1. Donors, at the institutional capacity level, could also help to further strengthen SPO's research and documentation and provide increased opportunities for staff development through training and exposure-cum-learning visits. Members believed that there was a need for SPO to articulate its capacity building requirements, particularly networking at a strategic level, in its Strategic Plan so that these could be addressed through annual work plans.
2. Members suggested that SPO should increase the flow and quality of information. They also felt that SPO's role in the local government election process should be shared with other donors. SPO could post this type of information on its website, which would help generate more interest in and use of SPO's website. Since Urdu text could be posted on the web, members suggested that SPO should consider the possibility of posting its quarterly newsletter, *Shirkati Taraqee*, as well.

The ninth meeting of the Advisory Council was held on 27th November 2001 at the National Centre. The Chairperson shared some of the main decisions taken by the BoD in its last three meetings. The agenda of the meeting included progress and performance in the previous year and an overview of the Business Plan 2002-2007. Noting that they needed more time to review the document in detail, members' comments based on the presentation were that the plan mainly followed the existing structure of DPM, WEP and project funding, and that the targets in the third option lacked gender equity.

The CE explained that SPO wished to concentrate its strengths and incorporate these in meeting the anticipated needs of civil society. This was the basis of the plan to continue to work in the field of capacity building. Regarding the third option, the targets did have a strong gender component in that female group formation was to be conducted with the support and assistance of elected women councillors.

In 2002-2003, during the eleventh Advisory Council meeting, it was proposed by the Chief Executive that SPO's planning and reporting formats for sharing progress with major donors should be merged into a uniform format with specific frequency of reporting. The Council agreed and decided that SPO should develop a draft progress and financial

reporting format and circulate it for donors' comments.

During 2003-2004, the Advisory Council had limited participation of members. In addition to sharing SPO's progress during the year, a combined reporting format for all donors was shared as agreed in previous meetings.

### **Team Development**

In 1999-2000, SPO helped its staff take advantage of the following opportunities for professional growth:

1. Programme and management staff attended a Gender and Development Strategic Workshop conducted by SPO.
2. The Programme Specialist-Technical Support and Programme Manager-Gender and Development conducted a ten day Training of Trainers workshop for new programme staff.
3. SPO staff attended four two-week regional workshops on Reproductive Health conducted by RSDP/EU in all four provinces.
4. SPO management and programme staff attended a three day Training of Trainers on Environment conducted by IUCN and SPO.
5. The Team Leader-Multan and Programme Coordinator-Balochistan attended the World Assembly of CIVICUS at Manila.
  1. During 2000-2001, a number of SPO staff trainings were held during the year as per SPO's training plan. Technical support for these events was arranged by RSDP. In addition to 15 individual and collective in-country trainings, the following international trainings were also arranged: The four Programme Coordinators of SPO, in NWFP and SPO Sindh programmes visited Grameen Bank, Bangladesh.
  2. The Regional Director of SPO Sindh attended a Development Management Programme in Manila.
  3. The newly appointed Programme Specialist-Technical Support attended exposure visit to Bangladesh Rural

Advancement Committee (BRAC) to study environment related projects monitoring.

4. The Programme Coordinator for SPO Balochistan attended a ten day training event on “Revisiting of Participatory Approach” organized by PRIA in India.

In order to further strengthen Result-Based Management at SPO, Universalia designed and offered four days training for the SMC and other professional staff at SPO during 2001-2002. Based on this training, SPO staff was able to use the “results chain” approach to analyze intervention impacts and advanced the RBM theory for their purposes. The training also facilitated result-based reporting to donors and other stakeholders, as well as long-term planning.

During 2002-2003, specific development needs of the staff were identified and prioritized through a formal assessment. Trainers were trained to deliver the revised DPM module. Exposure visits were undertaken by six staff members to Sarvodaya, Sri Lanka and four staff members to BRAC, Bangladesh. A one day orientation workshop on Result-Based Management was conducted at each regional office to enable monitoring beyond activities.

During SPO’s tenth year (2003-2004), the following staff training opportunities were availed with the support of RSDP:

1. The Programme Manager-MER, attended training in “Monitoring & Evaluating Development Projects & Programmes” at IMA, UK, from 28th July to 8th August 2003.
2. The Regional Director-Hyderabad Office attended training in Impact Assessment at IDPM, UK, from 22nd September to 17th October 2003.
3. Eight staff members conducted an exposure visit to Sarvodaya, Sri Lanka on 7-14th March 2004.
4. Eight staff members conducted an exposure visit to BRAC, Bangladesh on 6-18th March 2004.
5. Two senior staff members attended a course on “General Management of Development Programmes” at Cranfield University, UK, from 1-12th March 2004.

6. The Senior Manager-Finance and Institutional Assets attended a course on “Finance for the Senior Executive” at the Asian Institute of Management, Philippines, from 29th March to 2nd April 2004.

## Finance

SPO entered the field of Micro Finance during 1999-2000 with support from the Royal Netherlands Embassy by generating a Micro Finance pool. A partnership agreement was also signed with IUCN. Balance sheet footing started improving during the year because three major donors i.e. CIDA, the European Commission and the Royal Netherlands Embassy became part of its donor base. The total Balance sheet footing for this year was PKR 53.03 million. The Company’s owned assets were PKR 18.63 million (at cost) with operating expenses of PKR 55.3 million.

To keep the vehicles up to date according to the requirements of the programmes, SPO began a new fund called the Vehicle Replenishment Fund (VRF). Funds of PKR 2.5 million were generated. And SPO further generated PKR 1.9 million as it began charging corporate costs to different donors as the utilization of time of national staff for projects.

In 2000-2001, SPO entered into partnership with the Embassy of Japan-Grassroots Assistance Programme (GAP), Aurat Foundation, Human Development Foundation and the World Bank. Balance sheet footing for this year was PKR 45.52 million and company owned assets became PKR 23.33 million (at cost) with operating cost of PKR 68.16 million.

In 2001-2002, SPO developed and put into operation its Resource Mobilization Strategy. Furthermore, to measure SPO’s financial performance, M/S KPMG, Taseer Hadi and Co. chartered accountants carried out the audit of the EC component for the three years period starting from 1 October 1998 to 30 June 2001. Balance sheet footing for this year was PKR 56.84 million and company owned assets became PKR 26.77 million (at cost) with operating cost of PKR 70.68 million.

During 2002-2003, to increase financial sustainability, SPO established three residential training units at its Hyderabad, Multan and Turbat offices and generated revenue of PKR 2.44 million. The organization also increased its endowment fund from PKR 14 million to PKR 20 million and invested PKR 3.18 million in National Investment Trust. SPO further generated PKR 2.5 million from Vehicle Replenishment Fund and PKR 2.3 million from Corporate Cost Fund.

SPO achieved yet another first within the NGO community when it appointed an Internal Auditor and established an Internal Audit Department in 2003. The need for the establishment of an independent Internal Audit Department working parallel with other units of SPO was derived from Policies and Procedures of SPO, contribution agreement with donors, and best practices of good governance structures

The primary objective of the Internal Audit Department is to assist the management of SPO to keep strong internal controls over various activities. To this end, Internal Audit Department provides the management with analysis, recommendations and information concerning the activities reviewed. In meeting this objective, staff of the Internal Audit Department is expected to work in accordance with the Policies and Procedures described in the internal audit manual.

An internal audit is conducted twice a year as an appraisal and monitoring activity, and reports are consolidated and presented directly to the Finance and Audit Committee of the Board. It works, amongst other things, on evaluating, examining and reporting on the adequacy and effectiveness of SPO's system of accounting, administrative and organizational controls, the efficiency of operations, and the quality of performance in carrying out assigned responsibilities.

During the year 2002-2003, different chartered accountant firms conducted donor audits. M/S KPMG, Taseer Hadi and Co. Chartered accountants conducted the audit of the EC component for a one year period starting from 1 July 2001 to 30 June 2002 during this year of operation. A. F. Ferguson and Company chartered accountants carried out the audit of the CIDA component for two years starting from July 1999 to June 2001.

In 2003-2004, new accounting software "Sidat Hyder Financial" replaced the old accounting software. KPMG, Taseer, Hadi and Co. chartered accounts were replaced with Ford, Rhodes, Sidat Hyder and Co. as corporate auditor of SPO. SPO generated revenue of PKR 9.92 million from residential training units, PKR 3.7 million funds from Vehicle Replenishment Fund and PKR 9.8 million from Corporate Cost Fund. Balance sheet footing for this year was PKR 55.07 million. Company owned assets became PKR 38.02 million (at cost) with operating cost of PKR 181.45 million.

## Administrative Decisions

In 1999-2000, four new positions were hired at the National Centre and two positions at the Balochistan office. A desk audit was conducted where the Associate Programme Coordinator's post responsible for the Women Emancipation Programme was alleviated to the level of a Programme Coordinator. A Gender Policy and strategy paper was developed and shared by the Programme Manager GAD.

The new salary plan came into effect from January 2001 and included structural changes:

1. In the new salary plan, there were only nine grades. They were now referred to with titles and not numbers. The old Grade Seven was adjusted in grade title Programme Managers/Directors, Grade Four was adjusted in grade title Section Heads.
2. The title of "Team Leader" was changed to "Programme Manager".
3. The Management Committee reviewed and approved SPO's policy on emergencies.

During 2001-2002, the programme management of Northern Punjab was shifted from the National Centre to the Multan office ensuring more focused and effective distribution of responsibilities. SPO Management Committee reviewed and updated the Travel and Leave Policies.

In 2002-2003, through a planning exercise involving staff at all levels, four main areas for immediate improvement were identified that included management structure, communication strategy, fundraising and strategy for programme consolidation and programme improvement. Four committees to review and give recommendations were constituted and based on their recommendations the Institutional Development Plan 1 was implemented for a period of one year to be revised in June 2003.

SPO took a major step towards self-sustainability in 2002-2003 by establishing the residential training facilities with four regional offices at Hyderabad, Multan, D. I. Khan and Turbat. And in 2003-2004, a similar training unit was established in Peshawar.

During 2003-2004, in order to initiate organizational reform, the Chief Executive constituted a Change Management Task Team as a follow-up to the Institutional Development Plan 1. Under the Institutional Development Plan 2, after consulting various stakeholders, the task team proposed two structures and invited comments and suggestions from the whole team. Restructuring was then carried out at the National and Regional Centres. Two versions of the Employee Handbook were issued in July 2003 and January 2004.

### **Communication – Local Area Network (LAN)**

In 2002-2003, with the efforts of the SPO Net Administrator, an exchange server was installed at the National Centre to maintain e-mails internally. The network was shifted from a dial-up system to the Digital Subscriber Line (DSL), which provided a comparatively faster connection on the internet. This allowed e-mails to be sent and received more easily, considerably increasing communication between the regional offices and the National Centre. The Local Area Network (LAN) was expanded from 15 to 22 nodes at the National Centre, while at the Turbat office, networking was substantially improved.

### **Publications**

During 2002-2003, SPO published the following publications:

1. “To Make a Stone a Flower”, was a collection of case studies depicting SPO’s contribution to nurture CBOs and WOs in underdeveloped areas of Pakistan and the development initiatives undertaken by these organizations.
2. A series of discussion papers on the theme of “Understanding Pakistan” was also initiated to highlight key issues in the country. Four papers authored by eminent scholars and researchers as well as SPO staff with extensive field experience were published in this period:
  - a. The Future of English in Pakistan – *Ahmar Mahboob*
  - b. Education in Pakistan: A Survey – *Dr.Tariq Rehman*
  - c. Pakistan: The Question of Identity – *Harris Khaliq*
  - d. The Goal of Worker’s Welfare and Policy Challenges – *Maliha Shamim*

3. Three issues of SPO's quarterly newsletter, "*Shirkati Taraqi*" were published. It reports SPO's Regional and National Centre activities with articles on strategic development issues. The newsletter has a readership of 4,000 individuals at local and national NGOs as well as SPO's partner CBOs and WOs across the country.
4. A documentary film on SPO's efforts for social sector development and the outcomes of its capacity building programme was produced. "Earth Stories" offered an insight into SPO's different programme areas and the efforts of development organizations trained by SPO, which are working in diverse cultural settings across the country.

### Special Projects

In 1999-2000 SPO undertook two special initiatives, one in collaboration with IUCN-Pakistan and the other with the World Bank:

1. IUCN-Pakistan engaged SPO to provide DPM training to 30 participants representing 15 local NGOs in the Northern Areas in Pakistan. This cluster was fully supported by IUCN-Pakistan.
2. SPO partnered with the World Bank to compile the "SPO-WB NGO Sector Profile", consisting of two volumes, and including completed questionnaires, tabulated results, and analyses for each organization. This report was completed, analyzed and submitted to the World Bank in 1999-2000.

### Drought Relief Project in Balochistan

In 2000-2001, SPO undertook a relief project in Balochistan to help reduce the hardships faced by the province's communities due to drought, which had been increasing in the region. SPO's relief project was initiated at a time when drought had seriously affected the province for three years, and the mountainous region, spread over 200 square miles, had not received any rain for five years. In the District of Khuzdar, over 120 people had died of starvation within three months, and livestock had suffered as well. The worst affected region was Aranji, a subdivision of Khuzdar, where severe and prolonged drought, combined with government apathy, led to widespread death and disease.



Not a single dispensary was available for the 60,000 people settled in isolated communities, who had to travel long distances of hundreds of miles, to fetch food or access the nearest medical facility. Poverty forced them to eat their dead cattle and sell their livestock. Drinking water was scarce. In order to address drinking water in District Bolan (now called *Kachhi*), SPO Balochistan carried out a study to assess the prevalent water conditions in the district and to formulate a project to improve the situation. The survey concluded that the development of low-cost water supply facilities would be an effective and feasible intermediate solution for improving drinking water conditions in the villages of Bolan.

Based on that conclusion, SPO formulated a one year programme to provide about 60 hand pumps and repair 40 water ponds for drinking water. Making it easier for village women to participate in water management was an integral feature of the programme. Implementation was supported by CIDA. In addition to alleviating daily hardship in the target villages, the programme led to the formation of 100 women's groups, which were provided technical education.

### **Grassroots Assistance Programme (GAP)**

The Embassy of Japan selected SPO as an implementing agency for the development and implementation of a regional "Grassroots Assistance Programme" (GAP) in south Punjab from July to December 2000. SPO's role was to monitor and evaluate the implementation of the projects supported through the GAP programme, and to submit interim and final monitoring reports for each project. SPO conducted result-based monitoring of three GAP projects. Its recommendations helped increase overall efficiency and effectiveness of these projects. SPO also conducted seven seminars to introduce the GAP facility to a wide range of CBOs and NGOs. An average of 20 organizations participated in each seminar. In addition, SPO provided technical support to six organizations in proposal development according to the GAP guidelines.

### **Supporting the Democratic Electoral Process in Pakistan**

In May 2002, SPO undertook a six month partnership with the United Nations Development Programme (UNDP) and the Election Commission of Pakistan in the "Supporting Democratic Electoral Processes in Pakistan" project. The overall objective of the project, which preceded the local bodies' elections in 2002, was to increase voter turnout, particularly the turnout of female voters, by creating an enabling environment for women's effective participation in politics. The process

was initiated by raising awareness of gender equity, good governance, individual responsibility and participation at mass level through various stakeholders.

The project was conducted in 11 districts of Sindh and NWFP. The stakeholders involved in the project included politicians, communities, female students, journalists, and civil society organizations including CBOs and NGOs.

### Good Governance Programme

In the first quarter of 2002-2003, SPO signed a second amendment with CIDA for a two year programme concerning good governance. Under this programme, it was envisioned that SPO would motivate AZTs (the women groups mobilized by SPO under the Village Education Programme) to be transformed into women organizations and expand the scope of their activities. The willing AZTs would undergo a series of DPM workshops to enhance training and facilitation skills, political awareness, sensitization regarding right-based approaches, and capacity for project planning, project proposal development, monitoring and evaluation. Out of 26 WDOs, 20 would receive *Choti* funding to apply the skills they had gained in local initiatives. In addition, six projects would be supported by SPO, and at least four CBOs would be linked with other donors for funding. It was agreed that:

1. SPO would establish a Gender Resource Centre at its Kech office, which would provide office and communication facilities to AZTs to enable them to communicate with other stakeholders. The centre would also contain resource materials related to devolution, the democratic process, women's rights, the bureaucracy and its departments, services provision, and governance.
2. SPO would provide trainings to *Nazims*, *Naib Nazims* and Union Councils on subjects such as political awareness, roles and responsibilities, leadership, democratic behaviour and processes, community participation in development, and project needs assessment, prioritization, implementation and management. Two Union Councils would be provided training through a series of workshops. Their capacity would be built for development planning and management so that they could develop joint projects with members of the stakeholders' network. A needs assessment seminar would be conducted

to identify other institutional strengthening and training requirements of the newly elected members.

3. SPO would take the lead role in formulating a Governance and Development Network in order to increase coordination among female councillors, representatives of women organizations, government line departments, support organizations, and other key institutions in Turbat.

### **Capacity Building and Funding with Trust for Voluntary Organisations (TVO)**

SPO and the Trust for Voluntary Organizations (TVO) agreed to collaborate in assisting each other's partner organizations. Under this arrangement, SPO extended its capacity building services to TVO's partner organizations, while TVO extended its funds to SPO's partners so they could implement community development initiatives. TVO and SPO have historically worked in similar social sectors. Thus, apart from optimizing benefits for the two organizations' partners, this collaboration was designed to ensure the two NGOs avoid duplicating one another's efforts.

During 2002-2003, SPO and TVO initiated a project worth PKR 6.9 million to train 740 representatives of 370 *Tehsil*-level partner organizations of TVO in organizational management. The areas covered in the trainings included basic development concepts, environmental awareness, gender awareness, SWOT analysis, governance of CBOs/NGOs, and organizational history and problems. It also included the Registration Act of 1961, effective meeting and record keeping, situation assessment and analysis techniques, including baseline surveys, Participatory Rapid Appraisal (PRA) tools, office management, and financial management.

### **Saving Newborn Lives (SNL) Project**

In May 2003, SPO entered a partnership with Save the Children USA to support the latter's Saving Newborn Lives (SNL) project. SNL was an initiative of Save the Children USA, funded by the Bill & Melinda Gates Foundation. It aimed to improve the health of women, girls and infants in Pakistan. Under this initiative, a Behaviour Change Communication Project was to be implemented by selected NGOs in Sindh and NWFP to change negative practices and attitudes regarding reproductive health. SPO's role was to build the capacity of these implementing NGOs.

## **Devolution Support Project**

During 2002-2003, SPO signed an agreement with Cowater to participate in the Devolution Support Project (DSP). DSP was part of the Democratic Governance Programme, which was being funded by CIDA to facilitate the Government of Pakistan in implementing its Devolution Plan. DSP supported the government in promoting democratic local governance by introducing pragmatic and innovative ideas and tools to facilitate the change process and transition to a more accountable, transparent, and democratic system of government. The first phase of the programme was conducted by a consortium of five organizations led by Cowater and included SPO, Semiotics, Federation of Canadian Municipalities, and Deloitte Touche and Tohmatsu.

An inception mission for the project was conducted in March-April 2003 by representatives of CIDA, Salasan, Cowater and SPO. SPO engaged a consultant to develop and implement an effective strategy to enhance women's participation in the devolution process, both at beneficiary and decision-making level, and to ensure that gender considerations were effectively integrated in the project.

## **Getting the Balance Right Project with DFID**

SPO was selected in 2002-2003 to implement the "Getting the Balance Right" project, which was supported by the Gender Equality Project funded by the Department for International Development (DFID), UK. The project aimed at linking women councillors with various financial and non-financial resources available at district level so that they could utilize their 33 percent representation to promote women's development in the country. The objective of the project was to supplement and strengthen initiatives undertaken by different organizations for capacity building of women councillors by:

1. Training women councillors to collect information, analyze it in the perspective of women issues in their areas, and define actions.
2. Linking women councillors with relevant stakeholders, including government line departments in the district, and civil society organizations working for women's development, National Commission for the Status of Women, Ministry of Social Welfare and Women Development, and all other relevant institutions and resources so that they could take

effective action to respond to women's issues such as economic empowerment, health, education, legal rights, and violence.

3. Creating a database of resources, both in print and electronic form, to facilitate women councillors' by providing a ready reference.

SPO also expected to develop the capacity of its own women's programme through this project. Initially, SPO planned to build the capacity of approximately 400 women councillors from different regions. The project was to be piloted in four districts namely Turbat (Balochistan), Hyderabad (Sindh), Peshawar (NWFP) and Multan (Punjab). There was a possibility of replicating it, in time, in other districts under SPO's Women and Governance Programmes.

An initial testing of the project was planned in District Khusab in which 25 women councillors were involved. During 2002-2003 groundwork for the project was completed, Union Councils for the test phase were identified, and meetings were held with women councillors and the *Nazim* and District Coordinating Officer (DCO) of Khusab.

### **Tawana Pakistan Project**

Tawana Pakistan was a school nutrition project for five to twelve years old girls implemented by SPO in collaboration with the Aga Khan University in three districts of NWFP i.e. Lakki Marwat, Tank and Karak during 2002-2003. The objective of the project was to improve the nutrition status, enrolment, and attendance of girls in primary schools through sustainable community participation. It was expected that this would increase child growth rate, decrease the school dropout rate, sensitize parents regarding nutritional value, and enhance quality education.

### **Democratic Development in Pakistan**

SPO in partnership with The Asia Foundation signed a project in October 2004 to support democratic development in Pakistan to achieve the following objectives:

1. Integrate public dialogue on democratic reform within SPO's ongoing governance programme.
2. Build the capacity of district and sub-district partner organizations to facilitate public dialogue to enable marginalized

groups, especially women and the poor, to increase their influence over reform initiatives on issues of concern to them.

3. Strengthen networks and coalitions of civil society organizations on democratic reform.
4. Using this grant, SPO served as the focal point organization for public dialogue and mobilization activities in Sindh and Punjab which included:
  - a. Liaison with district and sub-district partner organizations.
  - b. Organizing and facilitating training workshops for the district and sub-district partner organizations in Sindh and Punjab.
  - c. Producing a series of short publications on the topics debated at the public forums, including pamphlets, brochures and booklets.
  - d. Arranging dialogues in each district of Punjab and Sindh, including district and province level public forums, and a series of *awami melas*.
  - e. Integration of these activities within the overall content of SPO's governance programme.

### **Sindh Coastal Disaster Relief and Rehabilitation Project**

In July 2003, heavy rains in Sindh led to flooding, affecting 850,000 people in different districts. SPO played an active role during this emergency, particularly in Badin and Thatta, where the problem was severe.

