



Putting People First!  
30 years and counting...

Building 1B, Street 26, Sector G-9/1 Islamabad. (+92) 51 8736194 info@spopk.org

# Celebrating a 30 years' journey




## ANNUAL REPORT

Putting People First

STRENGTHENING PARTICIPATORY ORGANIZATION





**Strengthening Participatory Organization (SPO),**  
**Building No. 1-B, Street 26, Sector G-9/1, Islamabad, Pakistan.**  
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# ABBREVIATIONS & ACRONYMS

A		Resilience	
ACF	Active Case Finding	Fos	Farmer Organizations
ADPC	Asian Disaster Preparedness Centre	G	
ATT	Anti-Tubercular Treatment	GB	General Body
B		GBV	Gender-Based Violence
BC	British Council	GMIS	Gender Management Information System
BoD	Board of Directors		
C		GPs	General Practitioners
CARE	Cooperative for Assistance and Relief Everywhere	GRASP	Growth for Rural Advancement and Sustainable Progress
CBO	Community-Based Organization	GPR	Gender Parity Report
CCTV	Closed-Circuit Television	H	
CE	Chief Executive	HRM	Human Resource Management
CNIC	Computerized National Identity Card	I	
CRS	Common Reporting Standard	IBA	Institute of Business Administration
CSNs	Civil Society Networks	ICT	Information Communication Technology
D		IEC	Information, Education, and Communication
DFID	Department for International Development	IT	Information Technology
DRR	Disaster Risk Reduction	IRC	International Rescue Committee
DR-TB	Drug-Resistant Tuberculosis	K	
DSP	Deputy Superintendent of Police	KP	Khyber Pakhtunkhwa
DSPs	Downstream Partners	KAP	Knowledge, Attitude, and Practice
E		KPCAN	Khyber Pakhtunkhwa Climate Action Network
ECHO	European Civil Protection and Humanitarian Aid Operations	M	
EN	Embassy of the Netherlands	MC	Mercy Corps
EMIS	Education Management Information System	MDR	Multidrug-resistant
EOIs	Expression of Interests	MEAL	Monitoring, Evaluation, Accountability and Learning
F		MHPSS	Mental Health and Psycho-Social Support
FAS	Foundation Assisted Schools Programme	MIS	Management Information Systems
FASCR	Faith in Action for Sustainable Climate	MHN	Maternal and Newborn Health

MoU	Memorandum of Understanding	SHRM	Strategic Human Resource Management
MSME	Micro, Small and Medium Enterprise	SOPs	Standard Operating Procedures
MWRAs	Married Women of Reproductive Ages	SME	Small and Medium Enterprise
N		SMHS	Sindh Education Foundation Middle and High School
NANA	Nishtar Alumni Association of North America	SPO	Strengthening Participatory Organization
		T	
NC	National Centre	TB	Tuberculosis
NCA	Norwegian Church Aid	TLCs	Temporary Learning Centers
NFI	Non-Food Items	TORs	Terms of References
NHN	National Humanitarian Network	TOTs	Training of Trainers
NMU	Nishtar Medical University and Hospital	U	
NRM	Natural Resource Management	USAID	United States Agency for International Development
NTP	National TB Control Programme	UC	Union Council
O		UNDP	United Nations Development Programme
OPD	Outpatient Department	UNESCO	United Nations Educational, Scientific and Cultural Organization
OXFAM	Oxford Committee for Famine Relief	UNFPA	United Nations Population Fund
P		UNICEF	United Nations Children's Fund
PCSW	Punjab Commission on the Status of Women	UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
PGPR	Punjab Gender Parity Report	V	
PPAF	Pakistan Poverty Alleviation Fund	VAWC	Violence Against Women Centre
PPIF	Punjab Population Innovation Fund	VSO	Voluntary Service Overseas
PPM	Public Private Mix Model	W	
PPP	Public Private Partnership	WASH	Water, Sanitation and Hygiene
PPRS	Promoting Private Schools in Rural Sindh	WCFS	Women and Child-Friendly Spaces
PTP	Provincial TB Control Programme	WDD	Women Development Department
PSEA	Protection against Sexual Exploitation and Abuse	WPN	Women Protection Network
PWD	Persons with Disability	WRO	Women's Rights Organization
PPWA	Punjab Women Protection Authority		
R			
RBCS	Rural-Based Community Schools		
S			
SCAN	Sindh Climate Action Network		
SECP	Securities and Exchange Commission of Pakistan		
SEF	Sindh Education Foundation		
SDGs	Sustainable Development Goals		



# BRIEF INTRODUCTION OF SPO

SPO is a rights and responsibilities-based organization serving to improve the well-being of the communities and citizens of Pakistan by creating awareness about basic rights and how to ensure access to related services. SPO transitioned from a joint venture of Small Projects Office between the Government of Pakistan and Canadian High Commission in 1987. The initiative was voluntarily led by Mr. Javed Jabbar, Dr. Tariq J. Banuri, and Ms. Farida Sher; They guided the transformation of SPO from a small entity to a leading Pakistani rights -based organization, registered in 1994 under the section 42 of the Companies Act 2017. SPO is supported by a volunteer-led 36-member General Body (GB) comprising eminent specialists from diverse disciplines.

The GB elects a fourteen-Member Board of Directors comprised of thirteen elected members and the Chief Executive as an ex-officio member. Both GB and BoD reflect gender balance and Provincial/Regional balance. The broad Programmatic portfolio of the organization includes Social & Economic Development, Climate Change Adaptation, Digital Knowledge Transformation, and Cultural Heritage and Tourism Promotion, whereas, Human, Women and Digital Knowledge Transformation are cross-cutting themes.

Since 1994, SPO has helped implement **423 projects** into which more than **PKR 12 billion /41.96 million USD** have been expended impacting the lives of more than **15 million people**. SPO operates with dynamic teams across **29 Regional and Field offices**, spanning all four provinces of Pakistan, along with a National Center in Islamabad. In the total of **166 Districts** across Pakistan, **SPO is currently serving in 101**. We are engaged with diverse groups, from grassroots communities to various tiers of Governance, at Local, District, and Provincial levels. Our regional offices are based in Karachi, Hyderabad, Umerkot, Shikarpur, Lahore, Multan, Quetta, Turbat, and Peshawar.



# Prologue from the CHAIRPERSON

As SPO completes 30 years of steady progress in 2024, so does the under-signed complete 30 years of close association with this remarkable entity.

While, as one of the 3 original co-founders, one has served as a Member of the General Body and the Board of Directors for all these 3 decades, to my consternation recently, I realized that one had also served as Chairperson for 15 out of 30 years: by being elected 5 times for different 3-year terms.

The responsibility of humble leadership was enabled by the privilege of being in the company of fellow volunteer Members. Each of them brings dedicated service and specialized knowledge and skills from spheres of direct relevance to SPO's mission. Such spheres comprise: education at multiple levels, health care, child care, environment, law and justice, corporate management, religious service, community work, minorities' rights, professional management, special education, public policy, writing, media, et al.

Those who departed at different points in the journey contributed their own valuable shares of devotion and expertise. The full-time, long-term staff, including shorter-term project staff, i.e. the entire professional team, as so well led presently by CEO Arifa Mazhar represents a substantive factor for our advancement. Our partner-donors have provided the financial support that is essential for operations. And our community-partners across the country inspired and aided us with their hospitality and confidence. The Federal and Provincial Governments, and their respective Ministries, Divisions, Departments and Autonomous bodies provided their indispensable cooperation.

In the last section of this Report, are presented comprehensive lists of all the individuals and institutions in the different categories named above as a documented record of recognition and for permanent reference.



Similarly, the 37-minute documentary film especially produced for the celebratory event in Islamabad on 15th February 2025 also lists the names of every relevant individual and entity. Yet several persons, at a junior level, rendering manual support such as drivers, office attendants, etc who are not named, are nevertheless acknowledged herein for their sincere devotion.

To enable transition to a new era of SPO's onward journey, the under-signed will not be a candidate for election as possible Member of the next Board of Directors. However, I will remain a Member of the General Body and will always be ready to contribute in any way required and in whatever little one can do.

I am fully confident that the new Board elected for the 2024–2026 term, and Boards elected thereafter will sustain and enhance the achievements of SPO.

In reflecting on some of the major contributions, it is worth highlighting two pioneering innovations and a few programmatic milestones that stand out in SPO's journey:

A key innovation introduced by SPO was the Learning Information System (LIS), a pioneering computerized network for monitoring, information processing, and analysis. The LIS enabled SPO to collect and share accurate data on a range of issues, from women's participation in education to tracking student dropout rates in remote areas. This data-driven approach became a vital tool for social change, helping to target interventions where they were most needed. SPO also requested individuals of experience and joint respect in their communities to become Learning Resource Persons (LRPs), whose intimate knowledge of local conditions and traditions helped shape harmonious, purposeful interventions for development.

SPO also launched the Development Resource Centre (DRC), a public information hub that became a key resource for partner agencies, NGOs, and CBOs. Through the DRC, SPO compiled the largest data bank on CSOs in Pakistan, with 8,733 organisations accessible through a single up to date source. This resource provided critical information on NGOs' structures and programmes, facilitating collaboration and enhancing the impact of community driven initiatives.

From the start, SPO's advocacy work was equally groundbreaking. It helped establish major coalitions of NGOs. These coalitions united civil society organisations to ensure the new laws regulating NGOs were fair and responsive to local realities. Through its leadership and resources, SPO helped these coalitions develop effective strategies for policy advocacy, ensuring the voices of local communities were duly heard.

Three challenges among several are likely to offer opportunities for SPO to explore in the years ahead: the need to help balance population growth in our country, the need to use artificial intelligence to stimulate rather than stifle creativity and the need to help correct the severe institutional imbalances that are distorting the evolution of authentic democracy in Pakistan.

With best wishes to the fine fraternity of SPO, and for our contribution to build a better Pakistan

Sincerely,

A handwritten signature in blue ink, reading "Javed Jabbar".

**Senator (r) Javed Jabbar**

Chairperson, SPO



# Message from the CHIEF EXECUTIVE

As the organization continues to evolve, we are proud of our transformational journey from an implementing organization to one that blends both implementation and management. Historically, SPO has focused on direct project delivery to improve the lives of marginalized communities across Pakistan. However, as the development landscape becomes more complex, we have adapted our approach to include strategic management, ensuring that we not only implement Programmes but also oversee and guide the effective and efficient execution of projects across the sector. Institutional strengthening remains a challenge for many smaller organizations, and this is where SPO plays a critical role. SPO steps in, ensuring smooth operations, enhancing the capacity of organizations, and fostering stronger relationships between stakeholders and donors. Our support allows these organizations to fulfil their potential, ensuring efficient implementation of projects and greater impact in the communities they serve.

At Strengthening Participatory Organization (SPO), we understand that the ongoing humanitarian crisis is a continuous challenge. Based on our previous learnings, we are committed not only to responding to disasters, but also to enhancing preparedness by taking anticipatory action. SPO's dual role as both an implementing and management organization is supported by strong governance, transparent financial management, operational efficiency, and a commitment to accountability.

Our diverse leadership team, combined with a robust monitoring and evaluation system, ensures that Programmes remain responsive to community needs and are aligned with long-term sustainable development goals. Additionally, our grievance redressal and safeguarding mechanisms reflect our commitment to transparency and accountability, strengthening the trust we have built with our stakeholders. As we continue this journey, SPO remains committed to strengthening its organizational capabilities, fostering partnerships, and driving sustainable change across Pakistan.



**ARIFA MAZHAR**  
Chief Executive, SPO

We pledge to continue our efforts to empower communities, advocate for policy change, and strive for creating lasting impact. I am thankful to the Board, the General Body members, and the entire SPO family for their commitment and invaluable contributions towards making SPO a strong and viable organization that is fully accountable to its funders and the communities.