SPO undertook a number of flood relief and rehabilitation projects with the support of various donors, including Save the Children UK, Save the Children Sweden, World Vision, ECHO, and Civil Society Human and Institutional Development Programme CHIP. Save the Children UK was the main donor that supported these activities and acted as a forum for other donors, such as ECHO and World Vision, to support SPO. The total amount of the funds collected by the donors was PKR 28,012,199.

The major project carried out by SPO was the Rehabilitation Project for affected farmers and primary school children of Thatta and Badin,

which supported 2,930 farmers and 17,580 direct beneficiaries, and was worth PKR 22 million. The project achieved its targets on schedule. In fact, in the case of farmers' rehabilitation, the project exceeded its planned targets. Under the project, seed was distributed to farmers and educational material to children, and the quality of both inputs was deemed excellent.

### **Education under Education Sector Reforms Assistance (ESRA)**

The Education Sector Reforms Assistance (ESRA) Programme was implemented in 2003-2004 on behalf of the United States Agency for International Development (USAID) and the Government of Pakistan with the financial support of Research Triangular Institute (RTI). The programme aimed to uplift the educational status of Pakistan and contribute towards the achievement of the goal of EFA.

Under the Literacy Component of ESRA an agreement was reached on 11th August 2003. SPO undertook a baseline survey of three districts to assess the literacy ratio and the community's need for literacy programmes. ESRA project teams from SPO Kech and SPO Hyderabad, under the supervision of the Senior Manager of SPO D.I. Khan, conducted this exercise.

Under the Policy and Planning Component of ESRA, SPO developed the Chagai District education plan through wide-ranging consultations with communities, civil society organizations, the local government (especially the Education and Literacy Department), academia, and educational institutes. . ESRA project teams from the SPO Hyderabad, and SPO Quetta office undertook this assignment in both provinces. The Thatta plan was finalized in the same manner and submitted for approval to the District Steering Committee.

Under the agreement signed in April 2004, a six month project was implemented from SPO's Turbat office and aimed to increase the literacy level of female community members under the jurisdiction of Union Council Balicha.

### **People and Peace**

SPO arranged a dialogue in Islamabad on "People and Peace" in December 2003. The objective was to discuss prospects of peace in South Asia and highlight the role of civil society organizations.

## Rights-Based Approach 2004-2008

**T**raining of Community Based Organizations and Women Organizations is a regular part of SPO's work and during the last phase SPO was also involved in capacity building of local government institutions. However, in 2005-2006, SPO also focussed on capacity building of political parties to engage in local governance. SPO intended to develop linkages with the local branches of the political parties, to promote the development agenda within and through these parties. During this phase SPO continued supporting the new local government system through providing assistance to local government institutions.

Under the programme area of Social Sector Funding, SPO offered financial and technical assistance for small-scale community projects that were conceived, developed, and carried out by its partner organizations. The intrinsic logic in funding community projects was to build the capacity of the communities to run development projects. The Social Sector Fund created the primary links between SPO's capacity building efforts and tangible social change, which resulted in the form of improved quality of life. SPO's funding was seen as a solution to the problems of hunger, disease, and illiteracy. Apart from that, *Choti* (micro) Funding was also given to each partner organization so it could implement a small-scale project during its training, and thus apply the principles and skills it had acquired.

The potential of Participatory Development Coalitions (PDCs) to act as Civil Society Networks (CSNs) was explored in the last phase. During this phase, PDCs were transformed into Civil Society Networks. Civil society network strengthening was a broader version of SPO's previous role of assisting PDCs. Through this programme area, PDCs were converted into regional civil society networks carrying out advocacy in different sectors to promote better governance and more participatory development in the country. Over time these networks were perceived as local resources to carry out research and advocacy on local and national development issues. The main functions of CSNs were planning and implementing research and advocacy campaigns, and providing member organizations technical support in proposal development. They also provided support in linking them with potential donors, supporting SPO in the creation of new clusters and motivation and mobilization of women groups.

The tragedy of the Earthquake struck northern Pakistan in October 2005. The scale of the disaster was enormous and maximum efforts were



required from all quarters, whether they were citizens, the government, non-government organizations (NGOs), or the international community. SPO was one of the first organizations to respond and moved into the disaster-hit areas immediately to start relief work. SPO's intervention moved towards rehabilitation and, eventually, reconstruction, keeping pace with the changing needs of the communities.

## **Programme Areas**

The four programme areas of SPO at this stage were:

1. Capacity-Building for Good Governance.
2. Social Sector Funding.
3. Strengthening of Civil Society Networks. .
4. Institutional Strengthening of SPO.

### **Capacity-Building for Good Governance**

During 2003-2004, SPO's capacity building programme focused mainly on strengthening the local government system to guarantee peoples' participation especially that of marginalized groups to carry out responsibilities shifted to the local governments under the government's Devolution Programme.

The greater number of CBOs and Women Development Organizations (WDOs) provided a trained and mature leadership resource for the local government system. Graduates of SPO's Development Planning and Management Programme participated in Community Citizen Boards (CCBs) at the Union Council level and played a crucial role in ensuring sustainable development in their areas.

After a lengthy consultation process, initiated in 2002, DPM developed into its final shape in 2004, which included a number of new development concepts. The major development to be incorporated was the fundamental change in the approach to the development process, which now emphasised "change in status" as opposed to "change in condition." A Training of Trainers was held in Peshawar to present the final version of the amended DPM Programme.

SPO Turbat continued its programme activities during 2003-2004. This year was critical as SPO's transformation of the Village Education

Committees (VECs) into development organizations was close to completion. Most of the organizations that received DPM training during the previous year were supported further through technical assistance in developing project proposals and acquiring financial resources from other donors. SPO Kech facilitated Union Council Balicha and Union Council Malikabad in developing their five-year development plans. The Gender and Governance Network arranged a one-day CCB conference in Turbat. The event was organized to assist CBOs and local councillors in CCB formation and project development

During 2004-2005, SPO facilitated 32 planning and development workshops in four provinces of Pakistan. These workshops included 334 grass root organizations of CBOs and WOs. SPO partnered with 19 new indigenous local organizations to continue the work of capacity building. A total of 82 Union Councils and 383 Community Citizen Boards (CCBs) were facilitated and trained in the management of development work, proposal writing, conflict resolution, record keeping, community mobilization, and monitoring. SPO endorsed these acquired skills and knowledge with follow-up, monitoring, and provided technical assistance for 52 public events involving 6,500 participants. These included 14 seminars, 12 dialogues, eight exposure visits and 18 other meetings.

In 2005-2006, SPO was involved at different tiers of local government through a number of activities, including the formation of CCBs in the Lodhran and Kasur Districts. A sizeable population of Christians reside in the southern parts of Punjab. Unfortunately, they stand at the lowest rungs of the social hierarchy and face extreme forms of discrimination due to socio-cultural reasons. This bias is also reflected in the local government institutions, even though representation for minority councillors was specifically provided at all tiers to improve the status of minorities. From its experiences, SPO has observed that the system has yet to accept minority groups as rightful and equal claimants in the development process. When SPO started forming CCBs in Lodhran under its Devolution Support Programme, it also facilitated the formation of Christian Farmers Citizens Community Board. This CCB was registered in 2005, and after being trained by SPO in project writing and management, proposed an agricultural project that had a total cost of Rs 2.7 million. Although the project was perfectly designed and had no technical flaws, it faced delays throughout the process due to the inherent bias against Christians. After a long struggle, during which the SPO Punjab office provided support to the CCB, the project was finally presented to the District Council for approval.

Twelve clusters of women organizations were formed during 2005-2006, while two women's clusters from the previous year completed their training cycle. SPO's aim in forming and training women organizations is not limited to the creation of gendered spaces, it is also to establish women as leaders in communities.

Another SPO initiative in 2005-2006 was a project for the capacity building of political parties to engage in local governance in four districts - Multan, Bahawalpur and Chakwal in Punjab and Quetta in Balochistan. The objective of the project was to strengthen the local branches of political parties and the local government system. A major achievement through the process was that for the first time in the history of Quetta, six political parties - Pakistan Muslim League Pakistan Muslim League Qaf (PML-Q), Jamiat-e-Ulema-e-Islam (JUI), Pakhtunkhwa Milli Awami Party (PMAP), National Party (NP), Balochistan National Party (BNP) and Pakistan People's Party (PPP) - collaborated to work together on one common issue, i.e. safe drinking water for the residents of Quetta District. In Punjab, Pakistan Muslim League Nun (PML-N), PML-Q and PPP combined to work on safe drinking water and sanitation. The experience also enabled political parties to identify the key areas for reform within their local branches. Through this project, SPO has been able to develop strong linkages with the local branches of the political parties, to help promoting the development agenda within and through these parties.

Considering the rapid change in the country's demography in terms of rural-urban migration based on employment opportunities in urban centres and the collapse of subsistence-level agriculture, SPO was advised by its Board of Directors to draft a programme for urban areas. A needs assessment exercise was conducted in 2004 with a large number of CBOs in Karachi and Lahore and based on the outcomes of that exercise a training programme for 11 urban NGOs was initiated in Lahore in 2005-2006. Participants obtained training in organizational management, project cycle management, research and advocacy.

In 2006-2007, the major shift from capacity building for improved service delivery to the rights-based approach planned for this phase was successfully piloted with new clusters. The training package was continuously upgraded in order to respond to the changing external 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. Two clusters in Balochistan and one each in NWFP and Punjab were formed and engaged in the capacity building programme. And 20 workshops under the Development Planning and Management Programme were conducted, in which 252 members of 63 WOs acquired knowledge and skills.

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 disseminated further when participants returned to their organizations and communities and replicated the training.

In order to support 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 needs of the communities. During the year, 38 initiatives were designed and implemented in the areas such as education, health, gender etc. These interventions directly engaged 8,777 community members.

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 a self help basis. In addition, SPO supported 39 events across Pakistan including dialogues and seminars, trainings and exposure visits in the areas of education, health, environment, human rights, and capacity building.

The visit for monitoring DPM delivery and quality was carried out by the NC during 2006-2007 for the trainings organized by the staff in Quetta. This monitoring focused on training delivery and 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.

During 2006-2007, SPO continued supporting the new local government system through assisting Union Councils, CCBs, Monitoring Committees and *Masalihati Anjumans*. These programmes were primarily conducted in three districts of Balochistan - Khuzdar, Kech and Ziarat and two districts of Punjab - Multan and Muzaffargarh.

According to the findings of a research study conducted by the South Punjab NGOs Forum, approximately 600 women were murdered, 598 women were raped, 1,917 were kidnapped, and 127 were victims of acid burning in southern Punjab since 2002-2003. Violence against women increased in south Punjab. SPO adapted its programme for capacity building of partner organizations to include sensitizing and mobilizing civil society and major stakeholders on issues of violence and discrimination against women, and to support collective social action for the protection of the rights of women. During 2006-2007, SPO mobilized six district networks including Bahawalpur, D.G. Khan, Gujranwala, Lahore, Sargodha and Vehari and trained 150 participants on “Sensitization on Violence and Discrimination against Women” and “Behaviour Change Communication for the Elimination of Discrimination against Women”. SPO’s partner organizations with technical backstopping from SPO mobilized *Masalihati Anjumans* on issues of violence against women.

During 2007-2008, the last cycle of the DPM phase was completed with 68 CBOs through 25 workshops. The capacity building programme with women’s clusters continued and engaged 37 women’s organizations in the programme.

A comprehensive study was carried out in 2007-2008 to determine the overall impact of SPOs programme with partner organizations and evaluate the level of sustainability. The key findings based on the analysis of 1,021 POs from all over Pakistan were:

1. SPO is working with more than 1,500 POs across the country out of which 1,021 could be surveyed. And 61% of the surveyed organizations were active and working in their communities.
2. NGOs interactions with local government and line departments had increased. More than 42% of respondent organizations

said that after completion of this capacity building programme they were better equipped to develop linkages with local governments and line departments. Similarly, 31% respondents thought they have gained influence in municipal affairs, and are in a better position to engage local governments and line departments on preventative health care and education issues.

3. The study reveals that linkages and networking within POs have improved, as more than 51% of the organizations maintain multiple memberships with one or more networks, suggesting that POs have achieved a level of maturity.
4. The trend of maintaining records by organizations has also improved, as 80% of programme trained organizations now maintain office records. The level of maintenance of record keeping out of ten prescribed records varies from organization to organization, and is interlinked with the number and type of projects. Out of these ten prescribed records, the minimum level of maintenance was achieved for keeping a Ledger, 56%, and the maximum for Meetings Register and Minutes, i.e. 77%.
5. Financial transparency has improved in POs, and all the organizations are maintaining bank accounts except one.
6. Governance structures within POs also showed significant improvement, as around 54% organizations held elections for positions of leadership at least once since 2004. The positive trend is evident from the fact that more than 24% of respondent organizations held elections twice, 5.3% held them thrice, and 3.9% held them four times.
7. Sensitization of POs regarding the importance of conflict resolution and their capacity has also increased, as around 80% respondent organizations are able to differentiate between the types of conflict and methods for their resolution.
8. More than 40% respondent organizations think that they have been able to address women specific issues and contributed towards their solutions to a varying degree. Similarly, more than 35% respondent organizations have been successful in identifying and addressing environmental issues.

## Social Sector Funding

SPO's Social Sector Funding programme seeks to improve the quality of life for some of the poorest people living in the remote districts of Pakistan. During 2003-2004, over 82 CBOs and WOs designed development projects that addressed key needs of their communities. At least 30 percent of these projects' beneficiaries came from the poorest segments of the target communities and of these 30 percent were women. The cost of these projects ranged from Rs 200,000 to 500,000. The projects undertaken focused on health, education, livestock, irrigation, microcredit and income generation. The POs try to incorporate a gender balanced approach in planning projects and undertake their projects' environmental analysis at the planning stage to assess and address the environmental effects of their initiatives.

A desk audit of social sector funded projects was planned and conducted in 2003-2004. The audit focused on the status of the projects funded under SSF, identification of gaps in project management, record-keeping, and identification of areas for improvement, identification of gaps in project information at the National Centre, and compliance with project policy and procedures. The audit led to an improvement in the overall management of SSF projects.

During 2004-2005, SPO assisted 35 CBOs and 15 WOs in the development of social sector projects and developed new funding linkages and sources of finance for 19 partner organizations.

SPO provided technical assistance to 104 CBOs and 38 WOs in developing project proposals and accessing financial resources in 2005-2006. Some were submitted to SPO and the rest to other donors. Thus, in some cases, the financial resource used was SPO's own SSPF, in others, SPO helped the organizations to identify and approach other donors. Additionally, 49 CBOs and 41 WOs benefited from the initiative of *Choti* funds in all four provinces.

In 2005-2006, SPO began a collaborative project with the Pakistan Poverty Alleviation Fund (PPAF) to improve and build social infrastructure in the remote areas of Sindh under its SSF Programme. Under the project, PPAF provided a grant of Rs 14,024,780 to implement 41 sub-projects. SPO's Sindh office identified 19 partner organizations in two districts, Shikarpur and Ghotki, to implement the project.

During the year 2006-2007, SPO provided technical assistance in the

design and development of 36 projects across the country. The total amount of funds arranged by SPO was Rs 24.16 million, out of which Rs 1.4 million were disbursed by SPO in Balochistan. A total of 87 POs received *Choti* funding, out of which 34 were women's organizations. A total amount of Rs 1,290,000 was disbursed within the limits of *Choti* funding. The major part of the funding was used for education, indicating a greater realization of the importance of education than there was before.

SPO finished Phase-I of the partnership with PPAF during 2006-2007. A number of projects in the districts of Ghotki and Shikarpur were completed. In the coastal belt of Thatta district, Phase-II of the project began focusing on poverty alleviation through establishing small-scale infrastructure projects.

In 2006- 2007, 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 infrastructure repairs. In each school, books were also distributed and teachers trained.

In 2007-2008, SPO mobilized resources for Balochistan from the Royal Netherlands Embassy (RNE), and for Sindh from the Pakistan Poverty Alleviation Fund (PPAF) under its Community Physical Infrastructure Programme. SPO's Regional Project Approval Committee (RPAC) approved 11 projects in Balochistan. In addition, 11 projects worth Rs 29 million were approved and disbursed to SPO partners from UNDP-GEF funding in Sindh. PPAF approved 47 projects for SPO's partner organizations in District Thatta. SPO supported 68 POs out of which 27 were women's organizations, with *Choti* funding to develop local initiatives. A total amount of Rs 1,070,000 was disbursed, mostly in Balochistan.

### **Strengthening Civil Society Networks**

Civil Society Networks strengthening during 2003-2004 included support of the newly formed CSN Thatta in disaster management and flood rehabilitation activities in Thatta and Badin. A formal training on disaster preparedness and management was also agreed with Save the Children UK for all CSNs in each region. Two CSNs were formed in Swat and Charsadda in NWFP. All the networks in NWFP were provided financial support to host seminars, dialogues, and other events to commemorate international days. In Multan, each CSN had selected



a specific theme like health, education, agriculture, social harmony, capacity building, and good governance. In Punjab awareness raising events were conducted on various strategic issues, such as the World Trade Organization, and a convention on Grassroot Initiatives for Change was arranged for all partner organizations with the coordination of CSNs. In Balochistan, CSNs conducted five advocacy events, including a seminar on underground water depletion and a dialogue with the agricultural community on the effects of underground depletion. In addition, SPO linked CSN Ziarat with IUCN-The World Conservation Union, which provided the Network environmental training.

SPO successfully carried out trainings in research methodology for all CSNs in the country. Considering the emerging role of civil society networks in advocacy and research, SPO developed a training package for data collection tools and techniques and data analysis. As a result of the training, CSNs in most regions planned and implemented studies on various issues.

SPO expanded its partnership with eight new civil society networks during 2004-2005. These networks participated in strategic development workshops in order to determine their themes for local advocacy. The representatives of 146 member organizations belonging to the eight networks attended the workshops.

SPO provided training and technical assistance to 36 civil society networks for advocacy events. Following the intensive strategy development exercise conducted with all CSNs by SPO's regional teams, a national level workshop was held. The process developed an understanding of crucial issues faced by civil society, and of those that needed to be addressed through policy changes. The workshop also provided a platform for critical and collective sharing of experiences.

During the 2005-2006 Local Government Election, CSNs supported by the programme took an active part in creating awareness regarding the process of elections, procedure for casting votes, and importance of participating in the electoral process, particularly of women. In each district, meetings with political parties were facilitated for selection of potential candidates from the member organizations in different networks. CSNs were also involved in monitoring the whole electoral process in their respective areas. In the first phase of the local government elections, 781 members of SPO partner organizations contested the elections, out of which 536 were elected from all over the country. In the second round, another 700 members of partner

organizations contested on different seats, and 400 were elected. This data was validated during monitoring visits in 35 districts by SPO and its partner networks.

Held in Karachi in March 2006, The World Social Forum (WSF) was an event of social and political activists from around the world. It attracted a huge numbers of activists from Pakistan, including many SPO staff members. SPO's regional offices mobilized about 400 delegates, who represented over 300 partner civil society organizations at the Forum. SPO Sindh and the National Centre, in particular, made important contributions to the organization and success of the WSF. SPO's National Centre, with the help of regional offices, organized several programmes in the Forum. Prominent among these were a conference entitled "Beyond Borders" that deliberated upon important national and international issues such as Kashmir, labour rights, and globalization. Other activities that SPO organized included a seminar on "The Situation of Rights: Where We Are -Where to Go", a rally by the SPO supported South Punjab NGOs Forum on "Violence against Women", and a rally for peace by SPO supported civil society networks.

The NWFP Government introduced the draft *Hasbah* Bill in 2003. The Bill was debated as a major issue during 2005-2006. Civil society organizations rejected the Bill as a violation of human rights because it authorized the *Muhtasib* (Ombudsman) to violate the privacy of the common people. In July 2005, the Bill was passed in the Provincial Assembly due to a ruling party majority. In order to sensitize the general public about the law, a series of awareness meetings and seminars were conducted by Resistance against *Hasbah* Bill, a group of organizations in NWFP. SPO NWFP played a very active role in mobilizing support for this group. It produced the text of a leaflet that highlighted civil society concerns on the Bill, and produced newspaper articles to create awareness on its possible consequences.

In 2005-2006, various district-based CSNs undertook campaigns on a variety of themes and issues including health, education, human rights, agriculture, natural resource management, and women's empowerment.

SPO was elected in 2004 to serve as the Secretariat of Pakistan NGO Forum (PNF) for two years. This is a national network of NGOs and CBOs working to create an enabling environment for NGOs in the developmental sector and to discuss the core issues that directly affect the citizens of Pakistan. During 2005-2006, PNF, in accordance with its

mandate, selected “Provincial Autonomy” as the core issue for a series of dialogues to gather the opinions of various stakeholders in civil society. The dialogues were organized and conducted in the major cities of Pakistan and were successful in generating the interest of civil society, especially in the context of Balochistan. A report of the dialogues was later published to share the findings with a wider audience.

The Pakistan Coalition for Education (PCE) is a network of NGOs working on education. It oversees various developments in the delivery of education from the citizens’ perspective, and is supported by the Commonwealth Education Foundation. SPO hosted the Secretariat of the PCE. In 2005-2006, the PCE and the Sustainable Development Policy Institute (SDPI) held a series of five workshops across Pakistan that addressed the problems, challenges and future in various areas of education. SPO also facilitated the Ministry of Education’s National Education Policy Review Team in national consultations on education in Multan and Turbat/ Kech.

A number of campaigns and events were arranged in 2006-2007 by SPO and partner CSNs:

1. A one-day seminar on the “Education Scenario in Balochistan in the Perspective of the Millennium Development Goals” was organized. Representatives from the public, private sectors and civil society participated. 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 also aimed to identify ways to cope with the challenges of achieving the targets by 2015.
2. To mark the anniversary of the Earthquake that struck the country on 8<sup>th</sup> October 2005, SPO and its partner networks conducted a seminar on disaster responses from civil society organizations 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 other organizations shared the “National Disaster Management Framework” developed by the National Disaster Management Authority.
3. 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 issue of a lack of trust in society between the government and people, along with other political and ethical issues.

4. 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 construction company from UAE. With this development, local fishermen would lose a vital passage to the open sea, which would have a negative impact on their livelihood. Also, the coast of Karachi would be deprived of mangroves nurseries and natural cyclone barriers. Naseer Memon provided facts and figures of the losses on fisher folk and the overall environment of the province.
5. 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 of the past. . 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 theatre and drama in spreading awareness.
6. SPO Lahore organized a dialogue on the “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. An 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.
7. A dialogue was organized in Karachi on “Karachi: Vision 2030” in which socio-political, physical infrastructure, and human development issues were discussed. Speakers analyzed the vision for Karachi as defined by the Government and analyzed its pros and cons.

8. 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, Human Rights Commission of Pakistan (HRCP) chaired the dialogue, whereas Mr. Imtiaz Alam, Secretary General, SAFMA, Mr. Harris Khalique, CEO, SPO, Mr. Peter Jacob, Secretary, NCJP and Ms. Farah Zia (Editor, The News on Sunday) were among the panellists.

Planning and review exercises took place during 2007-2008 with all the 44 CSNs that SPO had been supporting. The CSNs were then monitored in relation to their work plans. Assistance was provided to help networks to improve their reporting and documentation skills. The monitoring conducted reflected that the networks achieved satisfactory progress. All CSNs received consultation and technical assistance in order to carry out their activities effectively. Exchange visits for CSNs of Balochistan were conducted. Civil Society Networks’ campaigns, particularly in the districts of Noshki, Mastung, Sibi, Naseerabad, and Turbat were delayed because members were engaged in relief activities following the cyclone and flooding in the second half of 2007.

During 2007-2008, SPO supported networks engaged with the electoral processes at the grass root level. The networks advocated electoral reforms, democracy and good governance, peaceful and transparent elections, and lobbied for an independent Election Commission and enhanced women’s participation. They raised public awareness and participated in long term and short term election observation exercises. All the networks were active in the campaign to restore the senior judiciary dismissed arbitrarily by the Musharraf Government. They supported the lawyers’ movement and other civil society movements, to raise their voice against state brutalities and dictatorial measures against the democratic rights of the people. Network members in NWFP had been actively engaged with the peace movement that emerged in response to growing religious extremism, intolerance and violence. On June 23rd and 24th, 2007, the coastal areas of Pakistan were hit by the tropical cyclone Yemyin. Three offices of SPO were located in the severely hit districts, namely Kech (Turbat), Sibi, and Gwadar. SPO’s Civil Society Networks and partner organizations in the affected districts were all involved in the relief efforts.

At the national level SPO remained an active member of the influential Islamabad based network of civil society organizations and concerned individuals, the Human Rights Network or *Insani Haqooq Itehad* (IHI). From early 2007 to the end of 2008 the IHI Secretariat was housed

in the SPO National Centre. The network held a number of street demonstrations, seminars and press conferences, and issued press statements in response to current social and political developments. Main issues taken up were violence against women, religious extremism, free and fair elections and restoration of democracy, freedom of the press, and re-instatement of the arbitrarily dismissed Chief Justice and other senior judges.

During 2007-2008, PCE launched a wide ranging campaign to obtain and disseminate the perspectives and suggestions of educationists, members of civil society, development workers, teachers, parents, children, and community members on the Draft National Education Policy 2008. The outcomes of the consultations were shared with government representatives and decision makers in Parliament. It also held dialogues with policy makers, parliamentarians, politicians, and other important stakeholders to share ideas and perspectives on the White Paper on Education issued by the Government.

PCE conducted two research studies namely "Financing of Education in Pakistan" as part of a regional initiative covering ten countries of Asia and the Pacific region and "Education Devolution - Myths and Realities in Pakistan." Policy papers on "Privatization of Education" and "Standardization of Education in Pakistan" were published. PCE actively participated in the Global Campaign for Education and celebrated Literacy Day.

During 2008-2009, the *Hasbah* Bill was again under discussion, and the NWFP (now Pakhtunkhwa) government was strongly in favour of approving the Bill. The Bill discriminated against women. SPO organized events and dialogues to build pressure against the proposed arbitrary legislation and raised the issue at various levels. SPO protested in front of the Supreme Court, where the fate of the Bill was to be decided. Pressure from civil society outside the court and across the country was so great that the proposed Bill was withdrawn.

In 2007, the Ministry of Social Welfare and Special Education, with input from the Charities Commission of England and Wales, developed a Code of Conduct (CoC) for NGOs. The code aimed at regulating civil society organizations. SPO National Centre initiated discussions around the code and its implications during 2008-2009. NC also provided guidance to the regional offices in developing their opinion on the issue. SPO in several meetings represented the civil society perspective to brief CIDA-PSU, DFID and the British High Commission, and government officials.

The campaign initiated by SPO ultimately compelled the Ministry to withdraw their decision to implement the Government's code.

During 2008, SPO played the role of an advocator at the federal and provincial levels for electoral reform when the elections were approaching. It participated in protests that were staged outside the Election Commission office in Islamabad. The major demands during the protests were establishment of an independent and fair Election Commission, inclusion of missing voters in the electoral lists, action against the ban on women in parts of Pakhtunkhwa and some other areas for participating in the elections, pursuance of the code of conduct by candidates and political parties, and some other demands. SPO successfully influenced the development process by engaging at different decision making forums, such as the NEF, IUCN, PNF, IHI, NDMA, APHR, PCE, and SINDH-NET.

Similarly, during the National and Provincial Elections in February 2008, community activists in SPO supported networks were active in mass mobilization, with a focus on the participation of women and minorities in the electoral process. The networks were part of many mobilization campaigns, and were involved in the Free and Fair Elections Network (FAFEN) and Pakistan Coalition for Free and Democratic Elections (PACFREL).

SPO had provided office space to the national Secretariat of the Pakistan NGO Forum (PNF). From this platform several initiatives were taken to safeguard the interests of civil society organizations of Pakistan during 2008-2009.

There was expressed support for SPO's capacity building strategies and the role SPO could play in community mobilization for the reconstruction of houses in the earthquake affected areas. SPO's experience and reputation as a national organization made it part of the "Project Steering Committee" of the National Disaster Management Authority. SPO was the only national NGO that was part of this body. Under the ambit of the NDMA, SPO was to assist and advise the authority in all aspects of disaster risk management, from mapping to implementation of relief and rehabilitation. The government and the UN had shown an interest in SPO as a medium for meeting their objectives regarding capacity building in the earthquake affected areas. In 2008-2009, SPO was selected as a trainer by ERRA to train 650 social mobilizers who had been working for village reconstruction in the earthquake affected areas.

SPO housed the Secretariat of the Alliance for the Protection of Human Rights (APHR) in Peshawar. This network was an outcome of the movement initiated to organize resistance against the *Hasbah* Bill introduced by the MMA government in Paktunkhwa. The network comprised Aurat Foundation, SPO, HRCP, Human Resource Management and Development Centre (HRMDC), Khwendo Kor, Sungi Development Foundation, Alnoor Foundation, and Shirkat Gah. The objective of the network was to raise a voice against violations of human rights, highlight the social and economic inequities and injustice in society, and to strengthen the movement against social injustice.

SPO was also a member of Gender Voices a Pakhtunkhwa based network that aimed at developing appropriate strategies and approaches through sharing information and experiences for GAD. The network had been successful in expanding its membership from four to ten provincial level organizations. SPO, as an active member of the network built the capacity of the members of the network as well as other small organizations of the province.

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

SPO Multan provided space to the Secretariat of the South Punjab NGOs Forum (SPNF), which represented 450 civil society organizations and is worked on ending violence against women in 13 districts of south Punjab. SPNF trained partner organizations in gender equality and sensitization of communities for combating violence against women. The forum had been very involved in documenting cases of violence and pursuing them at community level. They took action to provide legal aid to women victims and helped resolve hundreds of cases of violence against women from south Punjab.

## **Institutional Strengthening of SPO**

### ***Building SPO***

#### **Funding Partners**

On 25th June 2004, SPO and RNE signed an agreement under which RNE agreed to support SPO's interventions in Balochistan. The RNE



approved support was PKR 183 million for five years, starting 1 January 2004. In 2003-2004, SPO submitted a request to CIDA for funding for its NWFP, Punjab, Sindh, and National Centre programmes for a period of three years (2005 to 2007). SPO's remaining budget, worth PKR 230.39 million, was to be arranged from other sources in order to support social sector project funding, the programme costs of the Karachi, Lahore and D.I. Khan Offices and the fifth year budget of the consolidated SPO Programme. In this context a proposal to SDC was submitted for D.I. Khan. SPO on behalf of all five RSDP partners submitted a joint proposal to the European Commission.

Keeping in view, SPO's Vision, Mission and strategic objectives, SPO continued to build new partnerships to maintain and broaden its scope of work both in programmes and geographic areas. In addition to the agreed core programmes with two 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 during 2006-2007.

### **Strategic Planning**

In the year 2006-2007, the development of a Strategic Plan for 2008-2009 to 2012-2013 was initiated through consultative workshops with partner organizations and representatives of different key stakeholders at each regional office and the National Centre. The process was steered by the Programme Advisor based at the National Centre with support from the Programme Specialist – Planning and Reporting. A consolidated report was presented to the Board. This was followed by a formal brainstorming exercise moderated by an external facilitator. The session concluded with some recommendations by Board members, such as increased human resource development of SPO staff, special focus on rural development and poverty alleviation, a detailed poverty map to plot high priority areas of intervention, focus on qualitative improvement of the existing districts, advanced training on leadership and intellectual skills, and increased political education and programmes linked with good governance. The Board also formed a committee of three senior SPO officials led by the CE to work on the recommendations and develop them into a strategic document to be converted into a business plan.

### **Programme Reviews**

The Programme Advisor prepared an audit manual to facilitate the audit function. The document detailed the types of audit that SPO should

undertake for its programmes so that it could define and assess its own maturity and that of its partner organizations, and also be able to maintain an overview of the implementation of its programmes. The audit manual was presented and approved at the SMC meeting held in Islamabad in September 2006.

### **Joint Mid-Term Review of SPO's Core Programme**

In the year 2007-2008, CIDA and the RNE, jointly planned a mid-term review of SPO for their core programmes. RNE had been supporting a four-year programme (2004-2008) for good governance in the Balochistan while CIDA had funded SPO programmes in NWFP, Punjab and Sindh (2005-2008). The Mission report summarized its findings stating that despite the problems with measuring the efficacy of its work and the issue of attribution, the mid-term review Mission felt that SPO had played a critical role in capacity building of institutions working at the village and Union Council level, and support for these organizations has helped to contribute to local development. Furthermore, small NGOs and CBOs have been growing across Pakistan in the last few decades. Support to these organizations should be continued, despite the difficult challenges that SPO is likely to face in some parts of the country.

### **SPO and Terrorism**

During 2007, two SPO offices faced terrorism - the D.I. Khan, Permanent Office and Battagram, Project Office. In September 2007, D.I. Khan Office was attacked in an act of terrorism, in which the staff was beaten up, property was damaged and vehicles were taken away by the assailants. The temporary project office of SPO for the rehabilitation services in Battagram was blown up on 30 October 2007 at 2:00 am in the morning while the staff was asleep. The blast was of such intensity that the residential facility is heavily damaged. Two of the staff members were critically injured with head wounds. No group or individual claimed responsibility for both incidences. The Board, after reviewing the situation and consulting the management and field staff, decided to continue its work but decided to take extra security measures while implementing programmes in the field.

### **Long Term Strategic Planning 2008-2009 to 2012-2013**

The long-term planning for the forthcoming phase began with stakeholders' workshops at Regional Offices, the National Centre

and the Board in 2007-2008. Further discussions through written suggestions followed the process on both the internal and external Vision. Under this strategic plan, SPO planned to broaden its partnership base through mobilizing local institutions, which included monitoring committees, school management committees, *Masalihati Anjumans*, *Insaf Committees*, relief groups, and multi-stakeholders' networks . In a systematic way a partnership with political workers at the district would help SPO to promote its rights-based agenda in the main political arena. The plan would facilitate rights-based organizations that were mobilizing communities and working for awareness on rights, to play a more active advocacy role, while CPI trainings, which included in-depth support for developing systems and management to meet standards and requirements of funding agencies, would be organized for service delivery organizations.

After the approval of the Strategic Plan, the plan for new programme areas was also developed by using a RBM approach and approval was obtained from the Board of Directors for four major programmes:

1. Democratic Governance Programme.
2. Social Justice Programme.
3. Peace and Social Harmony Programme.
4. Institutional Strengthening of SPO.

### **Proposed Programme 2009-2013**

In order to reach out to the marginalized sections of society, a baseline study was conducted by SPO in 2008-2009. The process began with a review of the proposal and development of a data collection framework. The framework listed data collection indicators and methods against proposed Programme Impact and Outcomes thematically related to one of the four new programme areas, viz. Democratic Governance, Social Justice, Peace and Social Harmony, and Institutional Strengthening of SPO.

A tremendous amount of preparatory work was required to get the new programme off the ground and it was not until January 2009 that the new programme was in operation. New training material was prepared to support the training of SPO clients in human rights, democratic governance, violence against women and advocacy. Whereas,

existing training manuals on organizational management, gender and development, and financial management were refined to meet the needs of the new programme.

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

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

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

During 2008-2009, SPO received two certifications. In one case SPO was assessed on the Institutional Management Indicators of USAID under its Certification Programme undertaken by NGORC, AKF. The Third Party Validation undertaken by AKF certified SPO under the Institutional Management Capacity Program (IMCP). In the second case, the Pakistan Centre for Philanthropy (PCP) certification was concluded.

### **Institutional Progress under the New Phase**

SPO’s new programme phase evolved new structures, roles and built new capacity. With the operation of the new plan, “Reaching out to the Marginalized,” major improvements were made in the system, structure, and staff to facilitate the programme.

SPO engaged an institutional development specialist in 2008-2009 to conduct an assessment of its management capacity. In response to the findings of the assessment, a new organizational structure with more

decentralized responsibilities was established. . The sub-regional offices in Lahore, Karachi, D.I. Khan and Turbat were provided the capacity to become complete regional offices with independent responsibility for management, while geographical areas were redefined between SPO regional centres. The staff of the organization was also revised and new positions were created at programme, middle, and higher management level. Existing staff members were re-positioned, keeping in view their skills, qualification, and experience. The features of the new structure were:

The position of Chief Operating Officer was created to supervise the programme implementation from all eight centres and also the special projects.

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

### **Monitoring and Evaluation**

In 2008-2009, the Monitoring and Evaluation framework was developed based on the findings of the baseline study. The log-frame was revised and shared with stakeholders and finalized. The Performance Management Framework (PMF) was also created. This document tracked performance with exact data sources.

## **Governance and Management**

### **General Body and Board of Directors**

During 2004-2005, four meetings of the Board of Directors and one Annual General Meeting took place. Major decisions in these meetings included:

1. Members proposed that a survey be conducted of six major cities (provincial headquarters) and SPO offices to decide a strategy to engage in urban and coastal areas.
2. Members approved the Annual Report for the period 2003-2004.
3. Members decided that a study should be conducted to compare SPO and its programme with peer organizations.

In 2005-2006, four meetings of SPO's Board of Directors were held along with a mandatory Annual General Meeting (AGM). The General Body and Board continued to play their supervisory role by monitoring progress made by SPO in various areas, including financial management. M/S Ford Rhodes Sidat Hyder and Co. was the appointed auditors for the next year. The Board approved the appointment of the SPO Audit Committee, comprising the Internal Auditor, Dr. Tufail Mohammad Khan, and Mr. Naseer Memon as members.

Considering the difficulties expressed by Prof. Dr. Karamat Ali in continuing as Chairperson of SPO, the Board accepted his resignation during 2005-2006. Ms. Sadiqa Salahuddin was proposed as the interim Chairperson, and this was seconded by the other Members (She was later unanimously elected Chairperson of SPO at the AGM in 2006). Ms. Salahuddin is an active member of Pakistan's civil society and is well known for her capacity building work for grassroots civil society initiatives, their networks, district governments, provincial NGO networks and NGOs.

During 2006-2007, four meetings of the Board of Directors and one Annual General Meeting took place. Major decisions included election of the thirteen Board Members, election of Ms. Sadiqa Salahuddin as Chairperson and Mr. Naseer Memon as Vice Chairperson for three years, and the appointment of Mr. Harris Khalique as the Chief Executive for three years.

In the year 2007-2008, four meetings of the Board of Directors and one Annual General Meeting took place. Some of the decisions were convening of a separate session to review the CE's paper on Important National Issues to determine SPO's role in the changing political situation of Pakistan, approval of the Strategic Plan for the period 2008/9 to 2012/13, approval of the next five years (2008-09 to 2012-13) proposal.

During 2008-2009, four Meetings of the Board of Directors and one Annual General Meeting were held. Major decisions included:

1. The Members resolved to condemn the brutal act of burying alive of the five Baloch women.
2. It was decided that membership criteria shall be amended to include one Member from FANA/AJK in the Federal Capital Area Members of the General Body.
3. It was decided that the selection of districts should be ensured with careful consideration of relevant demographic composition.
4. The Members decided that SPO would commission a tracer study to document the impact of its interventions that help in nurturing civil society organizations such as "Ladies Social Welfare Society."

### **Senior Management Committee (SMC)**

During the period 2004-2005, four Senior Management Committee meetings took place. Major decisions included:

1. The Members constituted a committee to conduct a survey of urban areas including Quetta, Hyderabad, Karachi, Lahore, Multan and Peshawar. The committee's task was to focus on SPO's interface with the urban communities.
2. The Members approved thirteen policies and procedures with few amendments. It was also decided that there would be no exit strategy for programme engagement with POs, however, careful planning of future initiatives should take place.
3. It was decided that the Programme Support and Programme Planning and Audit Sections would jointly revise the quarterly reporting format and share the final compiled version. Regional

Centres would be the reporting centres for respective regional programmes and their reports should reach the Programme Support Section at the National Centre.

4. The Members decided that a careful assessment should be conducted to determine and finalize thematic engagement with political parties.
5. The Members endorsed an SSF project worth Rs. 0.5 Million to construct houses for the affected under the head of infrastructure support.

In 2005-2006, four Senior Management Committee meetings were held. Decisions taken included:

1. Constitution of a Committee for assessment / possibilities of engaging with political parties in different thematic areas that would share its report in the SMC scheduled for October 2005.
2. The Programme Support Section would develop selection criteria and guidelines for the next stage of support and providing technical assistance to the CBOs at an advanced level.
3. The strategy papers on Capacity Building for Governance, Civil Society Networks and Social Sector Funding to be shared at the SMC scheduled for December 2005.
4. The Members approved the procurement of premises worth Rs. 8.0 Million for the Hyderabad office.
5. A workshop on Disaster Preparedness and Response would be conducted in the first week of July 2006.

During 2006-2007, four Senior Management Committee meetings took place. In these meetings, Members approved the first draft of the audit manual, and decided that the Manual on "Violence against Women" should be shared with all the regional offices. It was also decided that SPO's Education strategy would be shared by 30 June 2007. Four Senior Management Committee meetings were held in 2007-2008 and it was decided that SPO would develop a capacity building proposal for the forthcoming elections.



In 2008-2009, four Senior Management Committee meetings took place. During these meetings, Members decided that:

1. The Committee constituted by the SMC would develop and share the draft Emergency Programme Policy by the next SMC.
2. The Programme Manual would be developed during the quarter of October-December 2008.
3. Awareness raising / advocacy campaigns on human rights issues shall be launched through the CBOs/CSNs.
4. The Committee comprising of Regional Head/Regional Programme Manager, Programme Staff and the Finance and Admin. Specialist/Officer in each region would review and approve the *Choti* Funding projects for human rights advocacy campaigns.
5. SPO would work with those political parties which fulfil the following criteria:
  - a) Believe in the electoral process.
  - b) Manifesto matches or closest to SPO's Vision/Mission.
  - c) Believe in democratic values.
  - d) Non-sectarian.
6. SPO would engage with any of the existing civil society networks, such as networks based on agriculture, and peace.
7. Education and health would be the primary areas for policy campaigns and after discussions with the programme staff, specifics would be determined for yearly campaign stages.

The Members also approved the revised versions of the SPO policies and procedures to be applicable from 1st July 2009.

### **Programme Review Meeting**

Two Programme Review Meetings were held in January and May 2004. All programme staff shared information about their activities and discussed solutions to various issues. Major issues discussed related

to general administration, finance, human resource management, civil society networks/PDCs, SSF projects, gender and capacity building for good governance, education, and programme planning.

### **Team Development**

A major strategic staff capacity assessment exercise in conjunction with the review of SPO administrative policy and practices engaged SPO's Board and staff in the head office and regions during 2004-2005. Two major results were achieved. Firstly, various functions and policies related to human resource and administration were streamlined. Secondly, exchange of roles and transfers of staff members on positions that would suit the institution's changing needs was planned, which was to be executed from July 2005.

SPO's Human Resource section developed a comprehensive Human Resource Development (HRD) Plan for SPO employees, which covered both individual training and collective staff development needs. Six one-day, in-house staff development programmes were organized during 2005-2006, which focused on improving various aspects of programme delivery. These events provided staff members opportunities to keep themselves updated on other programmes, activities and targets. In addition, various individual staff members were sponsored to avail external capacity building opportunities.

In 2005-2006, SPO's Human Resource and Administration Section developed and implemented the following policies after obtaining approval from the Board of Directors:

1. Information Technology (IT) Policy.
2. Anti-Harassment Policy.
3. Code of Conduct/Conflict of Interest Policy.
4. Equal Opportunity and Affirmative Action Policies.
5. Hiring and Termination Policy Amendments.
6. Financial Policy.

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) in 2006-

2007. Based on performance evaluation, the HR unit in consultation with LUMS designed a comprehensive training package, which was specifically 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.

A seven day TOT on Disaster Preparedness and Management was also conducted during 2006-2007. The TOT focused on gender sensitive and community-centred 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.

SPO has been consistently building the capacity of its staff in management and development. During 2006-2007, specific development needs of the staff were identified and prioritised through a formal assessment. In addition, new staff underwent different trainings and exchange visits within and outside SPO to gain skills relevant to their positions. A number of staff trainings were conducted with the support of the Rural Social Development Programme (RSDP), which supported SPO on behalf of the European Commission (EC).

The new programme created a need to have efficient human resource management systems. During 2007-2008, the human resource section remained engaged with professional consultants who advised SPO on developing Human Resource Management System (HRMS) standards to meet the requirements of the new programme. Existing recruitment and staff policies, together with the compensation plan, was revised and established during 2008-2009. By the year 2008-2009, SPO was managed by 22 policies. All policies and procedures concerning procurement and administration were revamped and implemented.