# VOLUNTEER GENERAL BODY AS OF 30 JUNE 2024

## BALUCHISTAN



**Dr. Ayesha Samad Dogar**  
Doctor



**Mr. Mohammad Amin**  
Educationist



**Dr. Taj Baloch**  
Health Sector Professional



**Ms. Shazia Akhtar**  
Lecturer



**Ms. Faiza Mir**  
Lecturer



**Ms. Zeenat Yaqoob Yousafzai**  
Educationist

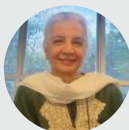
## ISLAMABAD



**Dr. Farhat Ali Sheikh**  
Development Professional,  
gender specialist



**Mr. Abdul Qadir**  
Development Professional



**Ms. Samina Khan**  
Development Professional

## KHYBER PAKHTUNKHWA



**Dr. Tufail Mohammad Khan**  
Paediatrician



**Mr. Muhammad Rafiq**  
Environmentalist



**Ms. Rukhshanda Naz**  
Human Rights Activist, Lawyer,  
Ombudsperson



**Ms. Shabnam Nawaz**  
Lawyer, Lecturer



**PUNJAB**



**Mr. Syed Abid Rizvi (Late)**  
Broadcaster



**Dr. Anjum Zia**  
Educationist



**Ms. Mahnaz Fareed Sheikh**  
Directors (Child Rights Advocate)



**Ms. Parveen Ghauri**  
Development Professional



**Sister Naseem George**  
Development Specialist

**SINDH**



**Ms. Kalpana Devi**  
Lawyer



**Mr. Favad Soomro**  
Corporate Executive



**Senator (r) Javed Jabbar**  
Writer, Former Senator



**Mr. Naseer Memon**  
Development Professional



**Mr. Sibtain Naqvi**  
Writer, Researcher



**Ms. Sadiqa Salahuddin**  
Development Activist



**Ms. Syeda Faiza Jamil**  
Development Professional

**EXECUTIVE SUMMARY**

Strengthening Participatory Organization (SPO) has played a vital role in social development and community empowerment across Pakistan. Historically, it has functioned as an implementing organization, focusing on the direct delivery of projects, services, and programmes aimed at improving the lives of marginalized communities. However, as the development landscape continues to evolve, SPO is embracing a new direction. Today, SPO is not only an implementing organization but is also transitioning into a management organization in order to meet the growing demands of a complex and dynamic sector. Institutional strengthening remains a challenge for many smaller organizations, and this is where SPO plays a crucial role. SPO bridges the gap between funders and implementing organizations by addressing key issues such as procurement and administrative processes, which smaller organizations often struggle with. For instance, many organizations lack an Economic Affairs Division (EAD) registration or have limited capacity to manage funding. SPO steps in to ensure smooth operations, offering essential support to smaller entities and fostering stronger relationships between public sector stakeholders and donors. Through these efforts, SPO enables organizations to fulfil their potential and ensure efficient implementation of development initiatives.

SPO's strengths as both an implementing and management organization stem from its strong governance, effective financial management, operational efficiency, and commitment to transparency. With clear leadership and a focused vision, supported by a diverse volunteer board and professional, full time executive team, SPO ensures strategic direction and accountability. The organization maintains financial sustainability through transparent budgeting, diversified fundraising efforts, and regular financial reporting. SPO's well-structured Programmes, skilled workforce, and clear operational policies allow for effective Programme execution and impact. Its robust monitoring and evaluation systems facilitate continuous learning and improvement, ensuring that Programmes remain responsive to community needs. By prioritizing transparency, regular communication with stakeholders, and adhering to legal and regulatory requirements, SPO fosters trust. Additionally, its grievance redressal mechanisms ensure that the concerns of beneficiaries and other stakeholders are addressed promptly, further strengthening accountability and solidifying its position as both an implementing and management organization. This dual role allows SPO to continue its core mission of implementing impactful Programmes while also taking on a more strategic, management-driven approach. As an implementing organization, SPO remains focused on executing development initiatives, directly engaging with communities, and addressing their needs. At the same time, the journey towards a management organization empowers SPO to take on greater responsibility for overseeing projects, managing resources efficiently, ensuring sustainability and building long-term organizational capacity. SPO's significant investment in strengthening programme governance, financial management, monitoring and evaluation, and strategic partnerships has played a pivotal role in earning the trust of its partners. These efforts have been instrumental in positioning SPO as a credible and reliable management organization, capable of overseeing projects and driving long-term success.

By enhancing its organizational capabilities, SPO aims to improve operational efficiency, ensure accountability, and create a more robust structure that can scale its impact and provide better support to other organizations and stakeholders in the development sector.



During the fiscal year from July 2023 to June 2024, Strengthening Participatory Organization (SPO) achieved substantial progress across Pakistan in its mission to promote Social and Economic Development, Climate Change Adaptation, Digital Knowledge Transformation, and Humanitarian Assistance. Through its initiatives in Health, Education, WASH (Water, Sanitation, and Hygiene), Climate adaptation and Sustainable Livelihoods, SPO has positively impacted millions, aligning with its commitment to a democratic, socially just, and ecologically sustainable society. SPO with its TB Control Programme in Balochistan focused on enhancing early detection and treatment services. This Programme provided diagnostic support to people and raised awareness across communities, effectively strengthening TB management systems and healthcare access in underserved regions.

SPO's initiatives in water, sanitation, and hygiene reached millions through the Punjab Rural Sustainable Water Supply and Sanitation Project (PRSWSSP). With the support of the Punjab Rural Municipal Services Company and WaterAid Pakistan, this project improved WASH standards in over 200 villages, impacting more than 9 million rural residents. Through this collaboration, SPO promoted sustainable WASH practices, formed Village Organizations, trained community leaders, and implemented Grievance Redressal Mechanisms, which contributed to improved Health and Hygiene outcomes across rural Punjab. In Sindh SPO established Temporary Learning Centers (TLCs) for the flood affected areas in collaboration with UNICEF. These TLCs provided safe and inclusive learning environments for students, with a focus on ensuring access for girls and enhancing teaching quality through multigrade instruction and psychosocial support training. This initiative was a vital step in restoring educational infrastructure in flood-affected regions.

SPO's Flood Recovery and Response project, provided vital support to flood-affected communities in Balochistan. This project addressed essential needs such as food security, WASH, and economic stability of thousands. It delivered clean water through solar-powered filtration systems, improved hygiene conditions, distributed agricultural grants, and provided business support for sustainable income, laying the groundwork for long-term resilience in these communities. Through the Faith in Action for Sustainable Climate Resilience (FASCR) project, SPO mobilized a large number of people across Sindh and Khyber Pakhtunkhwa to engage in Climate Change Adaptation efforts. Leadership training was provided to women, enabling the establishment of sustainable, community-driven initiatives that promote ecological awareness and climate action.

SPO collaborated with the Pakistan Poverty Alleviation Fund (PPAF) on the Growth for Rural Advancement and Sustainable Progress (GRASP) project in Balochistan. This project strengthened rural SMEs, by offering both financial and technical assistance. By emphasizing sustainable business practices, this initiative led to economic growth and stability, creating a resilient ecosystem for local enterprises.

During this period, a total of **39 project** proposals, concept notes, EOIs, and partnership submissions were made. Of these, 19 projects have been successfully approved, achieving an impressive **48.7% success rate**.

# SPO'S OVERVIEW AS A MANAGEMENT ORGANIZATION

As a management organization, SPO has implemented several impactful projects, including the Women's Voice and Leadership (WVL) Programme, Strengthening Local Civil Society in Sindh, Uplifting of Public Park and Establishment of Women Fitness Centre in Shikarpur, Nishtar Medical University and Hospital Project, and Flood Emergency Response. Beyond Programme execution, SPO plays a crucial role in strategic oversight and planning, ensuring that all initiatives align with its broader mission and development goals. It effectively manages financial resources, ensuring proper allocation of funds, compliance with donor requirements, and financial transparency. As a central coordinator, SPO bridges partnerships between donors, implementing organizations, government agencies, and local stakeholders, fostering collaboration and clear communication.



Its Programmatic oversight and monitoring ensure that projects are implemented efficiently, meeting quality standards and adapting to challenges as they arise. Through risk management and compliance, SPO identifies potential operational, financial, or reputational risks and ensures adherence to legal and regulatory requirements. Additionally, it strengthens the capacity of local partners and implementing organizations through training and technical assistance, ensuring long-term sustainability. With robust monitoring and evaluation (M&E) systems, SPO assesses project impact, tracks progress, and gathers lessons for future improvement. It also plays a crucial role in advocacy and representation, engaging with policymakers, donors, and development forums to promote key issues such as gender equality, environmental sustainability, and community resilience. Whether through strengthening civil society, enhancing healthcare infrastructure, or responding to humanitarian crises, SPO demonstrates its commitment to quality execution, accountability, and delivering lasting positive change in communities.



Two discussion forums were held during SPO's 30th Anniversary Celebration, in Islamabad on 15 February 2025 focusing on the organization's remarkable evolution from being solely an implementing organization to one that now also plays a key role as a management organization.

This transformation has allowed SPO to not only directly deliver impactful programmes but also oversee and guide the effective execution of projects, strengthening the management capacity of other organizations.



**Discussion Forum I was chaired by Mr. Fawad Soomro, member of the BoD SPO.**

The panelists included Mr. Affan Javed, Regional Head of School Systems South Asia from British Council, Mr. Kabir Kazi, Managing Director from Sindh Education Foundation, Ms. Saliha Ramay, Technical Specialist GBV from UNFPA, Mr. Ahmed Hayat Lak, Chief Executive from OGDCL, and Barkat Ali, Former Team Lead from Oxfam.



**Discussion Forum II was chaired by Ms. Mahnaz Fareed Sheikh, Vice Chairperson BoD, SPO.**

The panelists included experts from various fields, such as Dr. Noreen Khalid, Team Lead of Women Voice Leadership (WVL) Programme, Mr. Mohammad Attiq, Deputy Director Programs from International Rescue Committee (IRC), Mr. Aman Ullah Saifi, Social & BCC Specialist from Punjab Rural Municipal Services Corporation, Rana Shahid from the Social Welfare Department, and Mr. Jamil Asghar, Manager Project & Grants, CEFM project, SPO.





**SPO VISION, MISSION, VALUES AND STRATEGY**



**VISION**

A democratic, socially just and ecologically sustainable society.



**MISSION**

To support and strengthen disadvantaged communities and public interest institutions for sustainable development



**OVERALL STRATEGY AND APPROACH**

A Rights and Responsibilities- based service delivery model which involves evidence-gathering, mobilization and organization of communities, creating linkages and networks for advocacy and capacitating communities and public interest institutions.





Recreational activities arranged for women and girls as part of their psycho-social support

KEY PROGRAMME THEMES			
1. Social and Economic Development	2. Climate Change Adaptation	3. Culture Heritage Preservation and Tourism Promotion	4. Digital Knowledge Transformation
⬆	⬆	⬆	⬆
STRATEGIC LONG-TERM GOALS			
1. Citizens have access and ability to exercise their fundamental rights to Education, Health, Water and Sanitation, Sustainable Livelihood and participation in Public decision-making processes.	2. Development of thoughtful and responsible behaviours of stakeholders to respond to the challenges of Climate Change.	3. Increased acknowledgement and preservation of Pakistan's indigenous Heritage and promotion of responsible Cultural Tourism.	4. Communities irrespective of their class, religion, gender and geographical location are able to access and use Digital space and knowledge in order to be aware of their rights and responsibilities.
SHORT TERM OBJECTIVES			
1.1. To increase ability of communities to exercise their rights and civic responsibilities.  1.2. To strengthen key public departments and policy frameworks to respond to socio-economic development needs of citizens.  1.3. Advocacy and collaboration among communities, public interest institutions and policy makers at local, provincial and national levels.	2.1. To increase resilience in communities against climatic challenges through sustainable agriculture for food security and stable livelihoods.  2.2. To elevate disaster risk reduction Programmes by integrating the risks arising from Climate Change and developing adaptation plan to manage disaster risk management.  2.3. To ensure appropriate management of water, land and forest resources with the assimilation of impacts arising from climate change.	3.1. To enhance information and knowledge among citizens about cultural heritage through conventional and digital resources. 3.2. To enhance interests, responsible behaviours and easy access to cultural tourist sites and festivals.  3.3. To increase understanding of cultural heritage, its preservation and presentation among the local communities. To enhance capacity of local communities to benefit economically through cultural tourism.	4.1. To revise current ICT policy to ensure inclusive and equal access to internet-related skills and tools.  4.2. To build capacity of communities on digital literacy and its usage including raising awareness of malicious usage of ICT tools.  4.3. To advocate for the integration of digital skills knowledge in both formal and informal education systems and policies.