### **Finance**

During 2004-2005, SPO's balance sheet footing was of PKR 42,312,015. The owned assets remained PKR 30,662,151 at book value. Grants/other income on 30th June 2005 were PKR 131,925,040. The operating expenses were of PKR 138,219,585.

The total grants received in 2005-2006 were PKR 152,127,772 and the company's balance sheet footing was PKR 76,685,485. Owned assets of

the company became PKR 56,200,412 at book value. SPO's operating expenses for the year were of PKR 138,821,927.

In 2006-2007, fixed assets remained at PKR 61,199,793 including freehold land, building on freehold land, electrical appliances and equipment, vehicles, computer equipment and furniture & fixtures. SPO's balance sheet footing was 106,830,779. The operating expenses remained at PKR 149,333,972. Grants/donations received during the year were PKR 174,556,921.

During 2007-2008, owned assets at book value became PKR 55,251,196. The total grants/donations received in the year were PKR 219,367,742 and the operating expenses during the year were PKR 216,104,988.

At the end of the fiscal year 2008-2009, the tangible fixed assets (property, plant and equipment) of the organization remained at book value of PKR 52,435,906. The operating expenses were PKR 209,426,327. Total grants/donations received were PKR 230,455,898. The company's balance sheet footing was PKR 212,722,864.

### **Administrative Decisions**

For a long time SPO owned only a single office premises in Turbat, which was constructed with support from the Embassy of Japan. During 2006-2007, three more offices were procured at D.I. Khan, Hyderabad and Multan.

### **Communication**

Another landmark development in SPO's communications during 2003-2004 was SPO's website. Although the organization had been maintaining a website for several years, major changes were needed to reflect the professional and progressive non-profit nature of SPO. Besides information on the organization's Vision, Mission, values, programme areas, and offices, it contained case studies of SPO's many beneficiaries from the field, along with detailed reports on recent trainings and social events.

The SPO information technology section was strengthened in 2008-2009 by acquiring new systems and using the latest technology to enhance communication between SPO Regional Centres. New software was procured and staff members were trained for operating the software. The website was redesigned and upgraded in order to make it consistent with the new programme.

## Publications

In 2003-2004, SPO published four posters and two booklets in Urdu under the Gender Equality Project. The objective was to disseminate information and create awareness about gender issues in society. A booklet "*Zaban Kay Zakhm*", written by famous columnist and fiction writer Zaheda Hina, was published under the same project. This publication is an authoritative script on the portrayal of women in Urdu literature from the eighteenth to the twentieth century. It presents an astonishing analysis of the literati as well, whose writings caused immense social and economic suffering for women of the Indian subcontinent, which continue even today.

Another inspirational work undertaken by SPO during the year was the publication of a long poem by well-known poet Fahmida Riaz, "*Jub Tum Ney Pehla Saans Liya*" (When you took your first breath). Based on a moving rendition of events that have shaped the destiny of the women of today, the 30-page booklet was artistically decorated with illustrations.

A major output during 2003-2004 was the publication of SPO's discussion paper series in Urdu. Six papers had been published in English in the previous year. In response to great demand, SPO decided to publish these papers in Urdu as well. Some of the most recognized literary figures translated the papers into an easy-to-comprehend style, which drew high praise from readers. The Asia Foundation selected three papers from the series for mass distribution at 52 public dialogues across Sindh and Punjab under its Democratic Support Project. More than 26,000 copies of the papers were distributed among rural men and women for greater awareness on gender, identity and education issues of the country.

SPO completed ten years of its existence on 15th January 2004. To commemorate the occasion, a diary was published that was distributed among the participants of the anniversary celebration held in Islamabad. As a tribute, detailed profiles of those who had been working with the organization for a decade were included in the diary.

Apart from different training manuals and promotional material, an important publication produced in 2005-2006 was "SPO - A Brief History" compiled by Bilal Naqeeb. This publication captures an overview of SPO's first ten years from 1994 till 2004.

SPO published a discussion paper in 2007-2008 on “Challenges and Opportunities in the Post TRIPS Era for Pakistan - An Overview of Amended Pakistan Patents Ordinance 2000.” The paper was written by Mr. Asim Gulzar during his studies at the School of Oriental and African Studies (SOAS). Mr. Asim Gulzar reviewed and further refined it for SPO’s stakeholders.

### **Development Resource Centre (DRC)**

During 2008-2009, SPO Development Resource Centres across all offices were equipped with audio/video material. New books were also acquired to enrich the existing library. In order to meet the demands of the new programme a communications plan was developed and put into practice. A huge variety of material, leaflets, booklets and posters were generated and made accessible to a wide variety of people. A web based library system for DRC management at national level was initiated.

### **Special Projects**

#### **Ammal Project**

In 1998, SPO joined hands with Frontier Education Foundation (FEF), DFID, and its management agents, the British Council, to initiate a non-formal education program in the remote areas of D.I. Khan in southern NWFP. SPO started this initiative under the project name “Ammal”. After August 2001, SPO continued the Ammal Project using its own limited resources. In 2003, the Swiss Development Corporation (SDC) agreed to contribute to support and strengthen the existing 38 non-formal schools. SPO’s continued efforts were rewarded by a milestone achievement in May 2004, when the Government of NWFP accepted the Ammal schools for mainstreaming in the overall educational infrastructure of the province.

In order to quantify the actual needs of the district, SPO conducted a survey of 30 Union Councils in remote and marginalized areas. It was found that 60 more villages in all three *tehsils* were in dire need of education and adult literacy programmes. Through a detailed planning exercise based on available data, SPO developed a three-year plan to establish and support 25 new schools with SDC’s financial assistance.

## Development Research

SPO has had a continued presence in district Kech of Balochistan, most notably through the Village Education Programme (VEP). Interventions in the area have been acclaimed and owned by the local people. During 2003-2004, an evaluative study on SPO's ten-year intervention in Kech was planned and conducted. The study was concerned about the change that had occurred in the lives of women in the district since VEP was introduced in 1993. The study recorded the direct impact of interventions and also traced changes that occurred at the societal level in attitudes and perceptions regarding women and empowerment.

## Supporting Democratic Development in Pakistan (SDDP)

The Supporting Democratic Development in Pakistan project was conducted by SPO and other organizations in partnership with The Asia Foundation (TAF) from November 2003 to August 2004. During this project, large-scale public forums were arranged in 16 districts of Sindh and 34 districts of Punjab. The forums mobilized the people to express their opinion on issues they faced and that were preventing the democratic development in the country. The forums covered three major themes: poverty, access to justice and peace.

## Understanding Pakistan Conference

The most significant dialogue event arranged by SPO during 2003-2004 was a national conference entitled "Understanding Pakistan". The objective of this event was to discuss some of the central issues existing in the present socio-economic and political scenario of Pakistan. It also aimed at fostering an understanding of and creating a body of knowledge on modern day Pakistan. The conference was organized in Islamabad on 28th June 2004, in conjunction with celebrations marking SPO's tenth anniversary. Besides eminent scholars, thinkers and social scientists, more than two hundred people participated. The conference consisted of three sessions on the themes of Globalization, Economy and the State of Social Development in Pakistan, Pakistani Identity, Culture and Development, and Geo-Political Situation of Pakistan. The speakers analyzed various challenges reducing the pace of development in the country and suggested solutions. An exhibition of paintings on gender issues by renowned artist Khuda Baksh Abro was also held.

## Multiple Indicators Cluster Survey in Sindh

The Planning and Development Department of the Government of Sindh conducted a household survey based on the Multiple Indicators Cluster Survey (MICS) methodology of the United Nations Children's Fund (UNICEF) to collect information on key social indicators in the province in 2003-2004. SPO worked on the project with the assistance of UNICEF. The purpose of the survey was to establish a baseline of the socio-economic status of districts at the beginning of the decade, before the Devolution Plan took effect. The survey included 650 rural sites of 16 households each, and 223 urban sites of 12 households each. About 500 households were visited in every district.

## Response to the Earthquake 2005

In the history of Pakistan the year 2005 will be remembered as the Year of the Earthquake. Immediately after the Earthquake, SPO collected goods from across the country and sent them to the affected areas. Thirteen truckloads of relief items were sent to the affected areas of Muzaffarabad, while an emergency relief team was dispatched to regions in the North West Frontier Province. Relief camps were set up in Muzaffarabad, Basham and Mansehra to facilitate and strengthen relief efforts in these areas. SPO offices in Lahore, Karachi, Quetta, Peshawar, Multan, Hyderabad, D.I. Khan, and Turbat collected relief goods in their respective cities. SPO offices in the rest of the country also contributed to the relief efforts in the affected regions. SPO Punjab collected Rs 7 million for relief activities. Likewise, the SPO office in Quetta collected a significant amount of relief goods and funds for distribution amongst earthquake survivors.

The first stage in any emergency relief process is building effective coordination with other organizations. Fortunately, in Shangla, SPO had already been working in collaboration with 16 other organizations. In the post-earthquake period, this network proved to be extremely useful in facilitating speedy relief and recovery efforts in the area. With the help of these organizations, SPO was able to collect statistics related to the damage, and distribute relief goods to 100 different villages in the region. By December 2005, SPO had set up a temporary office in Shangla to continue relief activities. In January 2006, the United Nations Development Programme (UNDP) gave SPO the task of distributing iron sheets for roofs in four Union Councils.



Mansehra was also one of the badly affected areas of NWFP. With the help of volunteers, SPO initially set up a temporary office there and distributed relief goods to 60 villages in the region. Medicine, warm clothing, and food were provided to over 1000 survivors in local hospitals in Mansehra. Alongside these relief activities, SPO disseminated information about the needs and conditions of the earthquake survivors to international volunteer organizations working in the affected areas.

At a later point in the relief effort, SPO moved its Mansehra Office to Battagram, another area devastated by the earthquake. Save the Children US gave SPO the task of providing educational facilities for children in the region. SPO set up 50 schools in the area where over 2,000 children were enrolled as students. Parent-teacher associations were also formed to involve the community and thereby provide a complete educational experience for the children. Another 100 centres were set up to facilitate sports-related activities and health awareness programmes for children. In collaboration with Oxfam, SPO also launched a scheme through which four Union Councils in Battagram were provided building material for houses. By April 2006, 500 households had already received roof tops (iron sheets), wood, and other building materials.

At three hospitals in Peshawar, SPO set up coordination desks to ensure that proper medical care was provided to the earthquake survivors admitted there. The hospitals included Khyber Teaching Hospital, Hayatabad Medical Complex and Lady Reading Hospital. The coordination desks also proved helpful for other organizations working for medical relief at these hospitals.

Thousands of children lost their lives in the earthquake. Those who remained were psychologically and emotionally scarred by the horrific tragedy they had witnessed, some were also physically disabled by the earthquake. With the help of international organizations like UNDP, SPO carried out numerous counselling sessions with children living in camps in different regions of Muzaffarabad. A particular focus of the psychologists was to enable the children to return to routine life by rejoining school and participating in outdoor activities like sports.

SPO set up an Earthquake Information Cell at its Islamabad office. The purpose of this cell was to disseminate information about the activities undertaken for emergency relief, and to update organizations about the current needs of the earthquake survivors.

A directory of relevant contacts was also compiled, providing information about government agencies and national and international organizations working for relief and rehabilitation in the quake-affected areas. Contact information about transport companies in Rawalpindi and Islamabad was also included.

SPO in collaboration with the Orangi Pilot Project Research and Training Institute Karachi, printed a booklet containing technical guidelines for the construction of safe and shock-resistant houses. The author of the booklet was renowned architect Arif Hasan. The booklet aimed at helping to avoid the preventable hazards of earthquakes in future.

On 6th February 2006, SPO and Church World Service (CWS) held a one-day conference in Islamabad to highlight and discuss the challenges to livelihoods and housing in quake-affected areas. The conference included two sessions in which livelihood issues and housing issues were discussed separately. At the end of the sessions, participants presented their recommendations for coping with the issues.

### **ERRA Housing Reconstruction Strategy**

In 2006-2007, an agreement was signed between SPO and UN-Habitat for the capacity building of Earthquake Rehabilitation and Reconstruction Authority (ERRA) partners in social mobilization for the ERRA Housing Reconstruction Strategy. SPO developed a user-friendly training manual in Urdu. 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 Centres (HRCs) of ERRA in AJK and NWFP. Moreover, these trainings supported the establishment of a formal shelter certification system.

### **Flood Relief for District Hyderabad**

During 2006-2007, 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 7,210 members of the community. Mosquito nets were distributed to prevent the outbreak of malaria.

## **Supporting Democratic Electoral Processes in Pakistan**

In partnership with UNDP in 2006-2007, 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 project 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, and a concluding 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 during 2006-2007. A total of 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.

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

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 were held to discuss models of federalism and identify approaches that could inform the issues facing Pakistan, particularly as they relate to Balochistan.

The discussions were on a national level 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 individuals who based on their own extensive experience in governance as former provincial chief ministers, government ministers, and policy and constitutional experts, were also able to provide useful information on structures, processes and options within federalism. The first roundtable was held on January 27<sup>th</sup>, 2007, and the topic for discussion was: "Accommodating Differences through Federalism". The issues 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 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 different sessions. The concluding roundtable focused on "Resource Distribution and Control of Natural Resources." The discussions were structured around 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*.

### **Short Term Projects**

SPO signed 21 new projects with different donors for relief and rehabilitation support in Balochistan, a multi-sector project in Azad Jammu and Kashmir and continued work with the Pakistan Poverty Alleviation Fund (PPAF) during 2007-2008.

### **New Project in Azad Jammu and Kashmir**

In 2007-2008, SPO went into partnership with Oxfam and the International Catholic Migration Commission (ICMC) to support its three-year programme based in three districts of Azad Jammu & Kashmir, in Muzaffarabad, Bagh and Neelum. Areas of work included livelihood and disaster risk reduction, gender and education, and district level disaster management plans.

## **Flood Relief and Rehabilitation in Southern Balochistan**

As mentioned earlier, the coastal areas of Pakistan were hit by a tropical cyclone in June 2007, with torrential rains over Balochistan and the province of Sindh. The torrential rains and flash floods brought havoc to these areas and caused a number of casualties. SPO conducted relief operations in the areas where water had receded and facilitated rescue operations in other areas with the government agencies. In order to respond quickly and effectively to disaster situation, SPO established a permanent Emergency Relief Fund.

In collaboration with Care Pakistan, Church World Service, Save the Children UK, Save the Children Japan, the Canadian High Commission, the Royal Netherlands Embassy, and the International Organization for Migration, SPO implemented a number of projects during the relief and rehabilitation phase in Balochistan, including food and essential items, livelihood support, and awareness sessions for disaster risk reduction and preparedness.

## **Election Observation Cell Report**

SPO set up an Election Observation Cell to monitor the General Elections 2008. In this context more than 3000 observers, including community volunteers, media persons and professionals were deployed in 95 constituencies of the National Assembly in all four provinces. Most of the corresponding provincial assembly seats, 177 in all, were also covered by the observation cell. A team of 15 professionals and volunteers based in the SPO National Centre gathered data directly from observers. The work of SPO in one third of the constituencies was covered and supported by FAFEN and PACFREL, two representative civil society monitoring networks, and the information generated by SPO was fed into the findings of both these networks.

The Cell collected and disseminated information on the law and order situation in and around the polling stations, voter turnout (including that of women), and observance of ECP regulations during the process. The reports were shared with national and international print and electronic media, political parties, civil society organizations, and research institutions. The summary of key findings is as follows:

1. General noncompliance of ECP regulations.
2. Status of women's participation and voter turnout in general.

3. Law and order situation.
4. Malpractices and rigging.

### **Special Projects in 2008-2009**

SPO managed 38 projects for a total of Rs 262.5 million. As of 30th June 2009, the total project portfolio consisted of 160 projects. During the reporting period 20 projects were completed, 18 were ongoing and 4 projects were in the pipeline. The post earthquake reconstruction projects in AJK and Northern Areas provided essential training to beneficiaries in key economic areas, such as livestock management, agricultural development, small community businesses and skills needed in a market based economy.

### **Internally Displaced Persons (IDPs)**

The militancy and military operation against the Taliban in different regions of Malakand division in Pakhtunkhwa produced the largest internal migration in the history of Pakistan. Within a short time it caused the displacement of about four million people from their homes. As a result, Internally Displaced Persons (IDPs) were forced to settle in formal camps or with host communities across Pakistan, especially in the districts of Mardan, Nowshera and Swabi. Realizing the seriousness of the situation, SPO provided relief and assistance to the families who were made insecure by the conflict during 2008-2009. SPO launched an assistance programme in Mardan District with the help of several humanitarian agencies, including Oxfam NOVIB and Care International.

### **Earthquake Reconstruction Programme**

Since May 2008, SPO implemented the project titled Earthquake Reconstruction Programme, a joint venture of SPO, Oxfam GB and the Canadian International Development Agency (CIDA) in districts Muzaffarabad, Bagh, and Neelum. The programme focused on health, education, livelihood, and disaster risk reduction in which gender is a cross cutting theme. The deprived and underprivileged were targeted with a view to address significant social issues like violence against women.

In district Muzaffarabad, SPO worked with Extremely Vulnerable Individuals (EVI) and Extremely Vulnerable Families (EVF) to improve their livelihood and that of the larger communities. The project

was based on advocacy of the Rights of EVIs/EVFs and marginalized groups. This project was supported by the International Catholic Migration Committee (ICMC). SPO continued its interventions in district Muzafarabad, Neelum, and Bagh through its earthquake rehabilitation projects.

## Reaching Out to the Marginalized 2009-2013

The year 2008-2009 saw the inception of the new programme phase of SPO. The thematic areas that emerged during this stage were Democratic Governance, Social Justice and Peace and Social Harmony. These programme areas address the contemporary reality of Pakistan if viewed in the backdrop of the events of 11th September 2001 in the US, and the ensuing War on Terror. Being an ally in this war, Pakistan faced enormous repercussions within its own borders. The shift of power from the military to the democratically elected civilian regime was a major political change in the country. In order to support democratic governance, SPO was occupied in mobilization of political parties, in which political workers were trained about democracy and human rights. To achieve multiparty cooperation for development, SPO succeeded in forming District Steering Committees in a number of districts across Pakistan. SPO's ambit of capacity building was increased by providing training about human rights standards, commissions and their relevance to democratic governance, collective management, good governance and development. Hence, Democratic Governance focuses on enhancing capacity of community organizations and public interest institutions through a rights-based education programme.

Through the theme of Social Justice, SPO intended to support mechanisms, chiefly in the public sector and those developed by civil society, in the areas of basic education, primary health care, and livelihood support to women.

To address the urgent need of peaceful coexistence between the diverse religious, racial, linguistic, and regional groups, SPO decided to make peace and harmony a priority. Under the component of Peace and Social Harmony, the outreach of local civil society networks supported by SPO was improved. These networks helped in spreading the message of peace and harmony in particular areas through different events and activities.

It is interesting to note how SPO linked the three previous programme areas i.e. Capacity Building for Good Governance, Social Sector Funding and Civil Society Networks Strengthening with three concepts in the most recent phase. The previous capacity building endeavours were expanded to focus on Democratic Governance. Social Sector Funding was linked to Social Justice and Civil Society Networks' outreach was



extended by making Peace and Social Harmony part of their agenda. In a sense, the programme areas from the last phase were transformed into the vehicle through which the new themes were to be achieved.

It is important to mention here that currently, SPO's programme is being supported by DIFD. Initiated in May 2012, "Strengthening Voice and Accountability in Pakistan, AAWAZ" is a five-year project that would benefit roughly nine million people in 45 districts of Punjab and Khyber Pakhtunkhwa provinces. The goal of AAWAZ is a stable, tolerant, inclusive, prosperous and democratic Pakistan, which meets the basic needs of its people and achieves the Millennium Development Goals (MDGs). Hence, the goals of SPO's current programme areas are now being achieved through AAWAZ.

## **Programme Areas**

SPO's programme areas during the phase 2009-2013 were:

1. Democratic Governance.
2. Social Justice.
3. Peace and Social Harmony.
4. Institutional Strengthening of SPO.

### **Democratic Governance**

During 2008-2009, SPO staff across Pakistan undertook a review of partnership plans with existing POs. The new partnership was extended to 248 partner organizations based in 23 districts of Pakistan. These organizations were engaged in the human rights and democratic training programme, and 744 representatives from the partner organizations acquired knowledge about human rights standards, commissions and their relevance to democratic governance, collective management, elements of good governance and equitable and sustainable development. In order to put the training into practice, 105 POs were provided financial and technical assistance to conduct awareness raising events in their respective communities. Grounded in issues that were highlighted in the human rights and democratic governance training, the POs conducted a variety of advocacy events, which provided forums for discussion and reflection on violations of human rights and good governance. These events were attended by over 50,000 people, including women, youth, minority groups, and media personnel.

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

One of the essential features of the engagement with political party workers programme is the formation of "District Steering Committees". The purpose behind these committees is to achieve multi-party coordination in order to solve the problems of social and economic development at district level. And 16 District Steering Committees were formed. In order to further facilitate these committees to propagate and take positions on development issues, technical assistance and professional advice was extended to organize Round Table discussions on primary health care, education, clean drinking water, environmental issues, sanitation, and governance. Women, youth, and minority groups were especially invited by the Steering Committees to participate the Round Table discussions. The Steering Committees provided a platform for diverse political parties to jointly address development issues in their area.

In 2009-2010, 39 clusters of 630 partner organizations were mobilized and engaged through rights-based political education programme. Activities consisted of two workshops on "Human Rights" and "Democracy and Good Governance." Almost 695 participants (of which 201 were women) were trained and benefited through 21 workshops on Democratic Governance, while 699 participants (178 women) were trained and benefited through 18 workshops on Human Rights.

A total of 736 POs were provided financial and technical support for the planning of advocacy events at the grassroots. Approximately 52,854 people including 41% women were sensitized on good governance. In 40 districts, the workers of selected political parties were engaged in the Political Education Programme. They were facilitated to form District Steering Committees and pursuing a local development agenda through these forums. Participants were trained through 20 workshops on Human Rights and by 15 workshops on Democratic Governance. About 107 events were conducted through the Steering Committees of political parties in the target districts.

A total of 29 Organizational Management trainings were conducted, with representatives from partner organizations, to increase their capacity to promote and establish sustainable, transparent, and accountable systems within their organizations.

To achieve the outcome of the Democratic Governance programme, SPO carried out various activities, which encompassed identification of new partner organizations, review of partnership plan with existing partners, formation of clusters, trainings on human rights, democracy and good governance, support for events of awareness raising and advocacy and financial assistance.