# VALUES

**SPO strongly believes in and promotes:**



**SPO's core strategy for addressing issues is rooted in its participatory approach that focuses on:**

- Organizing and mobilizing communities and key stakeholders.
- Raising awareness and fostering sensitivity among communities and stakeholders to spark dialogue and develop sustainable solutions.
- Building the capacities of communities and stakeholders by equipping them with comprehensive knowledge.
- Engaging and networking with legislators, government bodies, and decision-makers at all levels to advocate for fundamental rights.
- Promoting civic responsibilities within both rural and urban communities.



## ORIGINS & GOVERNANCE OF SPO



# A HISTORIC OVERVIEW

We begin this narrative by sharing the names (please see lists of all names from page 97 onwards) of those who have contributed to SPO's genesis and evolution. From the first volunteer board of directors, the volunteer general body, and other volunteers to the full-time CEOs and senior staff, their commitment made it possible for us to traverse thirty productive years. We acknowledge the valuable support extended by numerous partner organizations, which enabled us to fund our operations.

In 1992, the Canadian International Development Agency (CIDA) made a pivotal decision to transfer its Small Projects Office to a new, exclusively Pakistani entity with the goal of establishing a sustainable, Pakistan-based nonprofit organization managed entirely by Pakistanis. The federal government, along with Cowater, the Canadian development consultancy, provided critical support during this transition.

The first phase of this transition was led by three Pakistani citizens, known for their contribution to voluntary public service. These three individuals went on to invite nine others from across Pakistan's four provinces to form the first board of directors of Strengthening Participatory Organisation (SPO). The new organization, registered as a Section 42 not for profit corporate entity, was established in 1994 with a commitment to sustainable, community-driven development.

The name SPO preserved the original letters from the name Small Projects Office, the early Canadian-funded entity, to ensure continuity while setting a new direction for the future. By the end of 1994, the founding twelve-member board identified twenty-two more individuals to form the general body, bringing the total membership to 34. This was the start of a journey shaped by collective action, collaboration, and a vision for a more inclusive Pakistan.

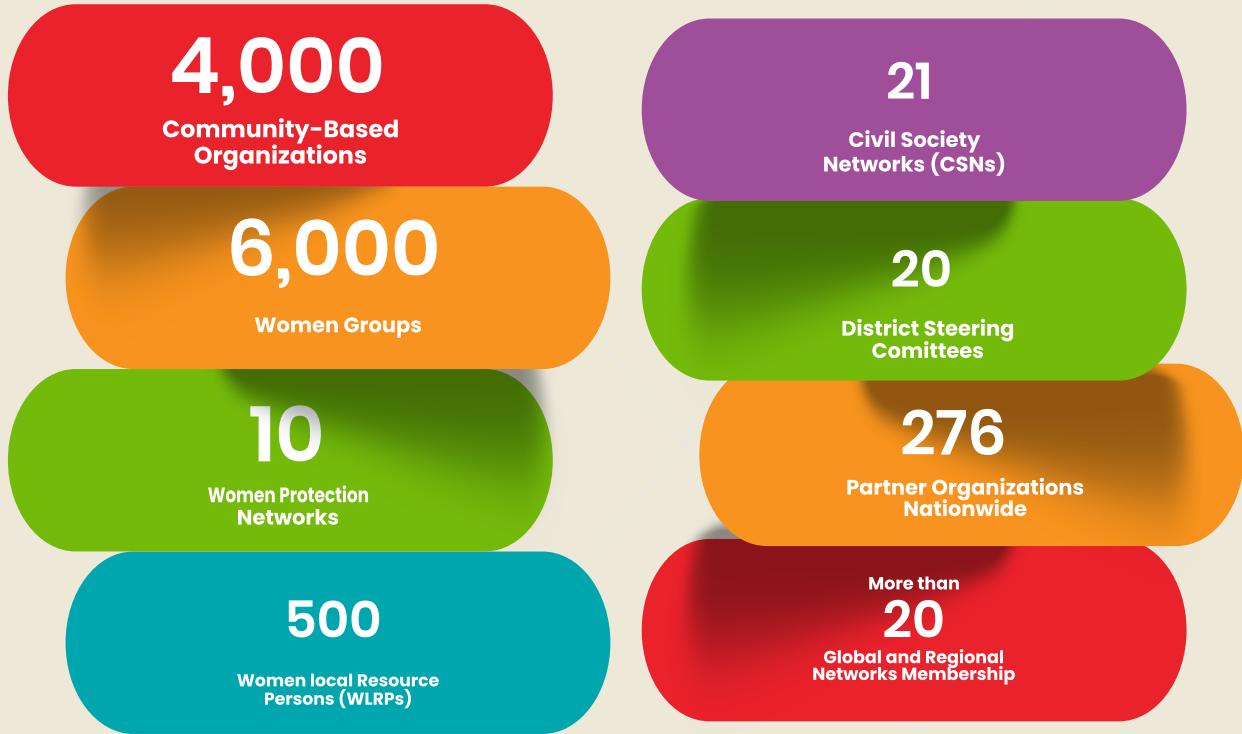
In the first five years, SPO set a fast-steady pace on innovation and growth. One of the early milestones was a Development Planning Management (DPM) Programme, a systematic training initiative aimed at improving the operational capacity of community based, or CBOs. This Programme provided a scientific approach to participatory development. It equipped local communities with the tools to assess their needs, identify resources, and implement sustainable development plans. The DPM process included intensive workshops designed to help CBOs evaluate local conditions, create feasible projects, and empower communities to make informed decisions. Over time, this Programme became a cornerstone of SPO's approach to participatory development, empowering local leaders to take charge of their own futures.



# SPO'S

## Major Achievements at A Glance

SPO's success is attributed to its ability to mobilize, strengthen, and capacitate development partners, including community organizations and networks of leading rights-based civil society organizations. As a result, there is a current working relationship with the following:



SPO has worked with more than 150 institutional partners, including Federal and Provincial Ministries, Governments Regions, and Legislators, United Nations System Agencies, Embassies, Public Entities, International Organizations and Corporate Sector Companies.

## OVER THE PAST 30 YEARS, SPO HAS CONSISTENTLY MADE A POSITIVE IMPACT, FOCUSING ON ITS CORE THEMATIC AREAS AND IMPROVING COUNTLESS LIVES





# 30<sup>th</sup> Anniversary Celebration of SPO

Pictured along with Senior Advocate Mr Mazhar Akram (6th from left, next to his wife, CEO of SPO, Ms Arifa Mazhar) and the Chairperson of SPO Senator (r) Javed Jabbar are Staff Members of the National office and Regional Offices

**"Note: The future of Pakistan is in the first row, second from left!"**





# VOLUNTEER MEMBERS, BOARD OF DIRECTORS, 2022-2024/5



**Senator (r) Javed Jabbar**  
Chairperson  
Writer, former Senator and Minister



**Ms. Mahnaz Fareed Sheikh**  
Vice Chairperson  
Childcare Activist



**Dr. Tufail Mohammad Khan**  
Member Khyber Pakhtunkhwa  
Pediatrician



**Mr. Syed Abid Rizvi**  
Member Punjab  
Broadcaster



**Dr. Taj Baloch**  
Member Balochistan  
Health Sector Professional



**Ms. Sadiqa Salahuddin**  
Member Sindh  
Development Activist



**Ms. Zeenat Yaqoob Yousufzai**  
Member Balochistan  
Educationist



**Mr. Mohammad Rafiq**  
Member Khyber Pakhtunkhwa  
Environmental



**Ms. Shabnam Nawaz**  
Member Khyber Pakhtunkhwa  
Lawyer and Human Rights Activist



**Mr. Favad Soomro**  
Member Sindh  
Corporate Executive



**Dr. Anjum Zia**  
Member Punjab  
Educationist



**Ms. Faiza Mir**  
Member Balochistan  
Educationist



**Ms. Arifa Mazhar**  
Chief Executive (Ex-Officio)  
Human and Women's Rights Activist

## A Tribute to the Life and Legacy of **Mr. Syed Abid Rizvi** – (April 1938– Oct 2024)

Mr. Syed Abid Rizvi was a light for many – a man who spent his life spreading knowledge and serving humanity with heartfelt grace. A distinguished educationist, a voice that echoed through radio waves, a pen that painted wisdom, and a storyteller whose words lived in hearts – his legacy crosses borders and lives on in the souls he touched. He began his journey in Balochistan, later earning a Master's degree in Urdu Literature. His passion for storytelling and his unique narrative style led him to join Radio Pakistan as a producer. Through sheer dedication and exceptional talent, he rose through the ranks and ultimately retired as Station Director, Radio Pakistan. His voice was not only known across Pakistan but resonated internationally – a true ambassador of Pakistan's cultural and literary heritage. Mr Rizvi's contributions were widely recognised. His radio programme "The Mountain and the Child" earned first position at the Asia Broadcasting Union, and he was also honoured by UNICEF for his impactful work on rural education.





















Senator (r) Javed Jabbar, Chairperson of SPO, presented an award to Mr Syed Abid Rizvi at the 100th Board Meeting, in recognition of his attendance at every single meeting.

He remained associated with Radio Pakistan even after retirement, serving as a valued adviser for many years. His service was never confined to the microphone. He facilitated numerous conferences on literature (adab) and culture (sikhafat), nurturing dialogue, creativity, and critical thinking. A lifelong advocate for education, his influence extended far beyond airwaves. For over 30 years, Mr Rizvi served as a Board Member of SPO, demonstrating unmatched commitment. Remarkably, he attended 129 Board Meetings, never missing a single one – a record acknowledged with an award at the 100th Board Meeting. His dedication never waned with age; he ensured his presence at events in every region, embodying true leadership and passion. In 2019, during SPO's Silver Jubilee, he was honoured with a Lifetime Achievement Award by President Dr. Arif Alvi, in recognition of his unparalleled service to communities and for elevating the stories of Balochistan's people to national and global platforms. Even in his final days, Mr Rizvi continued writing and compiling, editing material both in English and Urdu. One of his last works was "Meet Our Friend JJ", a tribute by 64 individuals to the Co-founder of SPO, Senator (r) Javed Jabbar. SPO, and indeed all who had the honour of knowing him, will forever cherish his legacy. His voice, wisdom, and warmth will echo in our hearts.

جذبوں کا سفر ہے کبھی تھم نہیں سکتا جو دیا حب لایا ہے وہ مجھ نہیں سکتا



# SPO PARTNERS IN 2023-24

# PROGRESS UPDATE FOR THE FISCAL YEAR JULY 2023-JUNE 2024



# THEMATIC FOCUS OF

Strengthening Participatory Organization (SPO)



# SUPPORTING SOCIAL AND ECONOMIC DEVELOPMENT IN PAKISTAN

In the fiscal year 2023-24, SPO's Social and Economic Development initiatives focused on empowering communities to build sustainable livelihoods and enhance access to essential services, particularly for women and marginalized populations.



## MAJOR CONTRIBUTIONS OF THIS YEAR



Formed local community groups to strengthen economic resilience for promoting self-help basis initiatives.



Offered targeted financial aid and resources to individuals, especially women and small landholders, enabling the initiation and growth of small enterprises.



Conducted training Programmes to improve financial literacy and business skills, equipping community members with the tools for sustainable income generation.



Distributed resources and support for agricultural and small business development, helping communities achieve greater economic stability and independence.



# OUR WORK IN HEALTH AND WELLBEING



Outreach chest camp, world TB day



# OUR WORK IN HEALTH AND WELLBEING

A large part of Pakistan's population is facing severe multi-dimensional poverty, which translates into a majority of people without convenient access to Healthcare, including Water and Sanitation facilities. Under this thematic area, SPO has been contributing to the delivery of health services by developing community-centric interventions for Mother and Child Healthcare (MCH), Immunization, and TB Care and Control in different regions across the country. Through effective advocacy, policy dialogue, and nutrition service delivery, SPO ensures that organizations can independently drive and sustain improvements in local health, promote good hygiene practices, and ensure access to clean water for healthier communities.

## GOOD HEALTH AND WELL-BEING



## MAJOR CONTRIBUTIONS OF THIS YEAR



received diagnostic and treatment support for TB. This initiative has helped in improving treatment success rates and prevent drug-resistant TB strains, contributing to a stronger public health system.

## 9.4 Million

people including women, men, children, persons with disabilities and transgender individuals, benefitted from awareness campaigns which promoted improved WASH behaviours and highlighted the importance of sanitation and handwashing in community-driven initiatives.

Women Fitness Centre was established

## 6.25 Million



social media impressions were achieved to amplify health awareness through the Humraah App.



83 wheelchairs and tricycles

were given to people with disabilities



Handwashing stations were distributed amongst the flood affectees to promote better hygiene practices



Supported 15 local CSOs through agreements, capacity assessments, and financial training, enabling them to engage in provincial nutrition policy advocacy. Coordination among CSOs, government, UN agencies, and nutrition groups was strengthened, and district committees were supported to address malnutrition collaboratively SPO's multi-tiered approach includes enhancing Civil Society Organizations' (CSOs) skills in managing community-based nutrition Programmes, strengthening public health staff capacities in nutrition-related areas, and implementing family-based Mid-Upper Arm Circumference (MUAC) screening for early detection of malnutrition among women and children. SPO has



Recreational performed activities in psychosocial support sessions

also played a vital role in advocating for Water, Sanitation, and Hygiene (WASH) rights at the provincial and national levels by engaging legislators and stakeholders while promoting good hygiene practices and ensuring access to clean water for healthier communities.



Women made beautiful products as a result of the recreational activities during their psychosocial support sessions



TB screening van



3

GOOD HEALTH  
AND WELL-BEING



17

PARTNERSHIPS  
FOR THE GOALS



5

GENDER  
EQUALITY



# Advancing Mobility for **PERSONS WITH DISABILITIES**

On May 10th, 2024, District Multan witnessed a significant step forward in the ongoing effort to improve the lives of persons with disabilities (PWDs). In collaboration with The Church of Jesus Christ, the Society for Special Persons (SSP) organized a ceremony to distribute 83 wheelchairs and tricycles across the districts of Khanewal and Vehari. The event was not merely a symbolic gesture but a practical measure aimed at improving the independence and quality of life for PWDs in these communities.

The core of this initiative was grounded in a simple yet powerful objective: to enhance the mobility and autonomy of individuals with disabilities, thereby promoting greater inclusivity within society. In a context where PWDs often face barriers that hinder their active participation, these wheelchairs and tricycles offered far more than just mobility—they represented a path to freedom.

The process, beginning with the dedicated work of the Aawaz II team, was marked by thoroughness and attention to detail. Under the leadership of Ms. Zahida Hameed Qureshi, President of SSP Multan, the team undertook a comprehensive evaluation of the needs of local PWDs. This included taking precise measurements and collecting data to ensure that the mobility aids were customized to fit each individual's specific needs. 111 forms were submitted for assessment, reflecting the meticulous planning and commitment to serving the community.



83 wheelchairs and tricycles distributed in Khanewal and Vehari, Punjab

Working alongside duty bearers and district forum members, the team then oversaw the acquisition of these mobility aids. The wheelchairs were meticulously manufactured by skilled professionals at the Customized Wheelchairs Unit in Pakistan—most of whom were PWDs themselves. This not only ensured the high quality of the products but also embedded within the production process a profound understanding of the needs of those it served.

As the distribution unfolded, the tangible impact of this initiative became evident. For each recipient, the wheelchair or tricycle was not just a physical object—it was a key to a more inclusive life, one where they could engage more fully with their family, their community, and their environment. These mobility aids helped transform the daily realities of many, providing greater independence and breaking down the invisible barriers that often keep PWDs on the margins of society.

Through this initiative, the notion of accessibility was redefined. It is no longer a concept confined to physical spaces, but one that extends to the very heart of social participation. This effort serves as a reminder that true empowerment comes when individuals are given the means to be active, visible members of their communities. It is through such acts of careful consideration and compassion that the foundation for a more inclusive future is built.





## A Second Chance

# SARWAR MASIH GILL'S FIGHT AGAINST TB

Sarwar Masih Gill, a 56-year-old resident of Baldia, Hub, was no stranger to hardship. As a Class-IV government employee, he worked tirelessly to support his wife and children. But when tuberculosis (TB) struck, his world collapsed.

He had already lost a young son to TB due to lack of proper treatment. Now, facing the same disease himself, fear gripped him. The stigma of TB in his community made seeking help difficult. Private hospitals were too expensive. His health declined. Work became impossible. His family's survival hung by a thread.

SPO's team identified his condition and arranged free diagnostic tests at a partner laboratory. The results confirmed what he feared—he had TB. But this time, he was not alone. Under the guidance of Dr. Qutubuddin, SPO placed him on a full treatment plan, covering all medical costs—X-rays, tests, doctor's visits, and medicines.

Recovery was not just about medicine. SPO's District Field Supervisor monitored his progress closely, ensuring he followed the treatment plan along with emotional support, counseling, and encouragement. Slowly, Sarwar regained his strength and his confidence returned.

After completing the full course of treatment, he tested negative for TB. He could finally return to work, rebuild his family's stability, and ensure his children's education. But his journey didn't end there.

Sarwar became a voice of hope in his community. He urged others to seek early treatment, breaking the silence and stigma around TB. His message was clear: TB is curable—with the right support, no one has to suffer in silence.

Looking back, Sarwar knows this was his second chance at life. Without SPO and Mercy Corps, he might not have made it. Now, he stands as proof that the right intervention at the right time can change everything. And he hopes more lives can be saved—just as his was.

The "Courage, Resilience, and Determination" Award was presented to Mr. Sarwar Masih Gill, a TB-cured patient, by Ms. Arifa Mazhar, Chief Executive of Strengthening Participatory Organization (SPO) and Senator (r) Javed Jabbar, Chairperson, SPO, in recognition of his remarkable journey to recovery and his efforts to raise awareness about the importance of early treatment for tuberculosis.



# IMPROVING EDUCATION THROUGH FORMAL AND INFORMAL APPROACHES



Back to School Campaign 2024



# IMPROVING EDUCATION THROUGH FORMAL AND INFORMAL APPROACHES

## EDUCATION

SPO's Education initiatives focus on creating equitable access to quality education for underserved children, adolescents, and adults in remote areas of Pakistan. Since 2016, SPO has collaborated with the Sindh Education Foundation (SEF) to enhance educational facilities, prioritize gender equality, and foster community engagement. These initiatives encompass foundational literacy, early childhood education, skill-building, and vocational training, empowering learners with the tools necessary for self-reliance and economic independence. SPO also strengthens school infrastructure through initiatives such as classroom development, building school latrines, installing solar systems and alternative energy solutions, and providing safe drinking water. By distributing school uniforms to children and awarding scholarships, SPO addresses financial barriers to education, enabling more students to access learning opportunities. In response to the COVID-19 pandemic, SPO quickly adapted by implementing home-schooling options to sustain student engagement and minimize disruptions. Teacher development is another central pillar, with continuous training programmes designed to improve pedagogical skills and ensure better learning outcomes for



Access to services information, Jaffarabad, Balochistan

students. Aligned with government policies under Universal Primary Education, SPO works to enhance educational access for out-of-school children and youth. The organization extends free and flexible learning opportunities at the grassroots level while promoting gender equality in education and supporting sustainable, community-driven education reforms. Through its SEF Middle and High School Programme, SPO has addressed enrolment gaps by delivering quality post-primary education, creating thriving learning environments for young learners.

## MAJOR CONTRIBUTIONS OF THIS YEAR

### 7,096

Students were enrolled across SPO supported Programmes, including 1,160 students in Foundation-Assisted Schools and 1,257 children under the SEF Middle and High School Programme.

### 3,224

adolescents and adults participated in accelerated education and vocational training through the Adolescent and Adult Learning Programme, with 82 adults completing courses in tailoring, embroidery, and mobile repair, receiving PKR 10,000 stipends to start their businesses.

### 1,455

children enrolled in 8 PPRS-supported schools, with a focus on gender-inclusive initiatives that prioritize girls' education and 14 centers equipped with audio-visual rooms, safe drinking water, and sanitation to create engaging learning environments.





# MAJOR CONTRIBUTIONS OF THIS YEAR

Global Handwashing Day  
Jaffarabad



9,024 students (4,462 girls & 4,562 boys) benefitted from Rehabilitation and minor repairs of 195 schools.



3200 Students (2112 girls and 1088 boys) were enrolled in Govt. schools in Back to School campaigns



Six students got 100% Scholarship



1,048 students benefitted from 10 child-friendly TLCs constructions, and rehabilitation of 05 schools



14,105 students (6865 girls and 7240 boys) were sensitized through 167 health and hygiene sessions and 210 school supplies were distributed



502 teachers (150 females and 352 males) were trained in Mental Health & Psychosocial Support



2,233 students (1,457 girls and 776 boys) gained membership in 203 Youth Clubs across schools.



3,200 people, including 2,112 girls and 1,088 boys, received Psychosocial Support (PSS) kits.





### **MUHAMMAD WAFa**

S/O Sherdil Channa –  
SPO MES School Malhee Shikarpur

Muhammad Wafa has been awarded a fully funded scholarship from the Institute of Business Administration (IBA) in Jacobabad District.

Coming from a middle-income family, with his father serving as a primary school teacher, he will now continue his studies up to the 12th standard.

This scholarship is valued at 3.5 million PKR, providing significant financial support for his education.



### **MUBEENA BATOOl**

D/O Abdullah Abro –  
SPO EMS Gaheja School Shikarpur

Mubeena Batool received a fully funded scholarship sponsored by SEF to study at IBA for the 2024-25 academic year. She was inspired by her hardworking classmates at SPO EMS School in Gaheja. With dreams of becoming a doctor, she looked for scholarships and was able to secure this one.

Grateful for the support, Mubeena said, “Previous students from our school have also received IBA scholarships, and I am thankful to my teachers and SPO for making this opportunity possible.” She encouraged her classmates to aim for scholarships next year as well.



### **Fully funded scholarships at Abdul Qadeer Khan School**

Three students from SPO Middle & High School Masoo Khan Lashari in Thull, Jacobabad, have achieved fully funded scholarships at Abdul Qadeer Khan School in Islamabad for the current academic year.

- Abdul Salam, son of Dili Jan (9th Class)
- Saeedullah, son of Bagan Khan (8th Class)
- Muhammad Bilal, son of Nisar Ahmed (8th Class)





# ASADULLAH BALOCH

## From Scarcity to Success – A Journey of Hope Through Education

In the dry, barren lands of Thull, District Jacobabad, where opportunities were as rare as rain, Asadullah Baloch grew up in a family of ten. Life was tough, but their dreams kept them going. His father, a tenant farmer, worked tirelessly from dawn until dusk, yet his earnings barely covered the basics, leaving little room for education. For Asadullah, the thought of quality schooling seemed out of reach—a dream for others, not for a boy whose life was defined by scarcity. But life had different plans for him. After completing his primary education, Asadullah found a path forward at SPO Middle School, Muhammad Pana Chana. Within its walls, he discovered more than just lessons; he found mentors who believed in him, who saw potential where others saw limitations. It was here that his abilities were nurtured, and his aspirations were given wings.