This increased sensitization and quest for more knowledge on human rights, good governance and equity was a result of activities such as trainings in organizational management, customized courses on sectoral planning and management, support to POs in developing policies and procedures for financial and monitoring and evaluation systems, EoP and CBI assessments. In order to make gender and local development issues part of the agenda of political parties and other stakeholders at local level, SPO initiated activities of capacity building of political workers.

In 2010-2011, SPO's initiatives under the Democratic Governance programme resulted in the formation of 684 POs, which were mobilized through rights-based political education. Nine workshops were organized on Democratic Governance and Human Rights. Partnership agreements were signed with five new POs. Support was extended to 107 POs to conduct various awareness raising and advocacy events. Financial assistance was extended to 62 POs to plan and undertake initiatives to address pertinent local issues at the community level under the *Choti* Funding scheme.

Under the political education component of the core programme, activists of the selected political parties from 40 districts were sensitized on citizen rights, electoral processes and public influence. These political activists were provided necessary technical assistance to form District Steering Committees (DSCs) and Joint Action Forums of the mainstream political parties at the district level. The DSC members were given three trainings on Human Rights and seven trainings on Democratic Governance to build their capacity and sharpen their skills in order to identify prevalent issues in their constituencies. Necessary technical assistance was provided to DSCs to undertake 106 different events at the district level. These events included seminars, meetings,

group discussions and consultative dialogues on public policy, human rights and rights-based development.

Partner organizations were provided nine trainings on organizational management and 15 trainings on sector planning and management, to increase their institutional capacity to transform them into sustainable, transparent and accountable organizations. Mentoring services were provided to six organizations to help them develop and implement in-house systems for improved financial and human resource management, and adopt a comprehensive monitoring and evaluation mechanism. Furthermore, under the Democratic Governance component, political steering committees were created that comprised of men and women representatives from all mainstream political parties, to serve as influential public opinion forums.

During 2011-2012, formal partnerships were signed with 172 allies including 139 CBOs, 30 District Steering Committees (DSCs) which comprised district leadership of mainstream political parties, and three Provincial Steering Committees (PSCs) comprising provincial leadership of mainstream political parties. Following this, gaps between existing and required skill sets and competencies of the partners vis-a-vis their capacity to deal with issues around and on conflicts, were assessed using the Institutional Capacity Gap Assessment (ICGA) tool. Based on identified knowledge gaps, customized training modules on Human Rights (HR), Democracy and Good Governance (DG), Conflict Resolution (CR), Research, Campaigning and Advocacy (RC&A), Organizational Management (OM), and Sectoral Planning and Management (SP&M) were developed.

Following the capacity building initiatives, action plans were developed by partners in consultation with the technical back-stoppers based at SPO's eight countrywide regional offices. On the basis of action plans developed, partners planned and executed 596 rights-based awareness raising campaigns. The two mutually reinforcing objectives of these campaigns were the following:

1. Sensitize masses on women rights, Violence Against Women, forced marriages, child marriages, Computerized National Identity Card (CNIC) voter registration, minority rights, drug abuse, labour rights, freedom of information, land rights, role of media, peace and harmony, disaster risk management, tribal conflicts, Political Parties Act for FATA, and Constitution of Pakistan.

2. Mobilize the masses i.e. citizens for collective actions for the fulfillment of their needs and aspirations.

During 2012-2013, formal partnerships were signed with an additional 106 CBOs. Additionally, 13 DSCs and one PSC in Khyber Pakhtunkhwa (KPK) were formed with the aim to channel the voice of district political leadership to the highest tier. Following signing of partnership plans, gaps between existing and required skill sets and competencies of the partners were identified using Institutional Capacity Gap Assessment (ICGA) tool. Based on the identified capacity gaps, customized training modules in the areas of Human Rights (HR), Democratic Governance (DG), Conflict Resolution (CR), Research Campaigning and Advocacy (RC&A), Organizational Management (OM), Sector Planning and Management (SPM) were developed. Following the capacity building initiatives, action plans around issues of common concern such as early marriages, importance of education particularly for the girl child, voter education, women rights, child rights, minority rights, communal disputes, tribal conflicts, service delivery gaps in education and health services, domestic abuse, VAW, livelihood opportunities, juvenile delinquency, energy crisis, water and sanitation etc. were developed in consultation with the technical back-stoppers based at SPO's eight regional offices. Based on the action plans developed, partner entities undertook 614 rights-based awareness and advocacy campaigns at the community, district, provincial and national levels.

Concerted efforts were made to establish and strengthen linkages between partner entities and government departments to encourage HRDs and political activists to register complaints regarding violation of human rights and gaps in policy implementation with concerned authorities.

### **Social Justice**

During 2009-2010, SPO conducted initial visits in different villages of the target districts following the set criteria and assessment process. Local Resource Persons (LRPs) selection was completed initiated only after all the villages were assessed in the target district, to ensure that the most suitable village is identified, The LRPs were trained and began working in their districts. Along with completion of district profiling and assessment of mid-level NGOs, SPO conducted research on health and education in eight districts.

This period witnessed the formation of Education and Health Monitoring Committees. A process was initiated to build the capacity of monitoring committees. In order to improve the services of Basic Health Units and schools, SPO prepared implementation plans. The Social Justice Programme of SPO explores avenues to create awareness about human rights in the marginalized sections of the society. Literacy Centres (LCs) are one of the many mediums through which information and knowledge of human rights is disseminated among local communities. Literacy Centres were established in different regions. In addition, women's groups were formed and small grants were distributed to support their initiatives.

In 2010-2011, three mid-level NGOs were assisted to undertake research on primary education and health in their respective constituencies. Existing health and education plans of 16 districts were reviewed, and necessary feedback was provided to their respective districts for redressing and improving these plans. In view of the research findings, 74 different advocacy events were conducted with an aim to mobilize relevant stakeholders for improving health and education service delivery systems in the target districts. Health service improvement plans were developed and implemented at 60 Basic Health Units (BHUs). Education service improvement plans were developed and implemented at 65 primary schools. Various networking events were conducted in 17 districts to develop linkages with organizations and networks already working on health and education. Education and health monitoring committees were created and strengthened in 16 districts both at district and Union Council level. These committees were formed and are further trained and mentored by mid-level partner NGOs.

Since the programme inception, 135 women Local Resource Persons (LRPs) were selected and trained by SPO. The trained LRPs, under the supervision of SPO's regional implementation wings, created women's groups in their respective constituencies and mobilized local women to organize themselves under and voice their concerns through these women's groups. LRPs took the role of flagships of SPO's core programme in rural settings, and ran 135 REFLECT Circles. Under the supervision of SPO's regional implementation wings the LRPs planned and implemented 213 literacy/skill development programmes with their respective women's groups. Seven trainings on gender issues and ending Violence Against Women were conducted. In addition, SPO helped develop business plans for, and provided livelihood grants to 21 women groups.

To address the issue of Violence Against Women, 14 orientation and consultative meetings were conducted with *Masalihati Anjumans*. In addition, 72 linkage development events were conducted with an aim to cultivate linkages with government line agencies, police officials, peer organizations, local social and religious leadership, and other civil organizations and activists. In addition, women's groups conducted 36 campaigns in their respective constituencies to seek an end to violence.

During 2011-2012, technical and financial assistance was provided to five mid-level NGOs to undertake research to identify key issues i.e. service delivery gaps in selected primary healthcare and education facilities in target districts. Based on the research findings, existing health plans of 13 districts and education plans of 11 districts were reviewed and upgraded. In this connection, necessary technical and financial assistance was extended to government departments to ensure that the district education and health plans were reflective of the needs of the people. Besides capacity building of the health and school communities, healthcare and teaching staff, district government, provision of missing infrastructural facilities was made according to the revised plans. In view of the research findings, 46 citizens' awareness campaigns involving health communities and government officials were carried-out. Similarly, 39 campaigns involving school communities and government officials were undertaken. After successfully getting the support of the respective government departments, SPO created 16 public oversight functions that included two District Education Monitoring Committees (DEMCs) and 14 District Health Monitoring Committees (DHMCs). These public oversight entities comprised civil society representatives and local formal and informal leaders. The DHMCs were officially notified by the respective district governments, thus giving them a legal status.

Recognizing the need for social and economic uplift of women in Pakistan, especially those living in rural settings, SPO developed a pool of 135 Local Women Resource Persons (LWRPs). They actively advocated for social emancipation of women to protect their political, social, and economic rights. LWRPs were offered five trainings-of-trainers, three trainings on OM and two trainings on planning and implementing literacy and skill development initiatives. The trained LWRPs, with the technical assistance of SPO's regional implementation wings, organized local women under the forums of women's groups (WGs) that comprised of 20-25 rural women per group in 20 districts.

These WGs successfully established 20 Literacy Centres. The women of the area were provided basic literacy and numeracy skills, sensitized on women's rights, gender and violence, and provided livelihood support to generate opportunities for self-employment by the WGs. SPO launched 49 campaigns on "Men Ending Violence Against Women" to sensitize and engage community members and unorthodox agents such as youth and men in order to combat violence. LWRPs made concerted efforts to link victims of violence to relevant institutions for legal assistance. In this regard, 88 linkage development meetings were arranged with key institutions including *Masalihati Anjumans* for increased access to justice for victims of abuse. SPO also provided technical support to WGs for developing business plans. After carefully evaluating the viability of these business plans, livelihood support in the form of small grants was provided to 80 WGs. As a result, the women were successful in setting up their own small scale businesses.

During the year 2012-2013, assistance was provided to mid-level NGOs, working in health and education, to review existing health plans in five districts and education plans in three districts. Recommendations devised were then presented to the respective district officials for subsequent affirmative action. Technical support was provided to partner organizations to undertake 22 awareness-raising campaigns aimed at mobilizing key rights-holders and duty-bearers for improving public health care service delivery systems in target districts. Similarly, 22 awareness raising campaigns were carried out to address service delivery gaps in the education sector. Building on its oversight model, SPO successfully formed and strengthened District Education and District Health Monitoring Committees (DEMCs and DHMCs respectively). These DMCs comprised subject specialists including representatives from district health and education departments as well as civil society activists working in the fields of primary education and health. DMCs developed and implemented Health and School Improvement Plans in target districts, as a result of which missing facilities were provided and infrastructural gaps were addressed in 15 Basic Health Units and 10 Public Schools.

SPO developed and capacitated a pool of 170 Local Women Resource Persons (LWRPs). These trained LWRPs, under the supervision of SPO's regional implementation arms, formed 135 Women's Groups (WGs) in their respective constituencies, and mobilized local women to organize themselves, and articulate their demands through these women groups. Training on "Gender and Violence against Women" was



provided to LWRPs, who were subsequently provided financial support to plan and implement literacy and skill development programmes at their respective Literacy Centres (LCs). As a result, 150 rural women were provided basic literacy and numerical skills, sensitized about their fundamental rights and provided livelihood support, in the form of small grants, for setting up their own business and procurement of sewing machines, embroidery equipment, and stitching material. These WGs provided rural women employment opportunities and also created space where these self-motivated women were able to articulate their common concerns effectively. WGs proved instrumental in highlighting instances of women's rights violation, particularly domestic abuse and VAW within their communities. To give momentum to the initiatives taken by these WGs and ensure provision of justice to victims of abuse, SPO made concerted efforts to develop linkages between WG members and local law enforcement agencies and *Masalihati Anjumans* (MAs). During the year, five consultative meetings with MAs and 27 linkage development meetings with key government and non-government institutions were organized. Furthermore, SPO launched 14 campaigns on "Men Ending Violence against Women" to sensitize and engage community members and unorthodox agents such as youth and men in combating violence.

### **Peace and Social Harmony**

During 2008-2009, 29 CSNs were supported to expand their memberships and collaborate with other civil society groups. In addition, 87 campaigns were implemented with an aim to bring social harmony among diversified groups and promoting peace in society. At policy level too, SPO remained active, conducting discussions and reviews of the draft National Education Policy. During the reporting period, in 29 districts local civil society networks were being supported financially and technically to mobilise and expand the outreach of their networks through establishing linkages with other representatives of civil society groups. The networks have organized various events on the theme of peace and social harmony, engaging almost all segments of society with a special focus on women, youth and minorities. These events have sensitized more than 5000 community members in the target districts. A large number of youth and members from the minority group took a keen interest in the events. A salient feature of the activities under the social peace and harmony programme was support for 87 cultural programmes and peace initiatives through CSNs in the militancy hit areas of Pakhtunkhwa. The CSNs organized lectures, dialogues, seminars and walks to disseminate the message of peace.

During 2009-2010, CSNs in all 40 districts were supported through financial and technical support in order to mobilise and expand outreach of their networks. These networks have established linkages with other groups of civil society including associations, trade unions and labour unions. The networks have organised about 150 events for the promotion of peace and social harmony by engaging all segments of the society of which the majority belonged to youth, women and minorities. Through these events, 19,255 members (1885 women) from local communities have been effectively motivated to work for peaceful and equitable local development.

In 2010-2011, the CSNs in 40 target districts were provided with necessary technical and financial assistance to build their capacity to plan, design and run advocacy campaigns and seek linkages with civil society activists and institutions. Partner CSNs have been building linkages with other civil society organizations such as associations, trade and labour unions, NGOs, and other development organizations, to address the local social development issues through collaborative efforts with the belief that a collective approach will yield a more widespread and long-lasting impact.

In order to harness peace and harmony between various factions within their constituencies, the CSNs organised 64 cultural events. These events were largely attended by a diverse group of people including political, social and religious leadership, representatives of associations and unions, and members of local youth, women and minorities. In order to voice the most common concerns of the local communities, CSNs conducted 62 different events including seminars, consultative workshops, dialogues and debates. These events were attended by member of mainstream political parties (including leadership), representatives of the civil society organizations including media, associations and trade unions, members of the community and officials from the government line agencies.

During this period, 61 CSNs, constituting key stakeholders (CBOs, NGOs, associations and unions, forums of intelligentsia, political parties, and local opinion makers etc.), were formed and strengthened in the target districts. The CSNs provide a platform for stakeholder mobilization for resolution of pertinent issues at the district, provincial and national levels. SPO provides institutional support and technical assistance to CSNs to advocate for, and address the prevalent socio-economic and political issues of their constituencies. In this regard, the capacity of 61

CSNs were enhanced during the quarter through provision of trainings on different HR issues including rights of women and minorities, education and health facilities, democratic governance, role of district government and government line agencies, infrastructure development, labour rights, voter and birth registration, consumer act and the role of consumer courts. . The CSNs were then provided assistance in identifying the key rights-based issues prevalent in their area; subsequent to which action plans were developed to advocate resolution of these issues.

During 2010-2011, CSNs conducted numerous stakeholder meetings and development lectures to increase awareness about the rights-based issues prevalent in the society. As per the action plans, numerous socio-economic issues were taken up by CSNs in different regions. Through these events, the community members and key stakeholders were mobilized and encouraged to join the civil society networks in order to address the local issues. In this regard, various community organizations including CBOs, NGOs, WOs, minority organizations, labour unions, trade unions and other organizations working to address social issues e.g. Rickshaw Association, Theatre Groups, and Pakistan Medical Association, have joined CSNs in quite a few target districts.

During 2011-2012, CSNs advocacy initiatives predominantly focused on local governance issues vis-à-vis the role of provincial and national legislative bodies. And 37 constituency specific issue identification and conflict mapping workshops were conducted across the country. To register their concerns pertaining to the human rights violation in their constituencies with the relevant state organizations, agencies and affected communities, 80 structured advocacy campaigns were launched by CSNs. With a view to promote peace and harmony among divergent ideological groups, SPO provided technical and financial support to CSNs for designing and implementing 47 events under the theme 'Culture for Peace', 46 dialogues and 64 development lectures.

SPO's policy advocacy initiative follows a bottom-top approach by identifying policy gaps at the grassroots, in terms of policy implementation, reforms, repeal and formulation. Advocacy campaigns are then initiated at the district level, and if the situation so requires, advocated at the provincial or federal level. In the current reporting period, 22 issue identification workshops were organized to detect policy gaps. Based on this 21 advocacy campaigns were undertaken for which SPO provided technical and financial support to CSN in target districts. To gain the support of key decision makers within the highest

echelons of the government, CSN members conducted 61 dialogues with district government, 8 dialogues with key decision makers at the provincial level and 11 meetings with parliamentarians to review policy gaps and provide alternative solutions.

In 2012-2013, to equip CSN members with the requisite expertise necessary for undertaking informed, issue-specific advocacy in their constituencies, CSNs were provided 12 trainings on CR and 7 trainings on RC&A which benefitted 466 civil society activists including 352 men, 89 women and 35 minority members, representing various formal and non-formal organizations, networks and forums. 48 constituency specific issue identification and conflict mapping workshops were conducted across the country. Following their capacity building, SPO provided institutional support, both technical and financial, to 42 CSNs for undertaking 175 programmes through which communal concerns regarding human rights violations and increasing instance of disputes, particularly in some of the most conflict ridden districts such as D.I. Khan, Turbat, Quetta, Peshawar, FATA, FRs etc., were registered with the concerned state department. To retain the inherent diversity of this forum, concerted efforts were made to ensure representative participation of excluded groups such as women, youth and minorities. In this context 81 stakeholder and workshops to identify members were conducted during the reporting period. As a result, SPO was successful in extending membership to 409 representatives of CBOs, 139 representatives of Women Organizations (WOs), 97 representatives of minority organizations' and 167 representatives of various professional networks such as trade and labour unions, media, lawyers and teachers associations, *khawaja sira* networks, and youth forums.

## **Institutional Strengthening of SPO**

### ***Building SPO***

### **Monitoring Evaluation and Research**

During 2009-2010, the Monitoring, Evaluation and Research (MER) section of SPO carried out different activities. These activities are as follows:

1. MER section designed and conducted an orientation on results and indicators during the 26th PRM. To built capacity of SPO in MER, SPO held a training on Monitoring and Evaluation. The training was designed and conducted at two locations i.e.

Multan and Karachi. . SPO programme staff including Regional Head/Managers, Programme Specialist, Officers and Associates participated in the training.

2. In order to get the MER team of SPO acquainted with the contents and functions of SPO, MIS was applied with an understanding of the user rights and restrictions and to familiarise them with reporting templates and data requirements. In addition, MIS/M&E training was conducted during June 2010 where the entire SPO team was oriented on MIS.
3. MER section initiated the process of Management Information System (a computerized M&E System) development during July 2009. The MIS was developed with the support from a Consultant Mr. Adnan Sattar and the application developers ESOL. An extensive workshop was conducted with the PRM for the SPO team, comprising of two parts, first consisting of MIS while the second was about M&E and documentation. After a successful test run, orientation and roll out of the application at eight regions was planned during the month of July 2010.

### **Management Information System (MIS)**

SPO has in place a robust, virtually manageable IT-based programme planning, management, monitoring and reporting application, namely SPO-MIS that has allowed SPO's transition from a conventional, to a more sophisticated and technology driven organization. The application serves multiple purposes i.e. work plan management, online reporting and monitoring, real-time performance evaluations of field/programme teams at individual as well as collective levels, and storage/archiving of field level activity reports, donor reports, discussion papers, research reports, internal and external monitoring and evaluation reports, fact sheets of past projects and programmes, volumes of case studies, profiles of SPO's national partner civil society entities, Expression of Interest (EOIs), concept notes, and proposals.

During 2010-2011, different interactive features were added in the MIS application, a programme planning, management, monitoring and reporting tool. These included Results Based Reporting Tool, Analytical Reporting Tool, Event Reporting Alerts/Deferral/Reminders, System generated Monthly/Yearly Performance Reports, CBI/Partner Profile Assessments, and Fact Sheets for Other/Special Projects.

The MIS application is constantly evolving with the incorporation of additional interactive features. During 2012-2013, SPO-MIS was upgraded to incorporate additional features in both its work plan management and data archiving functions. With the inception of the AAWAZ programme, there was a need for a separate customized planning, monitoring and reporting window.

## **Governance and Management**

### **General Body and Board of Directors**

Apart from approving Annual Work Plans, Budgets, Annual Progress Reports and Annual Accounts, different decisions were taken during the meetings of the Board of Directors and the General Body during 2009-2013.

In 2009-2010, four meetings of the Board of Directors and one Annual General Meeting took place. Major decisions taken by the Members in these meetings included a Reference to commemorate the services of Mr. Waris Khan (Member Board of Directors from NWFP), and that the Chief Executive will write to the Chief Ministers to submit a request for land acquisition and construction of SPO centres in all the four provinces, that the resignation of Mr. Harris Khalique, Chief Executive will take effect from 1 May 2010 or earlier on joining of new CE; elections of 13 Directors for a maximum period of three years were held at the 16<sup>th</sup> Annual General Meeting on 23rd October 2009; approval of the proposal of purchasing land/premises in a commercial area of the federal capital after taking into consideration budgets available.

During 2010-2011, four meetings of the Board and one Annual General Meeting took place. Decisions taken by the Members included:

1. Expressing sorrow on the brutal murder of Minister for Minority Affairs Mr. Shahzad Bhatti and observation of a minute of silence.
2. Expressing grief on the devastation caused by the recent earthquake and tsunami in Japan. Further, condolences of the Board of Directors were to be conveyed to the Ambassador of Japan in Pakistan.
3. Resolved to condemn the murder of Dr. Farooq Khan, a renowned progressive scholar, and to send a letter of

condolence, along with the resolution, to his widow and children.

4. Decided to amend the Articles of Association to include Community Radio as one of the new areas of SPO programme.
5. Decided to proceed with the process of registering UK based entity by the name “Friends of SPO.”

During 2011-2012, four meetings of the Board of Director and one meeting of the General Body were held. Decisions included approval of Memorandum of Understanding between SPO and SPO-UK, adoption of a Code of Conduct for the Members, necessary mapping of district level security related threats and conflicts to devise and adopt strategies to mitigate risk, amendment in Clause 21(b)(ii) of the Articles of Association to co-opt Gilgit-Baltistan and AJK as two separate regions and to bring on board one male and one female from each of these regions as General Body Members, and adoption of Social Value Enterprise model as an extended arm of SPO.

During 2012-2013, four meetings of the BoD and one Annual General Meeting of the General Body took place. Re-election of the SPO Board of Directors and Finance and Audit Committee for the next three years was held. Other major decisions taken by the Board included organizing a national level conference on “The Socio-Political Situation in Balochistan” in December 2012, approval of Rs two million for immediate response to flood affected areas, selection of a committee to celebrate 20 years of SPO, and approval of transferring the Training Unit facility in Hyderabad including its furniture and fixture, and two vehicles to Social Value Enterprise.