Recognizing his promise, SPO guided him toward an opportunity that would change his life forever. With support from SPO and the Sindh Education Foundation (SEF), Asadullah secured a fully funded four-year scholarship at Dr. AQ Khan School System and College, Islamabad. The scholarship was more than financial relief—it was a gateway to a future he once thought impossible. Tuition fees, books, hostel accommodation, even a monthly stipend—every burden was lifted, allowing him to focus solely on his education. His dedication translated into remarkable results—85% in both 9th and 10th grades. Now, as he pursues his pre-engineering studies, he dreams of becoming a Chemical Engineer, determined to pull his family out of the cycle of hardship and poverty. But his success isn't just his own. His younger siblings, once unsure of their future, now walk the same path with renewed hope. His parents, once weighed down by worry, now dare to envision a brighter tomorrow. Asadullah's journey is more than just his own success; it shows that with education and the right support, lives can be changed and futures can be made brighter. It is a reminder that talent exists everywhere—sometimes, all it needs is an opportunity to realize one's potential.

The "Courage, Resilience, and Determination" Award was presented to Mr. Asadullah Baloch by Mr. Abdul Kabir Kazi, Former Managing Director of SEF, Senator (r) Javed Jabbar, Chairperson, SPO and Ms. Arifa Mazhar, Chief Executive, SPO, on behalf of Dr. AQ Khan School System and College, Islamabad, at SPO's 30th Anniversary event, recognizing his efforts toward the dream of education and a brighter future.



# HUMANITARIAN RESPONSE IN AN EMERGENCY CONTEXT



Distribution of Winterization Kits to 193 flood-affected families of district Mirpurkhas in Sindh



# HUMANITARIAN RESPONSE

SPO has always worked tirelessly to address humanitarian challenges and build resilience among vulnerable communities of Pakistan. Through its Flood Recovery and Response efforts, SPO has targeted the recovery needs of affected populations in districts like Jaffarabad, Sohbatpur, Mirpurkhas, and Sanghar, focusing on Water, Sanitation, and Hygiene (WASH), Food and Economic Security, and Gender and Protection.

Key interventions include installing solar-powered water filtration plants, constructing latrines and handwashing stations,' and promoting hygiene education to reduce waterborne diseases. Livelihood support through agricultural grants, business opportunities, and access to essential services has enabled sustainable income generation, while empowering women through CNIC registration and protection services has addressed gender-based violence and increased socio-economic participation.

SPO has also strengthened Disaster Risk Reduction (DRR) and Response through community-based preparedness training, collaboration with national disaster management authorities on policies and procedures, and effective emergency response planning. Looking forward, SPO remains committed to empowering communities, particularly women, who play a vital role in Climate Change Adaptation and mitigation, ensuring they lead the way in building sustainable and resilient futures.

## MAJOR CONTRIBUTIONS OF THIS YEAR

20, 864

people including 7,667 women, 5,201 men,4,897 girls, 3,099 boys, and persons with disabilities received multi-purpose cash assistance and protection services

13,000

people including women, men, children, and vulnerable groups received support through the Flood Recovery and Response project. The main initiatives included:



861

Handwashing stations installed



928

Bio-Nadi Filters installed



1210

Goats distributed



20

Solar Filtration Plants constructed



1107

Agriculture Grants distributed



1165

Latrines constructed



321

Handpumps installed



188

Bathing facilities

Provision of handpumps to the flood affected communities in Sindh and Balochistan



# MS. JAMNA'S JOURNEY

## From Homelessness to Hope

In the aftermath of the 2022 floods, Ms. Jamna's world fell apart. Her tent house was washed away, leaving her, her husband, and their six children with nothing. Their struggles multiplied. Her husband, a daily-wage laborer, barely earned enough to buy food. She tried to support the family by sewing clothes, but poverty left them without shelter, without security, without hope. With no resources to build even a small house, they endured harsh weather, sleepless nights, and endless uncertainty. Education for the children was out of the question. Survival was the only goal. Then came SPO's Saibaan project. When Jamna learned she had been chosen for a disaster-resilient, permanent home, she could hardly believe it. A dream she had never dared to dream was coming true. Her new home was not just four walls and a roof. It came with running water, electricity, solar energy, an overhead water tank, and a retaining wall for flood protection. Even pathways were built to ensure accessibility. With a secure home, everything changed. Now, Jamna can think beyond survival. She plans to send her children to school, ensuring they escape the cycle of poverty. With stability, she hopes to grow her sewing business and build a better future for herself and her family. Having the security of her own home changed her outlook towards life. Today, where once there was despair, there is hope. Jamna knows firsthand how a home can change lives. She wishes the same opportunity for others in her village, believing that security is the first step toward a brighter future.



The "Courage, Resilience, and Determination" Award was presented to Ms. Jamna, a 'Saibaan' beneficiary, by Mr. Ahmad Hussain Lak, CEO of OGDCL, Senator (r) Javed Jabbar, Chairperson, SPO and Ms. Arifa Mazhar, Chief Executive, SPO, recognizing her incredible journey from hardship to hope, during the soft launch of the new Saibaan project. This award highlights the transformative power of a safe and secure home in creating a better future.

# RISING FROM RUBBLE

## Muhammad Waseem's Journey to Self-Reliance

Muhammad Waseem, a young man of 23, lived a simple life in Village Haji Mubeen Mahar, Taluka Kot Ghulam Muhammad, District Mirpurkhas. But when the devastating monsoon floods struck, everything changed. His small home was washed away. His family—his wife, two children, and parents—lost all they had. Their means of earning disappeared overnight. With no technical skills, no job, and no savings, Waseem faced a harsh reality. Feeding his children became a daily struggle. Their school doors shut on them. Hope faded. The burden of helplessness grew heavier with each passing day. Then came a turning point. SPO stepped in. Seeing Waseem's determination, SPO enrolled him in a motorbike repair training program. He learned, he practiced. And soon, with a complete set of tools and a shop signboard in hand, Waseem set up his own repair shop near his village. The change was swift. The young man who once had nothing now earns between PKR 30,000 to 35,000 a month. Food is back on the table. His children are back in school. He has even managed to buy two goats and start a small tyre gas station. But the impact does not stop there. Waseem now trains other young men in motorbike repairing. He believes skills—not just charity—are the true way out of poverty. He encourages others to learn, to build, to take control of their own future. His successful transition from a daily wage laborer to a skilled worker transformed his vision of life. Looking back, Waseem knows how different his life could have been. Without SPO and Oxfam Pakistan, he might have remained stuck in the endless cycle of poverty. Today, he stands on his own feet—with dignity and unshakeable confidence.



The "Courage, Resilience, and Determination" Award was presented to Mr. Muhammad Waseem by Dr. Noreen Khalid, Team Lead, Oxfam, Senator (r) Javed Jabbar, Chairperson, SPO and Ms. Arifa Mazhar, Chief Executive, SPO, recognizing his remarkable journey from devastation to self-reliance, and his dedication to empowering others through skill-building and entrepreneurship.



# SUSTAINABLE LIVELIHOODS FOR IMPROVED ECONOMIC CONDITIONS



SPO is committed to Empowering local entrepreneurs and communities by building skills that enhance sustainable livelihoods and support small business growth in the remote area of District Kech, Balochistan.



# SUSTAINABLE LIVELIHOODS

SPO works to improve livelihoods by empowering marginalized communities, especially in underserved areas of Pakistan, through sustainable agricultural and livestock initiatives. It supports smallholder farmers and entrepreneurs with capacity-building Programmes in strategic planning, financial management, and sustainable farming practices. SPO's initiatives include livestock assistance, agricultural grants, kitchen gardening kits, and cash-for-work Programmes, which help boost household incomes and build resilience. Gender inclusivity is a key focus, with women encouraged to participate in livestock management, water resource decision-making, and income-generating activities. SPO also facilitates market access through Farmer Management Committees, creating opportunities for local, national, and international market integration.

Capacity-building efforts are the basis of SPO's strategy, equipping farmers and small and medium enterprises (SMEs) with essential skills in strategic planning, financial management, and sustainable livestock and agricultural practices. These interventions are complemented by collaborative partnerships with a number of organizations, which enhance access to resources, market integration, and technical expertise.

SPO emphasizes gender inclusivity across all initiatives, empowering women to actively participate in livestock management, water resource decision-making, and income-generating activities. Platforms for women entrepreneurs further promote equal opportunities and celebrate their contributions, enhancing their roles in both domestic and public spheres.



Kitchen gardening kits along with vegetable calendars distributed amongst the flood affected communities in Sindh and Balochistan

# MAJOR CONTRIBUTIONS OF THIS YEAR

1250

Hygiene Kits distributed

419

people, (277 women, 142 men) received food packages through the lifesaving emergency relief efforts

08

SMEs were registered for participation in international exhibitions, expanding market access.

13

dewatering pumps were provided to communities to quickly remove standing water, allowing them to return to normal life.

389

entrepreneurs, including 277 women and 112 men, were supported through targeted interventions and grants.

14

Farmer Management Committees (FMCs) were established to strengthen community-driven agricultural activities.



The establishment of Farmer Management Committees and facilitation of participation in local, national, and international markets strengthen the resilience of rural enterprises. Skill development Programmes, cash assistance, and business and agricultural grants have proven instrumental in catalyzing economic activities and creating thriving rural economies.

SPO's livestock sector initiatives align with its overarching goal of fostering self-reliance, resilience, and sustainable progress in rural communities, ensuring long-term economic stability and equitable growth for all.

These initiatives directly contribute to the achievement of SDG 1: No Poverty, SDG 2: Zero Hunger, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, and SDG 12: Responsible Consumption and Production.



Ishaq Salah Murad Grantee of 2.5 Million SPO's GRASP Project, received an award of USD 1000 by Mr. Murad Ali Shah Chief Minister Sindh for producing the Best Quality Dates "Begum Jhangi" from District Kech

MAJOR CONTRIBUTIONS  
OF THIS YEAR



**PKR 31.25 Million**  
was awarded to 10 SMEs (5 female, 5 male) across three categories.



**PKR 30 Million Grant**  
was awarded to 2 SMEs for innovative business ideas.



**PKR 2.5 Million Grant**  
was awarded to 1 female and 3 male SMEs



**PKR 0.5 Million Grant**  
was awarded to 5 female SMEs

MAJOR CONTRIBUTIONS OF THIS YEAR



Trained 31 SMEs, including 5 female-led businesses, in business management and financial literacy, with grants from PKR 0.5 to 30 million, enhancing scalability and innovation.



Distributed PKR 31.25 million to 10 SMEs (5 male, 5 female), supporting business growth, market expansion, and gender equality.



Registered 27 SMEs with SECP, improving credibility, access to resources, and investment opportunities.



Ensured 25 SMEs met milestones, strengthening grant management, financial stability, and local employment.



Facilitated 30 SMEs' participation in fairs and expos, boosting networking, market reach, and investor access.



Trained 21 SMEs in business essentials and packaging, improving competitiveness and market positioning.



Organized exposure visits for 9 SMEs in date value chains, enhancing production, packaging, and profitability.