### **Senior Management Committee (SMC)**

During 2009-2010, four Senior Management Committee meetings took place. Decisions taken were;

1. The Regional Heads Lahore and Hyderabad Centres would share the youth programme developed and implemented in their regions to help in developing a standard programme for the whole organization.
2. “Dialogue for Change” events would be published in the quarterly Newsletter.

3. Overall theme for policy advocacy shall be education with following policy objective: "Peace and Conflict transformation through improving quality and access to inclusive education, which promotes equal citizenship with the intent of mainstreaming women, religious minorities and marginalized youth groups." Further a policy paper shall be developed by the Head of Technical Support and the Chief Executive and shared at the next SMC.
4. Chief Operating Officer would share the draft Gender Strategy Paper by 25th September 2009.
5. The regions shall develop a concept note on current youth initiatives and recommendations latest by 5th November 2009.

In 2010-2011, four Senior Management Committee Meetings were held. During these meetings it was decided that the Head of Finance and the Internal Auditor would devise a mechanism to document in-kind contributions received. It was also decided that a concept note will be developed on "Future Programme Direction" and separate milestones for advocacy plans shall be developed and made part of the MIS for reporting.

During 2011-2012, four Senior Management Committee Meetings took place. Decisions taken included:

1. The Members endorsed the following procedure to be adopted by the un-registered groups or organizations not having any prior bank account:
  - a) A resolution (by quorum) will be passed to nominate two members of the group/organization for opening a nominated representatives' joint bank account. The Local Resource Person (LRP) and one of the SPO Programme staff may also attend this meeting. This resolution may then be forwarded to concerned regional office through LRP to acquire approval from the Regional Head/Manager.
  - b) After receiving all the relevant documentation mentioned in the Programme manual the cheque may be released in the name of nominated representatives' joint-account.



- c) The grantee shall provide a written acknowledgement of the grant received.
2. It was decided that the partnership plan with CSNs would include a clause barring their representatives from using their titles in private capacities.

In 2012-2013, four Senior Management Committee meetings were held. The Members decided that regions would provide their suggestions on the role of SPO in the forthcoming general elections within a week's time. The Anti-Harassment Act was adopted. Members approved the revision in SPO Programme Structure which would include units on human rights, democratic governance, poverty & livelihood and planning & development responsible for undertaking activities related to programme & business development, technical backstopping, advising/mentoring, donor liaison and supporting/steering advocacy initiatives. It was decided that regional offices in a province would jointly develop a position paper on "LG Ordinance and Role of SPO in the upcoming LG Elections" and shall share the same with the National Centre for feedback.

### **Programme Review Meeting**

Keeping in view the importance of the regular review, SPO held two Programme Review Meetings (PRM) meetings on December 2009 and June 2010. During the PRM, the participants reviewed the progress of all the SPO Offices across Pakistan, to effectively utilize the event for planning and decision making and also for sharing and updating knowledge. Voices from Regions were a part of the agenda to ensure that SPO partners from the field also get a chance to share their experiences at the forum and receive feedback accordingly. Special sessions were held for lectures on different topics.

### **Team Development**

During 2009-2010, hiring and placements of staff in accordance with the restructuring and new organograms was completed. Programme staff was mostly engaged in TOTs. Some other major highlights are given below:

1. Training for nine staff members on "Financial Management – Getting the Basics Right" at Mango (Management Accounting for Non Governmental Organizations) in Bangkok. Seven of

them are Regional Management and two from finance section at the National Centre.

2. Administration staff training on first aid and security situation along with the PRM, in which all administration, front desk and support staff from across Pakistan participated. A total of 66 support staff got an opportunity to get training and to meet all other colleagues from all over Pakistan in Karachi.
3. PME (Project Monitoring and Evaluation) Training by ADCC (Asia-Pacific Development Communication Centre) Bangkok from March 2nd -18th, 2010.
4. Gender Audit and report completion. First phase of Gender training completed.
5. Humanitarian Staff training on Project Cycle Management-Monitoring &Evaluation in Tanzania by MDF.
6. National Human Rights Training Programme arranged by SAP-PK.
7. Human Resource Development & Behavioural Interviewing Technique training for HR Staff.
8. Emotional Intelligence Training for all Managers.
9. Annual Trainers Retreat by HRDN – China: Representation of SPO on HRDN BOD as an Organizational Member.
10. SPO study support.
11. Other skill enhancement trainings in MS-Office are also planned according to the needs of the organisation.

### **SPO Human Resource Management Information System (HRMIS)**

To manage the largest NGO in Pakistan, an archaic and manual method of HRM does not suffice. The Management decided to find a cost effective and reliable solution which would cater to the needs of SPO. This project was based on SPO's need to improve its efficiency and for optimum resource allocations such that it could reach out to the community and realize its Vision of developing a just, tolerant, and democratic society. The Human Resource Management Information

System (HR-MIS) would contribute towards developing the required skill set in the least amount of time, utilize scarce resources with the most cost efficient method and provide reports to the decision makers for informed and well-timed decisions.

The automation of these systems will provide critical information availability with a few clicks of a mouse. It will reduce data redundancy. All of the information will be available through a single programme. In turn all of this will help the management in decision-making.

After a detailed market survey (including Oracle based solutions) and project conceptualization, SPO finalized a system (open source in My SQL) which covered modules of recruitment, employees database, performance management, trainings, payroll and various need based reports. The test run phase was December 2009 – January 2010. Detailed training of the software was conducted for HR staff.

During 2010-2011, emergencies response remained as a pre-dominant component in all SPO operations. SPO managed a huge portfolio of humanitarian response projects and to cater to the needs of these interventions acquiring and retaining quality human resources remained the greatest challenge during the year.

A total of 108 interns/volunteers remained associated with SPO. This programme is for students and graduates engaged in different departments for a period ranging from six weeks to six months. This figure does not include those volunteers who worked for SPO during emergencies.

The recruitment system was further refined and enhanced by the development of an exclusive online recruitment portal. This recruitment module allows for the creation of resume profiles by prospective candidates, and simplifies the recruitment procedure by providing a one-click submission of their applications. HRMIS offers an online performance appraisal mechanism that was adopted in 2012-13. SPO switched from an annual performance appraisal system to a competency-based performance management system in which line managers play a pivotal role in developing competencies of the team for increasing productivity through an ongoing need assessment process. A new and improved HR section on the SPO website was also successfully launched, which will provide valuable information to prospective donors and employees about SPO's HR philosophy, recruitment policies and procedures, shared values, and news regarding recent HR events.

With the constant addition of new projects, recruitment activities also showed an increase during the past year. A sizable increase in staff for humanitarian projects allowed for total staff strength to increase to 361 employees in June 2013. The year 2012-13 witnessed the appointment of female managers in the Finance and Internal Audit Departments.

SPO arranged a total of 49 trainings for 179 staff members. Similarly, considering the specific training needs of some staff, a number of customized trainings were conducted including First Aid/Security training for all support staff and an English language course for all staff in Karachi and Turbat regions. SPO also supported 18 international trainings for 11 male members and four female staff members. Additionally, two study grants were also extended to SPO staff members allowing them to enhance their professional qualifications.

### **Finance**

During 2009-210, SPO's balance sheet footing was of PKR 273,312,136 while owned assets stood at the vale of PKR 67,013,916. The grants in the year were PKR 622,859,864. The operating expenses of the company were PKR 604,964,820.

The organization's owned fixed assets were worth PKR 70,888,196 in 2010-2011. The unrestricted funds were PKR 149,446,322. Total grants received in the year were PKR 897,944,359. The operating expenses were PKR 872,375,606. Balance sheet footing was PKR 381,162,776. The external auditors Ernst & Young Ford Rhodes Sidat Hyder Chartered Accountants were replaced by M.Yousuf Adil Saleem & Co. Chartered Accountants, member of Deloitte Touche Tohmatsu.

In 2011-2012, external auditors M.Yousuf Adil Saleem & Co. Chartered Accountants were replaced by Ernst & Young Ford Rhodes Sidat Hyder Chartered Accountants. Balance sheet footing was of PKR 454,703,418. The fixed assets remained at book value of PKR 92,901,320. The grants in the year were PKR 710,556,340 while the operating expenses were PKR 689,473,175.

SPO's fixed assets were worth PKR 145,401,125 during 2012-2013. SPO's grants were PKR 680,844,808 Balance sheet footing was PKR 496,177,146 while the operating expenses were PKR 616,183,599.

## Communication

During 2009-2010, the website design and content of SPO website was redesigned and changed, respectively, to align it with the new programme. To accommodate the new demands and make the website interactive, many additions were made. The SPO information technology section was strengthened by acquiring new systems and using the latest technology to enhance communication between SPO Regional Centres.

### SPO Civic Cafe

SPO believes that democratic governance can be attained by raising the consciousness of people and placing them at the centre of their own development. To satisfy this need, SPO launched a new initiative of SPO Civic Café. During 2009-2010, the inaugural lecture of the Civic Café was delivered by the famous media person and founding member of Pakistan Television (PTV) – Aslam Azhar. SPO Civic Café arranged several lectures throughout the year by prominent personalities in their field.

### Power 99 FM Radio

SPO signed a MoU with Power 99 FM Radio, a well known development media unit of Pakistan to bring the socio-economic and political issues of the country, to the limelight. Focus of this partnership will be to bring to the forefront, issues faced by the affected and marginalized citizens and communities as well as different social organizations working at the grass roots. SPO in collaboration with Power 99 FM Radio will draft and prepare various programmes to share the latest news about concerned issues as well as share views of community members and key stakeholders with the general public.

## Publications

During Jan-Jun 2011, various publications were produced including the Annual Report 2009-2010, as well as publications and leaflets such as Trail of Tragedy (A Chronology of Violence in Pakistan: 2010), Flood Disaster in Pakistan and SPO's Response, Outreach Map (Flood Disaster and SPO Response), *Shirakti Taraque* newsletters etc.

## Gender Sensitization

To enable incorporation of the gender perspective in all activities within SPO and for mainstreaming it at all levels (including organizational,

programmatic and partnerships), a gender sensitization and capacity building plan was finalized and outsourced during 2009-2010. The plan included a gender audit, training of SPO staff across Pakistan, mentoring sessions and training of trainers.

Following the participatory principles, for monitoring the effectiveness of gender mainstreaming at the organizational level and to strengthen programme analysis a “Gender Core Group” was established. SPO Regional teams nominated three team members (with different field of work) from each region and also from the National Centre to be a part of the core group. A draft of “Whistle Blowing Policy” was also prepared and presented to the SPO Board of Directors.

In 2012, a gender audit was carried out at SPO which highlighted a margin for improvement within the organization. In order to address these gaps and to mainstream gender in all programmatic activities, a full time Programme Specialist for Gender was appointed.

SPO formally implemented the Anti-Harassment Act, passed in 2010 by the National Assembly, within the organization as well as with partner entities at the regional and district levels. The compliance of Act 2010 includes adoption of a code of conduct, its orientation to all staff and formation of inquiry committee in each office/sub office.

In order to ensure gender sensitivity in the work environment, Gender Core Groups (GCG) that serve as oversight functionaries were formed in all regional offices and the National Centre. GCGs comprise a total of 32 members including 15 men and 17 women from mid- to lower level positions. Terms of Reference (ToRs), clearly delineating the role of these monitoring bodies, were developed, which were formally approved by the Chief Executive.

## **SPO UK**

SPO UK, a sister organization of SPO and a company Limited by Guarantee, was incorporated and registered as a charitable institution under the Companies House on 14th June 2011, and the Charities Commission of England and Wales under the Companies Act 2006 in March 2012.

SPO UK was launched in UK on 1st April 2012. SPO UK’s Mission is to work with Pakistani and Asian Diaspora as well as local and other international communities in the UK, with a view to promote intra and

inter-communal dialogue on mutual harmony, peace and tolerance. It is envisaged that SPO UK's efforts will ultimately contribute to the worldwide endeavours for the realization of peaceful communities, groups and societies across the globe. SPO UK, incorporated under British law, will realise its mission through parallel engagements with the target audience, both in UK and Pakistan. SPO UK's area of work shall primarily focus on promotion and protection of human rights, social justice, peace and harmony, provision of health and education services and environment, with women, children and dispossessed groups being at the heart of all interventions. Prominent Pakistani professionals and civil society activists constitute the Board of Trustees of SPO UK. They include Dr. Tufail Mohammad Khan, Mr. Javed Jabbar, Ms. Sadiqa Salahuddin, Ms. Shaheen Sardar Ali, Mr. Mohammad Rafiq, Mr. Naseer Memon and Prof. Zaffar Bugtti. Since SPO UK's launch, the Board has had number of consultative meetings with the Pakistani and other Asian Diaspora in UK in a bid to co-opt their views in future programmatic interventions of SPO-UK.

During the year, the focus of organizational activities chiefly revolved around the generation of funds and potential collaboration with Pakistani and other Asian Diaspora in UK. In this context, four meetings of the Board of Directors (BoD) were organized where the senior management deliberated, at length, devising strategies for future programmatic interventions.

### **Social Development Enterprise (SDE)**

Social Development Enterprise (SDE), an extended arm of SPO, will attempt to offer subsidized services to the target groups, communities and individuals, and, redirect its income in the growth and development of the most disadvantaged and underserved target audience. The SDE model has not yet begun and the initial work is in process. Once deployed, the SDE model will aim to build the capacity of marginalised individuals and groups comprising women, girls, youth and minorities, in an attempt to help them secure their well-being by living a decent, respectful, secure and purposeful life. SDE will be established as a "Not-for-profit Company Limited by Guarantee", under Section 42 of the Companies Ordinance 1984. To start with, SDE will initiate state-of-the-art training units across Pakistan, especially in the areas where SPO already has its programme activities. SDE's training centres will host, conduct and deliver seminars, conferences, advocacy events, trainings, customised services in technical advisory capacity, and research studies.

These priority areas have been identified in view of SPO's existing skill-sets, core competencies, experience and comparative advantage at the grassroots. Through SDE's variety of interventions, the broader themes to be addressed shall include HR, DG, RC&A, OM, disaster risk management (preparedness, mitigation and prevention), climate change adaptation and social mobilization.

The year 2013 witnessed the formal engagement between SPO and SDE, which was marked by signing of an MoU between the two organizations. The first meeting of the BoD of SDE was held in June 2013, wherein elections for the positions of Chairperson and Vice Chairperson, and appointments for the position of Chief Executive, Company Secretary, Chief Accountant, Auditors and Legal Advisors, took place.

## **Special Projects**

### **Restoration of Livelihoods and Rehabilitation of IDPs**

The emergence of the Taliban militants in different districts of the Malakand Division and military operations against them have destroyed the social, cultural and economic fabric of the region, and caused an exodus of four million local people within a short span of time. The need of a policy for IDPs rehabilitation was felt by civil society organizations and government alike. For this purpose, SPO organized a consultative workshop/conference entitled "Challenges in Restoration of Livelihoods and Rehabilitation of IDPs" in 2009-2010. The objective of the conference was to make the draft of Early Recovery Plan pr-people by incorporating views and recommendations of stakeholders. The recommendations covered seven major sectors: education, health and hygiene, sanitation and water supply, local governments, social welfare and women development, livestock and agriculture, and industries, minerals and technical sectors.

### **Response to PHET Cyclone 2010**

In response to the devastation of PHET Cyclone in the coastal areas of Pakistan, SPO placed its humanitarian teams in District Thatta, Badin, Gwadar, Javni and Turbat for rapid assessment. SPO sent disaster alert to field offices in Thatta, Karachi, and Turbat and circulated daily updates on the PHET cyclone. The cyclone destroyed vast areas along the coast. Therefore, SPO provided generators to the District Government of Gawadar for removing the flood water. Many stranded people were assisted as SPO evacuated 800 individuals from district



Thatta by boats. In addition, SPO provided cooked food to 500 families in District Gwadar. In its efforts of disaster risk reduction, the population in the affected districts were warned in advance which helped in the well-timed evacuation of affected people. During the emergency of the PHET Cyclone SPO facilitated the district government in emergency response by providing emergency lights and other equipment required for evacuation of communities.

### **Assistance to Flood Affectees in Chakar**

After the 2005 Earthquake, a natural lake was formed because of a huge land slide at *Tehsil* Chakar, District Hattian. The lake was named as *Zalzal Jheel*. During the month of February 2010 continuous rainfall in Azad Jammu and Kashmir caused flooding in the *Zalzal Jheel* in Hattian near Muzaffarabad consequently, causing massive destruction of households and human casualties.

In addition, water level in the river Jhelum was also raised at the same time near Hattian, which added to the damages to human lives and their livelihood. According to the State Disaster Management Authority (SDMA) rapid assessment, a total of 58 houses were affected due to the flooding of the lake.

In order to provide emergency relief to affectees of this disaster, SDMA made a written request for the provision of food items to ICMC-SPO. SPO was already working in close collaboration with the concerned departments/officials such as the Assistant Commissioner Hattian Bala, *Tehsildar* Chakar Tehsil, Pakistan Red Crescent Society (PRCS) and local community organizations in the area. After a Rapid Assessment SPO decided to distribute food items, in response to the needs of the affected community.

A distribution booth was installed in a location where SPO staff and the representatives of the above mentioned departments worked, in different teams, for verification, registration and distribution purposes. Issued coupons were recollected and then food packages were distributed through this process.

### **Human Rights Project**

In 2010-2011, The CARE International funded project titled "Promoting Human Rights and Fundamental Freedoms in Pakistan." The project is targeted at the community (men, women and youth) representatives of the district governments, civil society organizations including NGOs,

media, legal community, and the policy makers. The project was implemented in Districts Rahim Yar Khan, Muzaffargarh, and Rajanpur of Punjab, Districts Shahdaskot, Ghotki, and Dadu of Sindh, Districts Mansehra and Abbottabad of KPK, and Districts Naseerabad and Jafferabad of Baluchistan. The main activities of the project included establishment of ten Human Rights Forums (HRF), ten activities under joint actions by HRF member organizations to address human rights violations.

### **Anti-Torture Project**

The three year OGB funded project “Ending Torture and ill-Treatment of Women in Police Custody” was initiated in February 2011 in 12 districts of Punjab and Sindh. SPO will be implementing the project in Districts Lahore, Rawalpindi and Islamabad.

The overall objective of this intervention was to create awareness and improve the observance of women’s human rights in Pakistan through supporting civil society actions aimed at the prevention and eradication of torture and ill treatment and assisting women torture survivors in their rehabilitation into society. The project focused on working in close coordination with law enforcement agencies, shelter homes and *Dar-ul-Amans* in all targeted districts.

### **Earthquake Reconstruction Project**

The CIDA funded project titled “Earthquake Reconstruction Programme” implemented by SPO and Oxfam GB completed a tenure of three and a half years from May 2008-August 2011. During the “Flash Flood of July 2010”, the infrastructure reconstructed and rehabilitated under the project were badly damaged in district Neelum. In order to meet the needs of the affected communities in the post flood scenario the project’s no cost extension for the period from January- July 2011 was acquired. The project was implemented in district Bagh, Haveli and Neelum with a focus on four major components namely Education, Livelihood, Disaster Risk Reduction, and Health with Gender and Violence Against Women as cross-cutting themes.

### **Extremely Vulnerable Individuals (EVI) Project Phase II**

The ICMC funded project “Access to Services and Protection for EVIs in Northern Pakistan Phase-II” was implemented in Mansehra, Khyber Pakhtunkhwa, Muzaffarabad and Hattian District, Azad Kashmir.

The initiatives carried forward under this project were specifically sensitive to the needs of Extremely Vulnerable Individuals (EVIs) and Families (EVFs) and targeted the neglected and remote communities based in Mansehra and Muzaffarabad.

The project focuses on supporting local organizations for sustainable initiatives for local development which are sensitive to the needs of EVIs and EVFs. The project envisions to strengthen marketable skills of EVIs to increase their employment opportunities and facilitate their socio-economic empowerment, while also improve awareness on EVI rights, GBV and protection related issues, while providing mechanisms enabling EVIs to access social services.

### **Free and Fair Electoral Network Pakistan (FAFEN) Project**

For improving governance and public policy infrastructure in Pakistan, SPO in support with The Asia Foundation (TAF) and Free and Fair Electoral Network Pakistan (FAFEN) is carrying out a 4 year project in selected districts of Punjab and Baluchistan. The main objectives of this project is to increase political awareness; enhancing implementation of governance infrastructure, monitoring functioning of government institutions as well as creating liaison between public institutions and ordinary citizens.

### **Pakistan Poverty Alleviation Fund (PPAF) Projects**

SPO has been implementing Sindh Coastal Areas Development Program (SCAD) with the financial support of Pakistan Poverty Alleviation Fund (PPAF) in Taluka Shah Bandar. Under SCAD different initiatives like community infrastructure schemes, schools improvement and social mobilization were taken for the development of the local community. In all 266 community infrastructure schemes implemented and covered 217 settlements of the Taluka. And 56 schools of the Taluka were also covered through the Schools Improvement Programme and 1,500 community organization members were sent for an exposure visit to 20 organizations of Pakistan

### **SPO's Humanitarian Response**

During July and August 2010, Pakistan experienced the worst monsoon-related floods in its living memory. Heavy rainfall, flash floods and riverine floods devastated large parts of Pakistan since the monsoon rains on 22nd July, 2010. As per conservative estimates by NDMA around

20 million people were affected by the floods. The official death toll rose to 1985, with 2,996 people reported as injured. Besides, human and infrastructure damage standing crops on tens of thousands acre land were also affected, escalating concerns about food security in large parts of country.

In order to facilitate a coordinated humanitarian response in the flood affected areas and enable humanitarian organizations to have substantial planning for their humanitarian activities, SPO, with the support of its partner organizations, carried out rapid assessments in the affected areas. Through rapid assessments, SPO identified desperate needs of affected communities, which included: food, clean drinking water and water purification materials, emergency health services, tents and shelter kits, cooking kits, mosquito nets, and other non-food items (NFI). These rapid assessments were widely circulated among the relevant stakeholders through emails to enable them plan their humanitarian response.

SPO's wider outreach in the form of its regional and project offices and presence of SPO partner organizations all across the country including Azad Jammu & Kashmir, help SPO in responding immediately to the needs of disaster struck communities.

### **Women's Leadership Role in Flood Affected Areas**

Women were the worst affected during the 2010 floods in Pakistan. Keeping the gravity of the situation in view, it was considered imperative that Gender Based Violence (GBV) be addressed at policy level and the government and civil society institutions should to divert maximum resources to deal with the issue during and after the disaster. SPO focussed on gender based violence in flood affected areas of Pakistan as a theme for the 16 Days of Activism campaign. In this connection SPO worked to implement "Women's Leadership Role in Flood Affected Areas to End Gender Based Violence", a project supported by UNIFEM.

The objective of this project was to increase the role of women and girls in relief, reconstruction and rehabilitation through enhanced leadership skills and protection networks in order to address Violence Against Women and girls in the flood affected areas. The target areas for the project were eight districts that were affected by the floods (Nowshera, Dera Ismail Khan, Muzaffargarh (Multan), Rajanpur, Thatta, Sukkur, Naseerabad and Jafferabad of flood affected provinces (KPK, Punjab, Sindh and Balochistan).

## **National Conference on “Moving from Disasters to Development”**

SPO Pakistan organized a conference on “Moving from Disasters to Development” on 2nd December 2010, to discuss the role of various stakeholders in effective management of disasters and devise a future course of action.

The conference was attended by more than 200 participants from the government, civil society, social activists, NGOs, INGOs, media and community representative from all regions of Pakistan. The speakers of the conference included representatives of District Government, District Disaster Management Authority, Federal Government, media, political parties and academia. They underlined the need for good governance along with the constructive role of media and civil society to highlight disaster response issues.

The first session of the conference briefly focussed on the linkages of Good Governance and Effective Disaster Management Response. The second session discussed the role of the media and the civil society in the aftermath of the floods. The third session focused on developing concrete suggestions on moving from disaster to development.

During 2011-2012, 12 special projects worth PKR 39.96 million were implemented. These projects focused on Maternal and Newborn Healthcare, Torture against Women in Police Custody, Civil and Political Rights, Water & Energy, Rights of Extremely Vulnerable Individuals (EVI) and Electoral Processes. The funding partners were The Asia Foundation (TAF), Oxfam GB (OGB), European Union (EU), Research & Advocacy Fund (RAF), Care International-Pakistan, International Catholic Migration Commission (ICMC) and Pakistan Poverty Alleviation Fund (PPAF). Special Projects are being implemented across Pakistan. Target districts include Faisalabad, Khanewal, Lodhran, Vehari, Pakpattan, Mandi Bahauddin, Bhawalnagar, Muzaffargarh, Rajanpur, Rahim Yar Khan and Lahore in Punjab, Badin, Ghotki, Dadu, Shahdadkot and five union councils of Taluka Shah Bandar District Thatha in Sindh, Abbottabad, Mansehra and Nowshehra in KPK, Quetta, Naseerabad and Jafferabad in Balochistan, Muzaffarabad and District Hattian in Azad Kashmir, and lastly Islamabad and Rawalpindi.

### **Disaster Preparedness & Response**

The unprecedented rains in lower parts of Sindh combined with poor infrastructure caused floods that swept away standing crops and mud

houses in eight districts. The 2011 floods claimed 199 human lives, injured 1,072 people, completely or partially damaged 1,098,720 houses and affected a total of seven million people.

In the wake of 2011 floods, for 39 consecutive days, the Government of Pakistan failed to realize the gravity of the situation on the ground to launch an appeal for international help. SPO conducted relief activities in Badin, where food, clean drinking water, and medicines were provided to the families who were severely affected by the floods. Before the government's appeal for international assistance, SPO had already provided assistance worth PKR 11 million in District Badin.

During 2011-2012, ten emergency and early recovery projects worth PKR 244.516 million were implemented in Districts Badin, Kashmore, Umerkot, Dadu, Mirpur Khas, Matiari, Tando Mohammad Khan, Tando Allay Yar, Thatta and Nawabshah in Sindh. A total of 60,175 families were direct beneficiaries of these projects. The funding partners of these projects included CAFOD, UNICEF, Oxfam GB, Oxfam Novib, Islamic Development and Relief Foundation (IDRF) - Canada, and UNDP. The thematic focus of these projects was mainly on development of community infrastructure, education, shelter, building disaster resilience, and food.

The 2012 monsoons brought heavy rains that created catastrophic situations in multiple districts in southern parts of the country and left around five million people severely affected. However, the government's response was, at best, lukewarm, leaving the affected population without adequate food, shelter, medicines and other services. DPRD, in partnership with National Humanitarian Network (NHN) and CARE International, designed a national level advocacy campaign in order to provide redress to disaster affected individuals during 2012-2013. The campaign entailed three provincial seminars in Sukkur, Quetta and Multan, and one national seminar in Islamabad. The seminars brought key stakeholders together including representatives from PDMAs, DDMAAs, UN agencies, international and national civil society activists and organizations, where a positive discourse over the plight of the affected population and dire need for an urgent response by the government and international humanitarian community was generated. The campaign yielded envisioned results, as all key stakeholders built consensus on the urgency of a need-driven response, and demanded that the concerned government authorities, provide expeditious, accurate, realistic, and detailed assessment of the on-ground situation

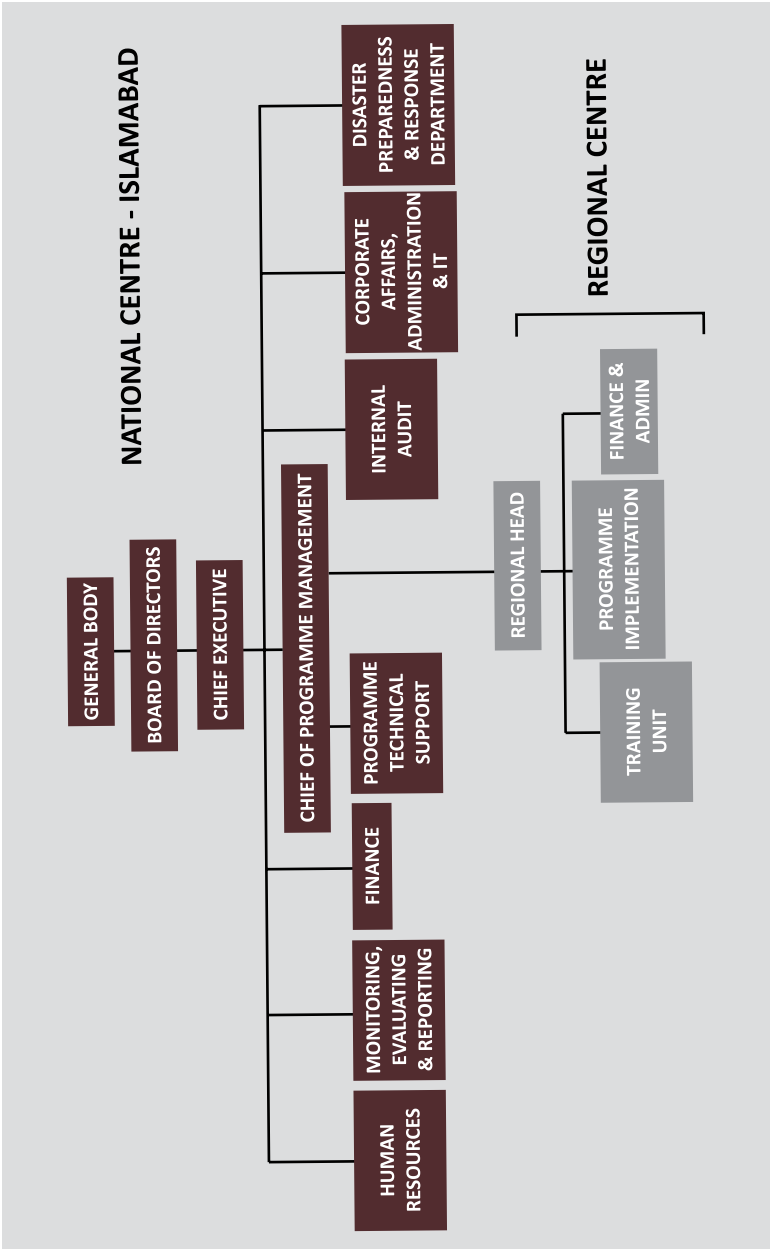
so that appropriate relief assistance could be extended to disaster hit areas.

During 2012, six early recovery and rehabilitation projects funded by CAFOD, IOM, Oxfam GB and IDRF Canada were implemented in the Districts of Dadu, Tando Mohammad Khan and Kashmore. The projects primarily focused on disaster resilient livelihoods, DRR, emergency recovery, shelter and WASH interventions.

In June 2013, DPRD, with the aim to provide safe, direct and easy access to project beneficiaries for registering complaints and provide feedback and suggestions about the quality of services delivered through on-going projects, established a “Beneficiary Communication Section” (BCS) in Hyderabad. BCS serves a dual capacity i.e. firstly, the system is being utilized as an early warning system through which voice and text based messages are sent to beneficiary communities in disaster-prone areas. Secondly, BCS serves as a complaint handling and registration mechanism. Beneficiary communities can access the system to get project and referral information as well as report their grievances, directly to SPO’s head office for immediate redress.

The innovative humanitarian response models devised and implemented by DPRD have gained global recognition. DPRD’s “Kashmore Disaster Resilient Livelihood” model is one such model that was presented to prominent delegates from Sri Lanka, Myanmar, Thailand, Indonesia, Malaysia, Germany, India, Nepal and Bangladesh at the international forum organized by Asian Resource Foundation. SPO was also consulted for the “Global Leaders Conference on Humanitarian Standards” organized by Joint Standard Initiative in Copenhagen where different international experts devised strategies for improving existing international humanitarian standards.

## Annexes Organogram





## SPO General Body

(1994-2013)

1. Dr. Wasim Azhar	2. Ms. Zarnigar A. Tayyib (Late)
3. Ms. Shehla Zia (Late)	4. Dr. Tariq J. Banuri
5. Ms. Farhat Khan	6. Mr. Saifullah Khan Paracha
7. Mir Haji Jalal Khan (Late)	8. Dr. Qurat-ul-Ain Bakhtiari
9. Mr. Javed Jabbar	10. Ms. Rasheeda A. Husain
11. Mr. Vincent A. David	12. Ms. Ferida Sher
13. Ms. Tahira Abdullah	14. Mr. Omar Asghar Khan (Late)
15. Ms. Aliya Rab	16. Ms. Nilufer Abadan
17. Mr. Mohammad Amin	18. Syed Abid Rizvi
19. Dr. Tasleem Akhtar	20. Ms. Shaheen Sardar Ali
21. Mr. Mohammad Rafiq	22. Dr. Tufail Mohammad Khan
23. Mr. Reginald Dennis Williams	24. Ms. Usha Barkat
25. Ms. Beala Jamil	26. Ms. Neelam Hussain
27. Prof. Dr. Karamat Ali	28. Mr. Mohammad Riaz Gondal (Late)
29. Ms. Aban Marker Kabraji	30. Ms. Sadiqa Salahuddin
31. Dr. Husna Memon	32. Dr. Hafiz Pasha
33. Mr. Iqbal Jafar	34. Mr. Noor Ahmed Nizamani
35. Mian Ijaz-ul-Hassan	36. Mr. Izat Aziz Kurd
37. Ms. Zeenat Yaqoub Yousafzai	38. Prof. Ms. Tanveer Junejo
39. Ms. Rukhshanda Naz	40. Sister Naseem George
41. Mr. Waris Khan (Late)	42. Mr. Naseer Ahmed Memon
43. Ms. Parveen Ghauri	44. Ms. Farida Tahir Nowsheri-wani
45. Raja Mohammad Afsar	46. Dr. Allah Daad Luni
47. Ms. Parveen Akhtar	48. Ms. Naheed Aziz
49. Ms. Kalpana Devi	50. Sayed Ibadullah Rashdi
51. Dr. Taj Mohammad Baloch	52. Mr. Nazar Hussain Mehr
53. Ms. Arifa Mazhar	54. Mr. Harris Khalique

## **SPO General Body**

*(As on May 2013)*

### **Federal Capital Territory – Islamabad**

1. Ms. Tahira Abdullah
2. Ms. Naheed Aziz
3. Ms. Arifa Mazhar

### **Balochistan**

1. Syed Abid Rizvi
2. Mr. Mohammad Amin
3. Ms. Zeenat Yaqoub Yousafzai
4. Ms. Farida Tahir Nowsherwani
5. Dr. Allah Dad Looni
6. Dr. Taj Mohammad Baloch

### **Khyber Pakhtunkhwa**

1. Dr. Shaheen Sardar Ali Khan
2. Mr. Reginald Dennis Williams
3. Dr. Tufail Mohammad Khan
4. Ms. Rukhshanda Naz
5. Advocate Parveen Akhtar
6. Mr. Muhammad Rafiq

## **Punjab**

1. Ms. Ferida Sher
2. Prof. Dr. Karamat Ali
3. Mr. Vincent A. David
4. Ms. Neelam Hussain
5. Ms. Parveen Ghauri
6. Sister Naseem George

## **Sindh**

1. Mr. Javed Jabbar
2. Ms. Sadiqa Salahuddin
3. Mr. Noor Ahmed Nizamani
4. Prof. Tanveer Junejo
5. Advocate Kalpana Devi
6. Prof. Ibadullah Rashdi

## **SPO's Founding/First Board of Directors**

**(February to November 1994)**

1. Dr. Tariq J. Banuri, Chairperson (NWFP Province)
2. Ms. Rasheed Akhlaque Hussain, Vice Chairperson (Sindh Province)
3. Dr. Wasim Azhar, Member (Punjab Province)
4. Dr. Qurat-ul-Ain Bakhtiari, Member (Balochistan Province)
5. Mr. Vincent A. David, Member (Punjab Province)
6. Mr. Javed Jabbar, Member (Sindh Province)
7. Ms. Farhat Khan, Member (NWFP Province)
8. Mir Haji Jalal Khan, Member (Balochistan Province)
9. Mr. Saifullah Khan Paracha, Member (Balochistan Province)
10. Ms. Zarnigar A. Tayyib, Member (NWFP Province)
11. Ms. Ferida Sher, Member (Punjab Province)
12. Ms. Shahla Zia, Member (Federal Capital Area)
13. Dr. Suleman Shaikh, Chief Executive SPO (Ex-Officio)

## **SPO Second Board of Directors**

**(December 1994 – November 1997)**

1. Mr. Javed Jabbar, Chairperson (Sindh Province)
2. Ms. Farhat Khan, Vice Chairperson (NWFP Province)
3. Mr. Omar Asghar Khan, Member (Federal Capital Area)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Mr. Mohammad Amin, Member (Balochistan Province)
6. Dr. Qurat-ul-Ain Bakhtiari, Member (Balochistan Province)
7. Ms. Baela Raza Jamil, Member (Punjab Province)
8. Syed Abid Rizvi, Member (Balochistan Province)
9. Dr. Tufail Mohammad Khan, Member (NWFP Province)
10. Mr. Noor Ahmed Nizamani, Member (Sindh Province)
11. Ms. Sadiqa Salahuddin, Member (Sindh Province)
12. Ms. Ferida Sher, Member (Punjab Province)
13. Dr. Tasleem Akhtar, Member (NWFP Province)
14. Dr. Suleman Shaikh, Chief Executive SPO (Ex-Officio)

## SPO Third Board of Directors

(December 1997 - November 2000)

1. Mr. Javed Jabbar, Chairperson (Sindh Province)  
(Replaced by Ms. Ferida Sher due to his resignation as Chair in February 2000)
2. Ms. Ferida Sher, Vice Chairperson (Punjab Province)
3. Ms. Tahira Abdullah, Member (Federal Capital Area)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Mr. Mohammad Amin, Member (Balochistan Province)
6. Dr. Qurat-ul-Ain Bakhtiari, Member (Balochistan Province)  
(Replaced by Ms. Zeenat Yaqoob Yousufzai after her resignation in June 1999)
7. Mr. Mohammad Riaz Gondal, Member (Punjab Province)
8. Syed Abid Rizvi, Member (Balochistan Province)
9. Ms. Farhat Khan, Member (NWFP Province)
10. Dr. Tufail Mohammad Khan, Member (NWFP Province)
11. Mr. Noor Ahmed Nizamani, Member (Sindh Province)
12. Ms. Sadiqa Salahuddin, Member (Sindh Province)  
(Position remained vacant after her resignation in May 1999)
13. Ms. Zarnigar A. Tayyib, Member (NWFP Province)  
(Due to her demise, Ms. Rukhshanda Naz was co-opted in June 1998)
14. Dr. Suleman Shaikh, Chief Executive SPO (Ex-Officio)  
(Replaced by Mr. Ali Akbar after his resignation in October 1998)

## **SPO Fourth Board of Directors**

**(December 2000 - November 2003)**

1. Prof. Dr. Karamat Ali, Chairperson (Punjab Province)
2. Syed Abid Rizvi, Vice Chairperson (Balochistan Province)
3. Ms. Tahira Abdullah, Member (Federal Capital Area)
4. Mr. Mohammad Amin, Member (Balochistan Province)
5. Mr. Mohammad Riaz Gondal, Member (Punjab Province)
6. Mr. Javed Jabbar, Member (Sindh Province)
7. Dr. Tufail Mohammad Khan, Member (NWFP Province)
8. Mr. Waris Khan, Member (NWFP Province)
9. Ms. Rukshanda Naz, Member (NWFP Province)
10. Mr. Noor Ahmed Nizamani, Member (Sindh Province)
11. Ms. Sadiqa Salahuddin, Member (Sindh Province)
12. Ms. Ferida Sher, Member (Punjab Province)
13. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
14. Mr. Harris Khalique, Chief Executive SPO (Ex-Officio)

## **SPO Fifth Board of Directors**

**(December 2003 - October 2006)**

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



## **SPO Sixth Board of Directors**

**(October 2006 - October 2009)**

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

## **SPO Seventh Board of Directors**

**(October 2009 - October 2012)**

1. Dr. Tufail Mohammad Khan, Chairperson (NWFP Province)
2. Sister Naseem George, Vice Chairperson (Punjab Province)
3. Advocate Parveen Akhtar, Member (NWFP Province)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Ms. Neelam Hussain, Member (Punjab Province)
6. Mr. Javed Jabbar, Member (Sindh Province)
7. Mr. Harris Khaliq, Member (Federal Capital Area)
8. Ms. Farida Tahir Noshervani, Member (Balochistan Province)
9. Prof. Sayed Ibadullah Rashdi, Member (Sindh Province)
10. Syed Abid Rizvi, Member (Balochistan Province)
11. Ms. Sadiqa Salahuddin, Member (Sindh Province)
12. Ms. Zeenat Yaqoob Yousufzai, Member (Balochistan Province)
13. Mr. Reginald Dennis Williams, Member (NWFP Province)
14. Mr. Naseer Memon, Chief Executive SPO (Ex-Officio)

## **SPO Eighth Board of Directors**

**(November 2012 - October 2015)**

1. Dr. Tufail Mohammad Khan, Chairperson (KP Province)
2. Ms. Zeenat Yaqoob Yousufzai, Vice Chairperson (Balochistan Province)
3. Advocate Parveen Akhtar, Member (KP Province)
4. Prof. Dr. Karamat Ali, Member (Punjab Province)
5. Dr. Taj Baloch, Member (Balochistan Province)
6. Ms. Neelam Hussain, Member (Punjab Province)
7. Mr. Javed Jabbar, Member (Sindh Province)
8. Ms. Arifa Mazhar, Member (Federal Capital Area)
9. Ms. Farida Tahir Noshervani, Member (Balochistan Province)
10. Prof. Sayed Ibadullah Rashdi, Member (Sindh Province)
11. Syed Abid Rizvi, Member (Punjab Province)
12. Ms. Sadiqa Salahuddin, Member (Sindh Province)
13. Mr. Reginald Dennis Williams, Member (KP Province)
14. Mr. Naseer Memon, Chief Executive SPO (Ex-Officio)

## **SPO Chief Executives**

1. Dr. Suleman Sheikh (1993-1998)
2. Mr. Ali Akbar (1998-2002)
3. Mr. Harris Khaliq (2002-2010)
4. Mr. Naseer Memon (2010-to date)

## SPO Manuals

- 1 Development Planning and Management (5 Modules)
- 2 Reproductive Health (5 Modules)
- 3 Violence Against Women
- 4 Behavioural Change Communication
- 5 Community Role in Housing Reconstruction
- 6 How to Conduct a Research?
- 7 Resource Mobilization
- 8 *Khail Khail main Seekhain*-Emotional and Rehabilitation  
Support for Children in Earthquake Area (Activities Booklet)
- 9 Organizational Management
- 10 Roles and Responsibilities of Citizen Community Boards
- 11 Role and Responsibilities of Union Councils in Local Government System
- 12 Emergency Response
- 13 Financial Management
- 14 Environmental Awareness
- 15 Gender and Development
- 16 Parents Education Committees
- 17 Strategic Development Planning
- 18 Mobilizing Women for Development
- 19 Training of Trainers on Training Tools and Techniques
- 20 Advocacy (Toolkit)
- 21 Programme Manual (User's Manual)

- 22 Disaster Preparedness and Management
- 23 Learning Information Systems (User's Manual)
- 24 Development Concepts and Organizational Management
- 25 Social Sector Funding (User's Manual)
- 26 Teachers Training Manual for Trauma Counselling
- 27 Report Writing
- 28 Facilitation Skills
- 29 By Laws of Organization
- 30 Roles and Responsibilities of Health Monitoring Committees at Union Council.
- 31 Roles and Responsibilities of District Health Monitoring Committees
- 32 Advocacy and Lobbying (Health Issues)
- 33 Workbook for Trainers to Conduct Trainings on Health Issues
- 34 Sensitization of Health Officials on Gender and Violence Against Women
- 35 Democracy and Good Governance
- 36 Human Rights
- 37 Roles and Responsibilities of Union Council Education Monitoring Committees
- 38 Roles and Responsibilities of District Education Monitoring Committees
- 39 Training of Trainers on Reflect Methods
- 40 Enterprise Development

## List of SPO's Publications

### Governance

1. *Haqooq- o- Fariaz*
2. *Haqooq ki Pehchan*
3. Union Council *kay Qawaid-o-Zawabat* (Urdu)
4. Directory on Institutions in Hyderabad (Urdu)
5. Directory on Institutions in Multan (Urdu)
6. Understanding of Pakistan (Conference Report)
7. Pakistan: The Question of Identity by Harris Khaliq
8. Post 18<sup>th</sup> Amendment of the Constitution of Pakistan by Zafarullah Khan
9. The Crisis of Federalism in Pakistan: Issues and Challenges by Jami Chandio