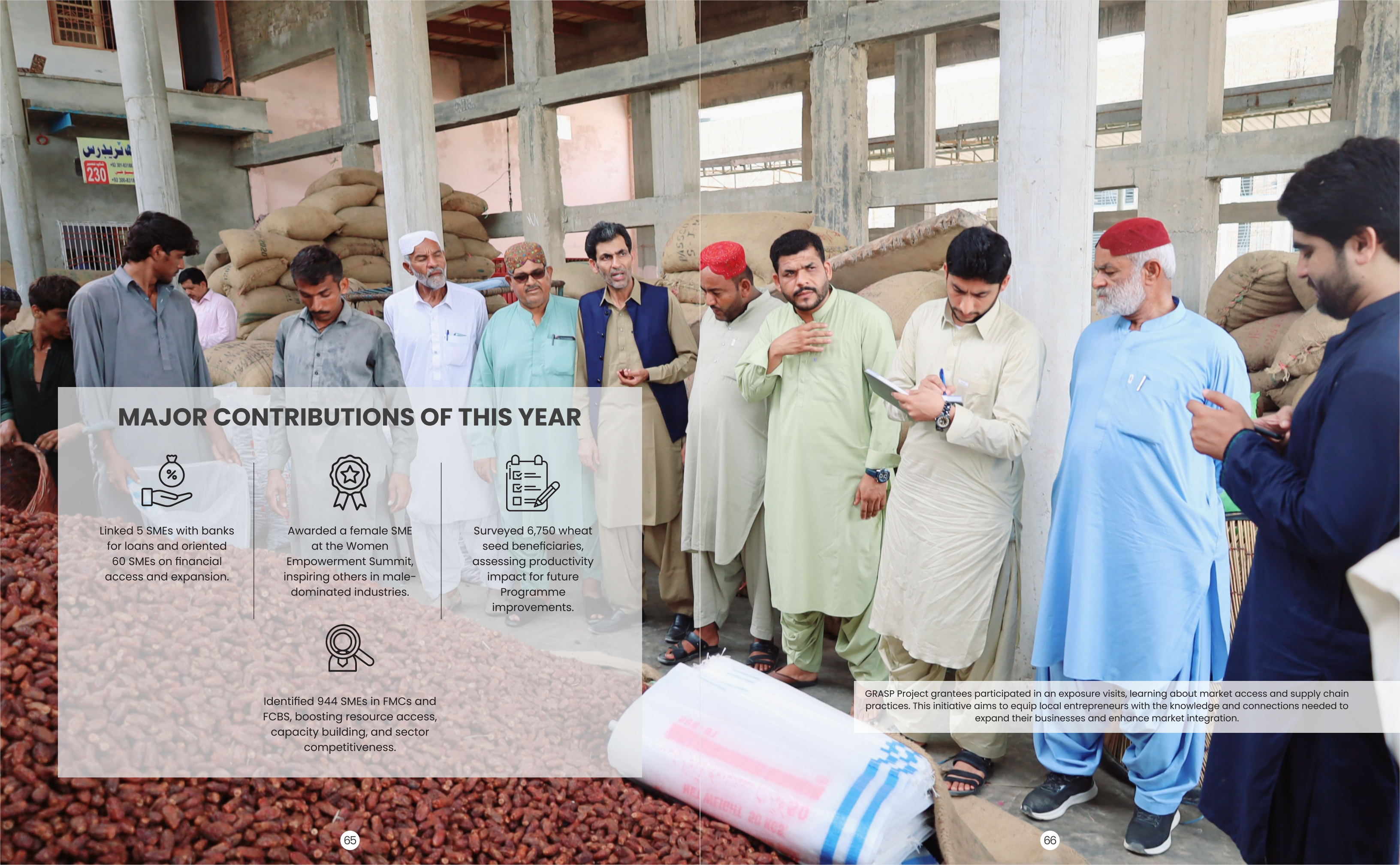


Held two women's summits with 193 participants, empowering female entrepreneurs and fostering collaboration.



Celebrated International SME Day with 174 SMEs, enhancing community visibility and morale.





# MAJOR CONTRIBUTIONS OF THIS YEAR



Linked 5 SMEs with banks for loans and oriented 60 SMEs on financial access and expansion.



Awarded a female SME at the Women Empowerment Summit, inspiring others in male-dominated industries.



Surveyed 6,750 wheat seed beneficiaries, assessing productivity impact for future Programme improvements.



Identified 944 SMEs in FMCs and FCBS, boosting resource access, capacity building, and sector competitiveness.

GRASP Project grantees participated in an exposure visits, learning about market access and supply chain practices. This initiative aims to equip local entrepreneurs with the knowledge and connections needed to expand their businesses and enhance market integration.





Tako Begum, a small business owner supported by a 0.5 million PKR grant from the GRASP Project

– An inspiring female entrepreneur from District Kech, Balochistan. A mother, spouse, and resilient woman, sustaining her family through goat farming.





Men and women collaboratively packing dates in the remote area of District Kech, Balochistan, with support from a matching grant under SPO's GRASP Project. Their efforts are empowering families, boosting local businesses, and contributing to Pakistan's economic growth.



SPO's GRASP Project staff offering technical support to date farmers and producers in District Kech, focusing on Business Development, value chain addition, production enhancement, and improved market access to boost local agriculture.



Technical Assistance and Business Plan Development and Financial Literacy Training under GRASP Project. SPO is committed to Empowering local entrepreneurs and communities by building skills that enhance sustainable livelihoods and support small business growth in the remote area of District Kech, Balochistan.



Empowering local date farmers in District Kech through the GRASP Project by offering vital information on cultivation techniques, disease prevention, production enhancement, and improved market access and the key aspects of the GRASP Project's impact.



GRASP Project grantees from District Kech and Panjgur engage in a knowledge-sharing session on best practices for farming and trading different varieties of dates. The session aims to equip local entrepreneurs with vital insights and connections to expand their businesses and improve market integration.





The "Courage, Resilience, and Determination" Award was presented to Ms. Hawa Sakhi, a PPAF grantee, by Mr. Rizwan Shaikh, Capacity Building Specialist, PPAF, Senator (r) Javed Jabbar, Chairperson, SPO and Ms. Arifa Mazhar, Chief Executive, SPO, recognizing her perseverance in breaking gender barriers and making a significant impact in the field of poultry farming.

# HAWA SAKHI

## Breaking Barriers in Poultry Farming

In the rural village of Ginna, District Kech, Hawa Sakhi grew up in a community where women rarely worked outside their homes. She had always been determined to do something different. With a Master's degree in Education and inspired by her father, a veterinary doctor, she became interested in poultry farming. But the path was not easy. Many in her community believed women should not run businesses, especially in farming. On top of that, she had no financial support to start and grow her work. Yet, she refused to give up. Her opportunity arrived when SPO, under the GRASP initiative, identified her potential. She received a PKR 2.5 million matching grant, along with business and financial training. This allowed her to expand her poultry farm from just 50 birds to 150, giving her a steady income. But her impact went beyond her own success. She hired local women, encouraging them to step into the workforce. She also introduced innovations through eco-friendly farming practices, such as organic feed and water-saving techniques, making her farm a model for sustainable poultry farming. Today, Hawa is not just a successful entrepreneur—she is a role model for young women in her village. Her story proves that women can lead businesses and contribute to their communities when given the right opportunities. Hawa proved that being a woman does not have to be a barrier to being economically independent and generating economic opportunities for other women.

**"I never thought a woman like me could run a successful farm in Turbat. With the support of GRASP and SPO, I not only built a business but also created hope for other women—proving we can break barriers and lead our communities."**



# WAHEEDA BIBI

## From Struggles to Success in Agribusiness

In the small town of Shahrak, Turbat, Waheeda Bibi worked hard to support her family of eight. Her husband was a date farmer, and together they relied on traditional farming methods. But with unpredictable market prices, climate challenges, and no modern equipment, their income was unstable. Every season was a gamble, and financial security always felt out of reach. Despite the difficulties, Waheeda dreamed of growing her business. She wanted to process and package dates instead of selling them raw, but she lacked the resources and support to do so. Cultural barriers made it even harder for women like her to step into business. The turning point came when SPO, through the GRASP initiative, recognized her potential and helped her secure a PKR 0.5 million matching grant. With this support, she purchased a date paste machine, improved packaging, and introduced better hygiene standards in processing. Instead of selling unprocessed dates at low prices, she now produces high-quality table dates and other value-added products. The impact was life-changing. Her earnings became stable, and her family's financial worries started to fade. But her success didn't stop there. During the harvesting season, she began hiring local women to help with sorting and packaging, giving them a source of income and confidence. Today, Waheeda's business is growing, and she dreams of expanding her business beyond her town, even reaching international markets. She has proven that with the right support, women can succeed in business and lead the way for others. They can overcome cultural constraints and challenge entrenched gender stereotypes by demonstrating that women can also contribute financially to the family's income, in addition to their many other roles.



The "Courage, Resilience, and Determination" Award was presented to Ms. Waheeda Bibi, PPAF Grantee, by Mr. Rizwan Shaikh, Capacity Building Specialist, PPAF, Senator (r) Javed Jabbar, Chairperson, SPO and Ms. Arifa Mazhar, Chief Executive, SPO, recognizing her perseverance and achievements.

# SAGHEER AHMED

## Turning a Family Business into a Thriving Enterprise

For years, Sagheer Ahmed struggled to keep his family's date business in Panjgur, Balochistan, running. With ten family members depending on him, every season brought uncertainty. His biggest challenge was storage—without proper facilities, much of the produce was wasted. High operational costs and limited market access made things even harder. Hope arrived when SPO, under the GRASP initiative, offered him a PKR 30 million matching grant. With this support, he installed three cold storage units and switched to solar energy, cutting costs and improving product quality. His production capacity increased by 25%, allowing him to sell in new markets locally and internationally. The change was dramatic. His family no longer struggled with financial insecurity. His children could now attend good schools, and healthcare was no longer a luxury. His business also created jobs for 20 local workers, strengthening the community's economy. But Sagheer didn't stop there. Inspired by SPO's efforts to promote gender equality, he introduced a gender-inclusive policy, ensuring that women also had opportunities in his growing business. His vision now is to expand further, invest in more storage units, and take Panjgur dates to global markets. "This project has completely changed our lives," he says. "We are now confident, competitive, and focused on growth." Sagheer's story is a perfect example of the difference that financial support can make in augmenting the level of a business from struggling to successful.



The "Courage, Resilience, and Determination" Award was presented to Mr. Sagheer Ahmed by Mr. Rizwan Shaikh, Capacity Building Specialist, PPAF, Senator (r) Javed Jabbar, Chairperson, SPO and Ms. Arifa Mazhar, Chief Executive, SPO, recognizing his innovative approach in revitalizing his family's date business and his significant contribution to the community's economic growth.



# GOOD GOVERNANCE



Empowering communities through WASH awareness—promoting good governance under Punjab Rural Sustainable Water Supply and Sanitation Project

SPO has been a key player in advancing public policy and human rights, engaging at both micro and macro levels to influence the drafting of human rights policies, laws against domestic violence, child marriages, and women's empowerment. The organization advocates for a wide range of human rights, including WASH rights, education, the right to vote, and respect for mother languages. SPO's lobbying efforts have successfully led to national and international recognition, establishing it as a prominent human rights advocate. Through its extensive work on issues such as Education, Child Rights, Gender-Based Violence, and Governance, SPO has facilitated over 448,000 individuals in obtaining CNICs and educated more than 301,000 on voter rights. Additionally, SPO's advocacy has contributed to the passage of resolutions in the Punjab Assembly, securing PKR 21 billion for WASH improvements, and influencing key pro-women legislation. These efforts align with SDG 5: Gender Equality, SDG 6: Clean Water and Sanitation, SDG 10: Reduced Inequality, and SDG 16: Peace, Justice, and Strong Institutions, promoting social inclusion, equality, and human rights for all.



## MAJOR CONTRIBUTIONS OF THIS YEAR

**6,293**

individuals including **3,033 women and 6,293 men** attended the Grievance Redressal Mechanism (GRM) sessions

**21**

Civil Society Networks were engaged for access to good governance and rights

**30**

Aawaz Aagahi Centers were set up as hubs for community engagement around GBV, child marriage

**120**

Early Warning and Response Focal Persons were trained (**59 women, 60 men, 1 transgender person**).

GBV Risk Assessments were conducted across **362 schools** in KP.

**362**

teachers (**173 female, 189 male**) were trained on gender-sensitive approaches and grievance redressal mechanisms.

**50**

Nikah registrars were trained to address child marriages.



# A FUTURE RECLAIMED:

## Preventing Child Marriage and Restoring Dreams

With the timely intervention of the Awaz II Programme's Change Agents (ACAs), a child marriage was prevented, protecting the community and giving new hope to a young girl. In the nearby village of Zor Kot, Karampur, in District Vehari, Muhammad Aslam planned the marriage of his 12-year-old daughter, Samiya, to his nephew, Allah Ditta. Samiya was pulled out of school, ending her dream of becoming a doctor and helping her village. She begged her parents to let her continue, but they refused.