### Social Justice/ Human Rights

10. Poetry on Women Rights (Mujhe Khutba Nhe Atta)
11. Jab Tum Nay Pehla Sans Lia (Urdu Poem on Gender Issues)
12. *Zambian Kay Zakhm* (Urdu Booklet on Gender Issues)
13. *Aman Ki Aas Main* (Poetry)
14. *Aain-e- Pakistan aur Bunyadi Haqooq*
15. Millennium Development Goal (MDG): A Distant Dream
16. Moving from Disaster to Development
17. Trail of Tragedy -1 (A Chronology of Violence in Pakistan: 2010)
18. Trail of Tragedy -2 (A Chronology of Violence in Karachi: July 2010-August 2011)

19. Education in Pakistan: A Survey by Tariq Rahman
20. The Goal of Workers' Welfare and Policy Challenges by Maliha Shamim
21. Gendering Space: Patriarchy and Socio-Economic Stagnation in Pakistan by Haris Gazdar
22. The Role of Intellectuals in Development by Ajeeba K. Aslam
23. Reforms in Health Care: An Equitable and Comprehensive System by Dr. Syed Furqan Zafar
24. The Evolution of Volunteerism in Pakistan by Fayyaz Baqir
25. Karachi's Violence: Duality and Negotiation by Haris Gazdar
26. Analysis of Budgetary Allocations for Poverty Reduction, Social Sector, Human Development and MDGs – 2011-2012 by Dr Pervez Tahir, Naseer Memon and Wasim Saleem
27. Solace for Balochistan by Zafarullah Khan
28. Situation Analysis of Education System in Balochistan by Faheem Abbasi
29. Early Marriages: An Invisible Sword of Patriarchy by Ambreen Ajaib
30. The Evolution of Volunteerism in Pakistan by Fayyaz Baqir
31. Set of leaflets on Human Rights

### **Natural Disasters**

32. Malevolent Floods of Pakistan (2010-2012)
33. Climate Change and Natural Disasters in Pakistan (Fourth Edition)
34. A Review of Pakistan's Climate Change Policy
35. Directory of Relevant Contacts for Earthquake Response
36. Construction Guidelines for Earthquake Affected Area



37. Flood Disaster in Pakistan and SPO Response
38. Trail of Tragedy -3 (A Chronology of Disaster in Sindh 2011, English)
39. Trail of Tragedy -3 (A Chronology of Disaster in Sindh 2011, Sindhi)
40. Trail of Tragedy -4 (A Chronology of Disaster in 2012, English)
41. Trail of Tragedy -4 (A Chronology of Disaster in 2012, Urdu)
42. Conference Report (Livelihood and Housing in the Face of 2005 Earthquake)

### **SPO Reports and Audio/ Visual Material**

43. Strengthening Voices –Case Studies (Third Edition)
44. Awami Sharakat-Paidar Taraki (Project Case Studies)
45. Most Significant Change Stories (Project Case Studies)
46. SPO-A Brief History (1994-2004)
47. To Make a Stone a Flower (Case Studies in English/ Sindhi)
48. Annual Reports (English/Urdu)
49. Media Coverage of SPO's Work
50. SPO Profile (Quetta Programme)
51. SPO brochure
52. SPO at a Glance
53. AAWAZ Programme (Introductory Brochure)
54. Posters on different issues
55. Calendars and Diaries
56. *Shirkati Taraqee* (Quarterly Newsletter in Urdu/English)
57. *Hu Hoon Gey Kamyab* (SPO Documentary –CD)
58. *Zameen Kahanian* (SPO Documentary -CD)

### **Miscellaneous**

59. Understanding Pakistan, Volume-1 (Social Justice)
60. Understanding Pakistan-Volume-1I (Democratic Governance)
61. The Future of English in Pakistan by Ahmar Mahboob
62. International Influences on Education Policy-Making by Malick Shahbaz Ahmad Tahir
63. Challenges and Opportunities in the Post TRIPS Era for Pakistan – An Overview of Amended Patents Ordinance 2002 by Asim Gulzar

## SPO Employee List - Region-wise - Updated on November 15, 2013

National Centre - Islamabad		
Sr. No	Name	Designation
1	Akram Khurshid	Programme Manager
2	Aaref Farooqui	Head of Corporate Affairs/ Company Secretary
3	Ali Jafar	Finance Officer
4	Allah Bakhsh	Coordinator Pakistan Spate Irrigation Networker
5	Anbreen Ajaib	Senior Program Specialist-Gender
6	Arooj Khalid	Data Analysis and Reporting Specialist
7	Atif Sandhu	Head of Disaster Preparedness and Response
8	Awais Masroor Badvi	Finance Officer
9	Azhar Ghumro	Manager Disaster Preparedness and Response
10	Fakharuddin Razi	Manager Information Technology
11	Haider ali	Internal Audit Specialist
12	Hamza Salman	Data Entry Operator
13	Isma Sana	Senior Programme Specialist - Capacity Building
14	Kamran	Helper
15	Kiran Peter	Programme Officer
16	Lubna Hanan	Front Desk Associate
17	Mahvish Memon	PF Associate
18	Malick Shahbaz Ahmed Tahir	Technical Advisor
19	Moina Baig	Specialist Core Programme
20	Muhammad Ali Abbasi	Administration Officer

21	Muhammad Arif	Driver
22	Muhammad Haroon Hussain	Programme Specialist
23	Muhammad Ibrahim	Driver
24	Muhammad Khalid	Driver
25	Muhammad Musa	Data Entry Operator
26	Muhammad Naseer	System Development Specialist
27	Muhammad Nazar Aslam	Finance Officer
28	Muhammad Saeed	Finance Associate
29	Muhammad Sher	Office Attendant
30	Muhammad Waseem	Human Resource Officer
31	Musa Khan	Administration Associate
32	Naseer Memon	Chief Executive
33	Nasir Masih	Cleaner
34	Nayyar Iqbal	Admin & logistics Specialist
35	Nusrat Zehra Zaidi	Communication Specialist
36	Qamar uz Zaman Mitroo	Manager Special Projects
37	Rabel Haider Bhurgri	Monitoring Evaluation and Reporting Specialist
38	Rabiya Ali	Senior Finance Specialist
39	Rehmat Karim	Head of Monitoring, Evaluating and Reporting
40	Riaz Ahmed	Cook
41	Riazat Hussain	Creative Manager
42	Roland Williams	Administration Associate
43	Roohi Bano	Development Resource Centre Officer
44	Saad Salman	Information Technology Associate
45	Sana Hafeez	Human Resource Specialist
46	Sanaullah Attique	Programme Officer
47	Shabina Fazal	Internal Auditor
48	Siraj Muhammad	Driver

49	Sohail Mukhtar	Finance Officer
50	Suhni Shaikh	Human Resource Associate
51	Syed Shehreyar Ali	Internal Auditor Officer
52	Syrus Khan Wazir	Finance and Administration Officer
53	Syed Tariq Ali	Senior Program Reporting Specialist
54	Tehmina Nazir	Election Observation Manager
55	Uzera Nishat	Head Of Human Resources
56	Waqas Shabbir Ahmed	Finance Officer
57	Zafar Zeeshan	Chief Program Management
58	Zahid Hussain Jalbani	Project Manager
59	Zahoor Ahmed	Driver
<b>Regional Centre - Peshawar</b>		
Sr. No	Name	Designation
60	Ajaz Mohammad Durrani	Programme Specialist
61	Ali Zeeshan Haider	Information Technology Associate
62	Arshad Haroon	Regional Head
63	Baqir Khan	Admin Associate
64	Faiza Nuzhat	Front Desk Associate
65	Farmanullah Jan	Driver
66	Hassan Sadaqat	Programme Officer
67	Inayat ur Rehman	Programme Officer
68	Maryam Bibi	Programme Officer
69	Matawali	Driver
70	Mohammad Ishaq	District Coordinator
71	Mohsin Ihsan	Administration Associate
72	Muhammad Adnan Asif	Finance Associate
73	Muhammad Ihsan	Driver
74	Muhammad Umair Zeb	Finance and Administration Officer

75	Muqaddar Shah	Programme Officer
76	Rahim Siranjam	Monitoring & Reporting Officer
77	Sana Jalil	Programme Officer
78	Shahid Mehmood	Programme Specialist
79	Sidra Khan	Accounts Officer
80	Syed Haroon Badshah	Programme Officer
81	Usman Ghani	Office Attendant
82	Waeed Jan	Driver
83	Zahid Usman	Office Attendant
84	Zaib un Nisa	Programme Officer
85	Zohaib Ali	Office Attendant
<b>Regional Centre - D.I. Khan</b>		
Sr. No	Name	Designation
86	Aamir Zeeshan Khaliq	Administration Associate
87	Abdul Hafiz	Community Facilitator
88	Abr-e-Saba Bukhari	Programme Officer
89	Alamzeb Khan	Administration Officer
90	Anum	Programme Officer
91	Asfand Yar	Programme Officer
92	Asghar Ali Khan	Planning Specialist
93	Asim Anwar	Monitoring & Reporting Officer
94	AzizUllah Khan	Cleaner
95	Beenish Shahjahan	Programme Officer
96	Ghulam Siddique	Driver
97	Kifayatullah	Programme Associate
98	Muhammad Ayyub	Admin Associate
99	Muhammad Bilal	Driver
100	Muhammad Jehangir	Driver
101	Muhammad Nadir Shah	Programme Officer

102	Muhammad Khalid Fayyaz	Programme Specialist
103	Zahid Usman	Programme Officer
104	Ajmal Khan	Finance Officer
105	Muhammad Pervaiz	Driver
106	Muhammad Qazzafi	Programme Specialist
107	Muhammad Rafiq	Programme Officer
108	Muhammad Sajid Khan	Programme Officer
109	Muhammad Tahir Nawaz	Information Technology Associate
110	Muhib Hussain	Office Attendant
111	Nawabzada Fakhar Zaman Asghar	Programme Officer
112	Rania Tamkeen Zaidi	Programme Specialist
113	Shafiq ul Islam Khattak	Programme Specialists
114	Shafiullah Khan	Regional Head
115	Waqas Ali	Programme Officer
116	Yasir Ali	Finance and Administration Specialist
117	Zia Muhammad	Front Desk Associate

#### Regional Centre - Lahore

Sr. No	Name	Designation
118	Adnan Idrees	Driver
119	Ayesha Rao	Monitoring & Reporting Officer
120	Ayyaz Ali	Programme Officer
121	Feroza Batool	Programme Officer
122	Hamza Farooq	Administration Officer
123	Imran Maqsood	Finance and Administration Specialist
124	Imran Saleem	Programme Officer
125	Jamshed Sultan	Programme Specialist
126	Kiran Zahoor	Front Desk Associate
127	Koser Jhangeer	Helper

128	Madiha Hafeez	Finance Officer
129	Mahmood Ahmed Nasir	Programme Officer
130	Mohammad Shoaib	Driver
131	Mubashir	Office Attendant/Cook
132	Muhammad Ali	Helper
133	Muhammad Ali Jaffri	Training Unit Associate
134	muhammad Asif	Accounts Associate
135	Muhammad Mansha	Driver
136	Muhammad Pervaiz	Programme Officer
137	Mumtaz Ahmed	Office Attendant
138	Mumtaz Hussain	District Coordinator
139	Saba Hakeem	Programme Officer
140	Sabahat Farooq	Programme Officer
141	Sadia Nawaz Cheema	Programme Officer
142	Salman Abid	Regional Head
143	Shabbir Ahmad	Driver
144	Shafqat Rasool	Information Technology Associate
145	Shammas Jalil	Programme Specialist-Special Projects
146	Shazia Bashir	Programme Specialist
147	Shazia Shaheen	Planning Specialist

#### Regional Centre - Multan

Sr. No	Name	Designation
148	Amjad Hussain	Programme Specialist
149	Aqsa Rubab	Programme Specialist
150	Ayesha Yaseen	Finance and Administration Specialist
151	Faheem Ahmed	Training Unit Associate
152	Fahim Raza	Programme Officer
153	Farzana	Programme Officer
154	Fouzia Hamid	Programme Officer
155	Hassan Bakhsh Bhatti	Administration Officer
156	Humaira Saleem	Finance Associate



157	Jamshaid Iqbal	Regional Head
158	Jehanzeb Gulzar	Monitoring & Reporting Officer
159	Kaneez Zehra	Programme Officer
160	Mubeen Fakhra	Programme Officer
161	Muhammad Aamir	Administration Associate
162	Muhammad Arif	Programme Officer
163	Muhammad Bashir	Driver
164	Muhammad Fahad	District Coordinator
165	Muhammad Hassan	Cleaner
166	Muhammad Nadeem Raja	Driver
167	Muhammad Rizwan	Driver
168	Muhammad Shahid	Driver
169	Muhammad Tahir Shabir	Programme Officer
170	Muhammad Tariq	Helper
171	Mujahid Hussain	Helper
172	Ramsha Habib	Programme Officer
173	Saira Ali	Programme Officer
174	Sajjad Hussain	Cook
175	Saqib Nafees	Programme Officer
176	Sarfraz Ahmed	Driver
177	Shahid Aziz	Programme Officer
178	Shahnawaz Khan	Programme Specialist
179	Shams ud Din	Programme Specialist
180	Shazia Bibi	Programme Officer
181	Shoukat Ali	Driver
182	Sumera Sattar	District Coordinator
183	Surayya Faiz	Programme Specialist
184	Syed Hussain Raza	Programme Specialist
185	Syed Muhammad Shakeel	Accounts Officer

186	Syed Shahbaz Hussain Bukhari	Information Technology Associate
187	Tariq Ali	Programme Officer
188	Zahid Bhatti	Office Attendant
189	Zahida Hameed	Front Desk Associate
190	Zile Hasnain	Finance Officer
191	Zunaira Shafaq	Planning Specialist
<b>Regional Centre - Quetta</b>		
Sr. No	Name	Designation
192	Abdul Latif	Monitoring Officer
193	Abdul Salam	Project Coordinator
194	Afzal Samuel	Training Unit Associate
195	Awais Butt	Finance Officer
196	Barat Khan	Driver
197	Hameeda Baloch	Field Coordinator
198	Hashim Marri	Programme Officer
199	Imdad Ali	Programme Specialist
200	Kathy Javed Gill	Front Desk Associate
201	Khawajah Rehan Munir	Finance and Administration Specialist
202	Malik Noor Zaman Khan	Administration Associate
203	Muhammad Essa	Cook
204	Muhammad Iqbal	Driver
205	Mukhtar Ahmad	Monitoring Officer
206	Mukhtiar Ahmed Chhalgari	Regional Head
207	Pir Muhammad	Monitoring Officer
208	Saifullah Kakar	Driver
209	Sajjad Ahmed	Office Attendant
210	Sher Baz Baloch	Programme Officer
211	Shoab Jilani	Information Technology Associate

212	Sikandar Hayat	Monitoring Officer
213	Sultan Mohammad	Programme Officer
214	Sumera Mehboob	Programme Officer
215	Tariq Hussain	Monitoring Officer
216	Tariq Mahmood	Helper
217	Yasmeen Baloch	District Coordinator
218	Zahoor Ahmed	Monitoring Officer

### Regional Centre - Turbat

Sr. No	Name	Designation
219	Abdul Sattar	Office Attendant
220	Ajmeri Lal	Finance Officer
221	Ali Ahmed	Office Attendant
222	Allahi Dad	Helper
223	Ejaz Ahmed	Driver
224	Hafeez Rehman	Administration Officer
225	Mahjabeen Sheran	Programme Officer
226	Mahrung Karim	Programme Officer
227	Mehrab Ali	Programme Specialist
228	Mohammad Arman-ul-Haq	Information Technology Associate
229	Muhammad Moosa	Driver
230	Muhammad Murad	Driver
231	Pari Khatoon	Cook
232	Rajid Murad	Helper
233	Rakshanda Taj	Front Desk Associate
234	Sangeen Gichki	Regional Programme Manger
235	Shoaib Ahmed	Office Attendant
236	Waqar Ahmed	Training Unit Associate
237	Zahid Hussain	Finance and Administration Specialist

Regional Centre - Hyderabad		
Sr. No	Name	Designation
238	Abdul Rehman Mohsin	Field Engineer
239	Abdul Wahid Sangrasi	Programme Specialist
240	Abida Parveen	Social Mobilizer
241	Afsana Kharal	Programme Officer
242	Ajeet Kumar	Finance and Administration Officer
243	Akhtiar Hussain	Office Attendant
244	Ali Muhammad Mahar	Social Mobilizer
245	Ambreen Sarwar Chandio	Monitoring Evaluation and Reporting Specialist
246	Annie Pathan	District Coordinator
247	Deen Muhammad Mirbahar	Information Technology Associate
248	Dhanesh Kumar	Human Resources Associate
249	Faheem Ahmed	Administration Associate
250	Fida Hussain	Social Mobilizer
251	Ghulam Mustafa Baloch	Regional Head
252	Jameel Munawar Abro	Programme Officer
253	Muhammad Mithan	Driver
254	Muhammad Waryal	Programme Officer
255	Muhammad Yousif	Driver
256	Nisar Ahmed	Program Officer-Trainings
257	Parveen Qausar	Front Desk Associate
258	Punhoon	Helper
259	Saleem Boorat	Cleaner
260	Shagufta Daudpota	Finance Officer
261	Shahzado Jakhrani	Driver

262	Shamshad Ali	Cook
263	Shazia Junejo	Programme Specialist
264	Sumera Noohpoto	Programme Officer
Regional Centre - Karachi		
Sr. No	Name	Designation
265	Abdul Jabbar	Project Facilitator
266	Abubakkar	Project Facilitator
267	Ali Raza	Data Monitoring Officer
268	Ellahi Bakhsh Baloch	Regional Head
269	Ghulam Akbar Jafri	Driver
270	Gul Saba	Project Facilitator
271	Maria Soomro	Project Coordinator
272	Mir Muhammad	Project Manager
273	Mirza Hashim Baig	Finance and Administration Specialist
274	Misbah	Accounts Associate
275	Muhammad Ali	Driver
276	Muhammad Umer	Information Technology Associate
277	Mumtaz Ali Mehar	Cook
278	Munawar Ali	Front Desk Associate
279	Murk Karim	Project Facilitator
280	Nasreen Ghulam Nabi	Programme Specialist
281	Nida Ahmed	District Coordinator
282	Rabia Tabassum	Programme Officer
283	Raheema Panhwar	Programme Specialist
284	Rukhsar Ahmed	Office Attendant
285	Saif Imran	Administration Associate
286	Sajida Hameed	Programme Officer
287	Sarah Ahmed	Project Facilitator
288	Zaheer Zare Baloch	Project Facilitator

<b>SPO Office Sukkur</b>		
<b>Sr. No</b>	<b>Name</b>	<b>Designation</b>
289	Hakim Ali	Project Facilitator
290	Riaz Ahmed Shaikh	Admin & Accounts Associate
291	Waheeda Tunio	Project Facilitator
292	Muhammad Haseeb	Project Facilitator
293	Kashif Hussain Siddique	Project Coordinator
294	Firdous	Project Facilitator
<b>SPO Office Dadu</b>		
<b>Sr. No</b>	<b>Name</b>	<b>Designation</b>
295	Ali Gul Laghari	Education Officer
296	Arshad Ali	Office Assistant
297	Ashfaque Ahmed	Finance and Administration Officer
298	Maqbool Ahmed	Organizational Development Training Officer
299	Muhammad Afzal	Project Manager
300	Sindho Panhwar	Education Officer
<b>SPO Office Thatta</b>		
<b>Sr. No</b>	<b>Name</b>	<b>Designation</b>
301	Abdul Hameed Jokhio	Driver
302	Abdul Qayoom	Field Engineer
303	Babar Ali Mughal	Field Engineer
304	Deedar Ali	Office Attendant
305	Ghulam Hyder Hallo	Driver
306	Muhammad Ismail	Finance and Accounts Officer
307	Tarique Hussain	Senior Coordinator
308	Waheed Ali	Field Engineer

SPO Office Muzaffarabad		
Sr. No	Name	Designation
309	Ateeq ur Rehman	Project Coordinator
310	Muhammad Riaz	Cook

## Strengthening Participatory Organization (SPO)

SPO is a leading rights-based civil society organization with its Citizens Voice and Accountability (CVA) initiative being implemented in over 75 districts of the country. SPO's focus mainly being on state and citizens engagement for strengthening democratic norms, systems and institutions to secure social justice and peace and harmony, and eradicate conflicts, poverty and gender-inequalities, works with over 3500 countrywide civil society entities comprising human rights, women, minority and youth activists, organizations and networks, mainstream political parties, labour organizations, trade unions, teachers and media associations, intelligentsia, and policy-makers at provincial and national levels.

Understanding the gravity of critical emergency situations that target communities have to live in intermittently, SPO also deals with humanitarian emergencies resulting from natural and human-induced hazards such as the earthquakes, rain-fed floods and cyclones and internal displacement of communities triggered by conflicts.

UDHR and other international human rights covenants are central to SPO's program philosophy.

Currently, major components of SPO's CVA initiative are supported by BHC and DFID. SPO acknowledges other donors support as well.



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<b>QUETTA</b> House 58-A, Near Pak Japan Cultural Centre, Jinnah Town Quetta Tel: 081-2863701 Fax: 061-2863703 Email: quetta@spopk.org	<b>PESHAWAR</b> House 15, Street 1, Sector N-4 Phase 4, Hayatabad, Peshawar Tel: 091-5611792 Fax: 091-5813089 Email: peshawar@spopk.org	<b>MULTAN</b> House 339-340, Block-D Shah Rukh-e-Alam Colony, Multan Tel: 061-6772995 Fax: 061-6772996 Email: multan@spopk.org	<b>HYDERABAD</b> Plot 158/2, Behind M. Usman Deplai Scholars Academy, Alandard Chowk, Grid Station, Gasmabad, Hyderabad Tel: 022-26541725 Fax: 022-2652126 Email: hyderabad@spopk.org	<b>MUZAFFARABAD</b> House D-133, Street 17 Upper Chattar, Muzaffarabad. Tel: 055224-34432 Fax: 055224-34432 Email: muzaffarabad@spopk.org
<b>TURBAT</b> Pashi Road, Turbat Tel: 0852-412333 Fax: 0852-413884 Email: turbat@spopk.org	<b>D.I.KHAN</b> House 2, Qasim Road, Near Father School, D.I.Khan Tel: 0966-713231 Fax: 0966-733917 Email: dikhan@spopk.org	<b>LAHORE</b> House 76-A, Sher Shah Block New Garden Town, Lahore Tel: 042-35863211 Fax: 042-35863213 Email: lahore@spopk.org	<b>KARACHI</b> G-22, B/2, Park Lane Clifton Block 5, Karachi Tel: 021-35836213 Fax: 021-35873794 Email: karachi@spopk.org	