Her friend Ayesha informed local Awaz II Programme Change Agents (ACAs) Zobia, Jamila, and Nasreen. Acting quickly, who reached out to Samiya's teacher, Ms. Musarrat, and a supportive relative, Imran, approached her parents. Together, they explained the importance of Samiya's education, the laws against child marriage.

The group explained the profound importance of Samiya's education and the long-term benefits it would bring to both Samiya and the community. Ms. Musarrat assured Samiya's father, Muhammad Aslam, that she would personally bear all educational expenses. She also highlighted the legal implications and government laws against early child marriage. The team further consulted the local mosque's Imam in Zor Kot, who emphasized the prohibition of child marriage under Islamic principles and laws.

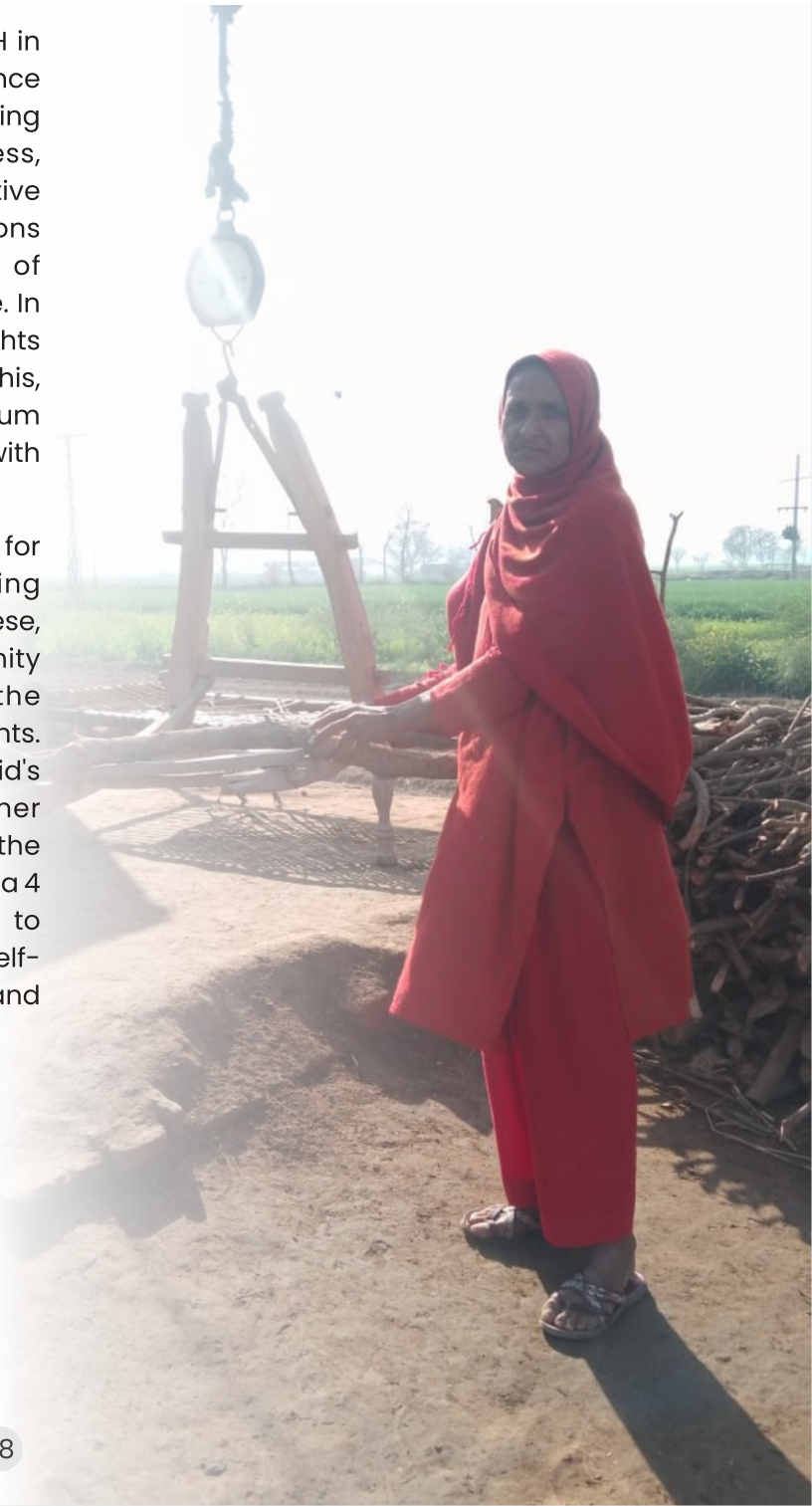
Convinced by these compelling arguments, Samiya's parents agreed to cancel the wedding and agreed to support her education. Today, Samiya attends school daily, her aspirations for higher education and a brighter future reignited. She expressed her heartfelt gratitude to her classmates, teacher, and ACA members for their efforts in convincing her parents to reconsider their decision. Samiya affirmed her determination to work hard and achieve her dream of becoming a doctor. She aims to eradicate ignorance in her community and is committed to ending outdated customs and practices.

# SECURING RIGHTS

## A Step Toward Inclusion and Independence

Zubaid, a transgender person from Chak No 05 AH in District Khanewal, successfully claimed her inheritance rights through the Aawaz II Programme, demonstrating the Programme's vital role in raising awareness, advocating for equal rights, and fostering positive change within communities. Transgender persons (TGPs) often face discrimination and a lack of awareness about their rights, including inheritance. In Zubaid's case, her parents were unaware of the rights granted to transgender individuals. Recognizing this, Aawaz II initiated discussions during Village Forum meetings on equal rights for TGPs and persons with disabilities (PWDs).

In a community meeting, the need for equal rights for transgender persons was discussed, prompting questions about their significance. To address these, the Aawaz II Project Coordinator and Community Facilitators organized a session to explain the importance of recognizing and respecting TGP rights. Following this, they engaged directly with Zubaid's parents in several meetings, advocating for her inheritance rights. Through continuous efforts, the team succeeded, and Zubaid's parents granted her a 4 Marla plot. This pivotal moment enabled Zubaid to open a general store, allowing her to become self-sufficient and contribute positively to her family and community.







Students are actively engaged during painting at Shaheed Benazir Bhutto Women University, Peshawar

# CLIMATE CHANGE ADAPTATION

Pakistan faces critical environmental challenges, including increasing water scarcity, a rapidly shrinking Indus Delta, and frequent natural disasters. Despite a low per capita carbon footprint, climate change impacts over 23 million people across the country. SPO's Climate Change Adaptation (CCA) Programme is dedicated to strengthening resilience and adaptive capacity in communities to withstand climate-related challenges.

SPO's work under the CCA component aims to build sustainable agriculture, improve disaster risk reduction, and promote responsible natural resource management through community-focused, anticipatory actions. Our efforts center on three primary objectives which are to:

1. Enhance food security and stable livelihoods through climate-resilient agriculture.
2. Reduce exposure to natural disaster risks through preparedness and response planning.
3. Strengthen the management of water, land, and forest resources to address climate change impacts.

The CCA component draws on cutting-edge practices in climate adaptation, disaster risk reduction, and nature-based solutions. Our initiatives integrate community resilience building, ecosystem restoration, integrated water resource management, multi-hazard early warning systems, and community-based adaptation models. We also implement gender-responsive disaster risk reduction Programmes, recognizing the pivotal role of women in driving resilience at the community level.

## MAJOR CONTRIBUTIONS OF THIS YEAR

30

climate-resilient houses owned by single Hindu women are currently under construction

1,850

beneficiaries, including 700 women and 400 young women, participated in climate resilience and leadership activities like establishing heatwave camps, kitchen gardens, and addressing local water supply issues, demonstrating increased community resilience.

3,097

individuals were mobilized for Climate Action. Nari Climate Enterprise was introduced to promote women-led sustainable businesses.



Ms. Jamna Bibi, a beneficiary of a climate-resilient house, receives the Resilience Award from Mr. Ahmed Hussain Lak, CEO OGDCL, at the soft launch of the OGDCL SAIBAAN project.



- As part of our anticipatory approach, SPO consistently integrates climate change risks with natural disaster threats, equipping communities with tailored adaptation plans to mitigate vulnerabilities.
- SPO leads "Climate and Humanitarian Action Network for Growth and Engagement (CHANGE)," a coalition of nine national NGOs, which focuses on enhancing coordinated, inclusive, and community-led disaster preparedness and resilience. SPO co-chairs the National Humanitarian Network (NHN) and leads the NHN ICT chapter, reflecting its key role in Humanitarian Country Team (HCT) meetings.



Construction of 30 climate-resilient houses of widows women in district Jaffarabad, Balochistan



SPO celebrated its 30th anniversary with a greener vision, gifting each participant two tree saplings to plant and a framed souvenir photo, contributing to a sustainable future.



## MAJOR CONTRIBUTIONS OF THIS YEAR



Rehabilitated seven water channels.



Installed solar panels for sustainable water management at six dams.



Distributed uniforms to needy learners.



Fostered social inclusivity and community welfare.



Reinforced the role of spate irrigation in regional economic growth.



Provided improved seeds to local farmers.



Supported vocational training with tailoring materials.



Enhanced agricultural practices and food security.



Received positive feedback from local communities.



Collaborated with provincial authorities for future developments.



# EMPOWERING COMMUNITIES THROUGH WATER AND SUSTAINABILITY INITIATIVES

A key achievement of the Punjab Rural Sustainable Water Supply and Sanitation Project (PRSWSSP) is the remarkable community support shown through land donations. Village Organizations mobilized community members, who donated approximately 1,000 acres of agricultural and commercial land per tehsil to PRMSC, free of charge. Valued at about PKR 15 million per tehsil, these donations collectively amount to an estimated PKR 240 million across 16 tehsils.



With support from the project, Village Organizations (VOs) took active steps like organizing tree-planting campaigns and celebrating important International Days, including International Women's Day, Global Handwashing Day, Zero Waste Day, and World Water Day. These efforts promoted environmental care and public health while strengthening community spirit. For example, tree-planting contributed to local conservation, and celebrating International Days raised awareness of key issues like gender equality and sanitation.

Empowering VOs to take the lead in these initiatives not only improves WASH services but also builds a foundation for lasting community resilience and well-being. The improved sorghum seeds positively impacted both agricultural productivity and farmer income in the project area. By enhancing crop yields and resilience, farmers like Mr. Ahsan Ali could achieve higher levels of profitability. The success of the Programme highlighted the importance of access to modern agricultural technologies in improving livelihoods and promoting sustainable agricultural practices. powering VOs to take the lead in these initiatives not only improves WASH services but also builds a foundation for lasting community resilience and well-being.

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# DIGITAL KNOWLEDGE TRANSFORMATION



Our primary focus in Digital Knowledge Transformations encompasses two key areas:

**Community Level:** Our integrated approach seeks to close the digital divide, especially in education and health, by employing a range of tools and strategies in various projects. Guided by a broad philosophy and effective use of digital platforms, we ensure that digital knowledge and technology are accessible across all thematic areas, ultimately benefiting society as a whole.

**Institutional Level (Internal and External):** Internally, we are committed to creating structures, systems, and policies that support a digitally-enabled environment, enhancing SPO's visibility and strengthening communication with diverse stakeholders. Externally, we work alongside partners to provide them with essential digital tools and skills.

## OBJECTIVES:

- Minimize the digital divide in education and health through digital tools and strategies.
- Ensure digital knowledge and technology are accessible across all sectors for societal benefit.
- Create structures, systems, and policies to support a digitally-enabled environment within SPO.
- Enhance SPO's visibility and communication with stakeholders through digital platforms.
- Provide digital tools and skills to partners to strengthen their capabilities.

### A FAMILY PLANNING HUMRAH APP WAS DEVELOPED

Over

**6.25 Million**

social media impressions,

**74,000**

people downloaded the app.

**634**

Youth Champions and

**312 FP** service provider trained in developing

**62,576 referrals**

for family planning services through the Humraah App.

### Digital Health Solutions

improved public health outcomes for TB, including streamlined case management via the **DHIS2**

platform across **six districts** in Balochistan, enhancing data accuracy, reporting, and healthcare worker proficiency.

# MARYAM

## Mumtaz

### Journey Towards Advocacy

Maryam Mumtaz, a passionate student from Sargodha started her journey to raise awareness about health and family planning after attending a seminar on overpopulation organized by SPO. Inspired by the seminar, Maryam registered herself as a social media activist in SPO's Programme.

Initially, Maryam focused her efforts on social media, using various online platforms to spread valuable information about reproductive health. Her online activism reached a broad audience, educating and engaging many individuals. However, Maryam soon realized that there were people in her community who did not use social media extensively and needed direct, in-person education.

Recognizing this gap, Maryam decided to extend her efforts beyond social media. She began working as a community volunteer, conducting household visits in her locality. During these visits, she used the Humraah App to inform women about the importance of family planning and how it could improve their health and access to reproductive services. Despite initial challenges and resistance, she remained persistent. She emphasized the necessity of educating young girls about their health, starting from her university. She educated them on how to take care of their health and well-being.

Maryam's dedication developed her essential skills in communication and community engagement and enhanced her credibility and effectiveness as an advocate. Her efforts broadened her reach, combining online activism with in-person outreach, and allowed her to build stronger connections within her community. The recognition and support from SPO further validated her contributions and motivated her ongoing commitment to making a meaningful difference.





# CULTURAL HERITAGE AND TOURISM PROMOTION

SPO's Cultural Heritage and Tourism Promotion Programme is designed to enrich citizens' understanding of Pakistan's diverse cultural heritage through accessible educational resources, both conventional and digital, and to foster responsible tourism. By sensitizing communities to the significance of preserving heritage sites and festivals, we aim to deepen the connection between local communities and their cultural identity. This initiative emphasizes promoting sustainable cultural tourism as a tool for economic growth, empowering local communities while encouraging the preservation of historical sites. Additionally, we integrate climate adaptation into our heritage Programmes to address climate-related challenges impacting Pakistan's cultural assets.

Building on years of successful community-based cultural initiatives, SPO continues to bridge connections between Pakistan's rich heritage and the public. Over the past year, we arranged educational visits for youth to World Heritage sites, hosted diverse cultural and religious festivals, and developed comprehensive educational materials that document the country's unique cultural heritage. Collaborating closely with government departments and other stakeholders, our initiatives have broadened cultural awareness while encouraging responsible engagement with heritage.

In the year ahead, SPO's vision is to expand the Cultural Heritage and Tourism Promotion Programme through strategic partnerships and immersive experiences. By showcasing Pakistan's traditions, historical landmarks, and artistic expressions, we seek to attract diverse audiences and foster a shared appreciation of our national legacy. This initiative not only aims to preserve cultural heritage but also aligns with SPO's mission to contribute meaningfully to Pakistan's sustainable development by recognizing the intrinsic link between cultural diversity and tourism.

## Objectives:

- Educate citizens about Pakistan's cultural heritage through accessible resources.
- Promote responsible tourism and preserve heritage sites and festivals.
- Use sustainable cultural tourism to empower communities and drive economic growth.
- Address climate-related challenges impacting cultural assets through adaptation strategies.
- Collaborate with government and stakeholders to encourage responsible heritage engagement.
- Expand the Programme through partnerships and immersive experiences.
- Link cultural diversity and tourism to contribute to sustainable development.



# INSTITUTIONAL STRENGTHENING AND GOVERNANCE

## LINKAGES AND NETWORKING

As part of SPO's consistent role in harnessing networks of people and institutions working collectively to strengthen democratic voices, perceptions and practices, SPO continues its active membership of relevant forums, in addition to hosting the focal point for some major national and international networks.

At the national and local level, SPO continues to create networks in areas (thematic and regional) where there is a void i.e., a visible disconnect between the State and citizens, in order to bridge the gap by capacitating such networks to perform the role of conduits between citizens and the State.

SPO chairs the "Climate and Humanitarian Action Network for Growth and Engagement (CHANGE)," a coalition of nine national NGOs, which focuses on enhancing coordinated, inclusive, and community-led disaster preparedness and resilience. SPO co-chairs the National Humanitarian Network (NHN) and leads the NHN ICT chapter, reflecting its key role in Humanitarian Country Team meetings. SPO, is also in the process of accreditation by NDRMF, and has achieved an exceptional score of 98% in the PCP performance evaluation report. With 1,204 partnering CBOs, 276 partner organizations nationwide, and collaboration with over 2,000 CBOs, including 1,300 women groups, SPO plays an essential role in nurturing grassroots development. SPO is a member of over 20 global and regional networks, 27 national networks, and various provincial networks.

Through these networks, we enhanced our advocacy efforts on climate change, localization, and women's empowerment, while creating platforms for influencing policies and engaging with stakeholders.

# ORGANIZATIONAL DEVELOPMENT

## THE JOURNEY TOWARDS STRATEGIC HUMAN RESOURCE MANAGEMENT

To safeguard the fundamental goals of SPO, HRM is committed to render the role of a strategic partner for sustainable development, growth and improvement for long-term betterment and progress of all stakeholders. SPO's HRM prides itself in its consistent delivery of support to all of SPO's departments and employees through guidance, coaching, advice and consultative processes. HRM is in its transition stage from service delivery to Strategic Human Resource Management. HRM renders diversified services for organizational development and reforms through effective SOPs and ToRs, strategic recruitment, capacity-building training Programmes and efficient planning.

## MANAGEMENT INFORMATION SYSTEM (MIS)

Our management information system provides managers and decision-makers with the necessary information to efficiently and effectively support decision-making and control. It serves as an important tool for archiving essential organizational documents such as project proposals, donor reports, research studies, M&E reports, financial data, partners' profiles, thematic profiles, and project fact sheets, thus contributing to improved knowledge management.

The MIS generates various types of reports and dashboards that support managers with the information needed for well-grounded decision-making. These reports can be either routine or customized, depending on specific requirements, making it a valuable asset for organizations. This tool enables managers to make data-driven decisions, enhance efficiency, reduce operational costs, and gain a competitive advantage in the marketplace.

Moreover, as technology continues to advance, we are continuously evolving to incorporate features such as real-time data processing, predictive analytics, and cloud-based solutions to meet the ever-changing needs of businesses.



# MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

SPO's Monitoring, Evaluation, Accountability, and Learning section aims at ensuring transparency, accountability, and effectiveness of our Programmes and projects. The MEAL section focuses on embedding transparency and accountability throughout the organization's Programme and project activities. This commitment to transparency is essential for building trust with stakeholders, including communities, civil society institutions, and staff. Continuous monitoring by the MEAL section is a proactive approach that allows us to keep a close eye on Programme and project activities as they unfold. This real-time assessment helps identify issues early and allows for timely corrective actions. The MEAL team conducts assessments at multiple levels, including process, output, outcome, and impact. This comprehensive approach enables a thorough understanding of project performance and its broader effects. Our MEAL team focuses on the quality of deliverables, as well as the effectiveness and efficiency of Programmes and projects, ensuring that resources are optimally utilized and that the intended outcomes are achieved. During the year, the SPO's MEAL section developed assessment tools, initiated door-to-door household assessments, conducted Knowledge, Attitude, and Practice (KAP) surveys, developed an Android-based Post Distribution Monitoring tool, created an online costed work plan, and implemented a reporting tracker, among other initiatives. Regular reporting from monitoring and evaluation activities is essential for discussing the findings and taking necessary actions through monthly review meetings with Programme/project teams and senior management, ensuring course correction and continuous improvement. Overall, SPO's MEAL Department's approach aligns with best practices in Programme and project management, emphasizing transparency, accountability, stakeholder engagement, and the use of data for decision-making. This approach not only enhances the quality of our organization's work but also contributes to its ability to adapt and respond effectively to changing circumstances and challenges.

## SPO COMMUNICATIONS

The Communications Unit provides comprehensive support and helps promote the Organization's image, activities, Programmes and initiatives at all levels with multiple stakeholders, partners, government and national and international organizations. The Unit serves as a bridge between the organization, the public, and the media, ensuring that SPO's image and activities maintain high visibility and strengthen its branding, public profile, and engagement in public affairs.





# ANNEXURE

## SPO PROJECTS 2023-24

Sr. No	Project Title	Thematic Area	Partner	Geographical Region	Target District
UN Agencies					
1	Advance gender equality and respond to gender-based violence in development and humanitarian settings	Gender Mainstreaming	United Nations Population Fund (UNFPA)	Punjab, Balochistan and KP	Lahore, Quetta, Peshawar
Public-Private Partnerships					
2	Improve Family Planning Knowledge, Positive attitudes and practice through systematic and evidence-based social and behaviour change communication interventions (Digital Technologies)	Health	Pakistan Population Innovation Fund (PPIF)	Punjab	Rajanpur, Jhang, Sheikhupura, Okara, Sialkot and Sargodha
3	SEF Adolescents & Adults Learning and Training Programme (AALTP)	Education	Sindh Education Foundation (SEF)	Sindh	Sukkur and Jacobabad
4	Foundation Assisted Schools (FAS)	Education	Sindh Education Foundation (SEF)	Sindh	Sukkur and Jacobabad
5	SEF Middle and High School Programme (SMHS)	Education	Sindh Education Foundation (SEF)	Sindh	Sukkur and Jacobabad
6	Promoting Private Schools in Rural Sindh (PPRS)	Education	Sindh Education Foundation (SEF)	Sindh	Sukkur and Jacobabad

7	Gender Mainstreaming & GBV for Human Capital Investment Project (KP-HCIP) Elementary and Secondary Education Department, Government of Khyber Pakhtunkhwa	Gender Mainstreaming Education	World Bank and Khyber Pakhtunkhwa Human Capital Investment Project KPHCIP	KP	Peshawar
INGOs/NGOs					
8	Strengthen and scale-up of quality TB diagnosis and treatment through a public-private mix approach	Health	Mercy Corps (Global Fund)	Balochistan	Sibbi, Pashin, Jaffarabad, Kech, Panjgoor, Lasbela
9	Digitalization of TB Data to support the scale-up of private provider engagement for TB in Pakistan	Health	Mercy Corps (Bill & Melinda Gates Foundation)	Balochistan	Sibbi, Pashin, Jaffarabad, Kech, Panjgoor, Lasbela
10	Survey on Smokers	Health	Social Policy Development Centre- SPDC	Punjab, Sindh, KP, Balochistan, Islamabad	-
11	Faith in Action for Sustainable Climate Resilience Project	Climate Change	Norwegian Church Aid (NCA)	KP and Sindh	Peshawar, Umerkot and Sanghar
12	AAWAZ - II - DSP	Gender based violence Child marriage Tolerance and social Cohesion	British Council	Punjab	Khanewal and Vehari
13	AAWAZ - II - Resource Partner	Gender based violence Child marriage Tolerance and social Cohesion	British Council	Punjab and KP	Saikhkot, Hafizabad, Sahiwal, Bahawalnagar, Khanewal, Vehari, Okarra, Toba Tek Singh, Sheikhupura, Sargodha, Nowhsera, Buner, Lower Dir, Malakand, Abbottabad



14	Growth for Rural Advancement and Sustainable Progress (GRASP)	Socio-Economic Development	Pakistan Poverty Alleviation Fund (PPAF)	Balochistan	Panjgur and Kech
15	New water Rights for Basin Management and Inclusivity in Spate Irrigated Areas of Pakistan	WASH	Spate Irrigation Network (MetaMeta)	Balochistan	Bolan
16	Behaviour Change and Capacity Development Programme	WASH	WaterAid	Punjab	Bahawalpur, Bahawalnagar, Lodhran, Multan, Muzaffargarh, Rahimyar Khan, Rajanpur, D.G Khan, Chakwal, Khushab, Mianwali, Sargodha, Bhakkar Chiniot, Jhang, Pakpatan
17	Grassroots Action to End Child Early Forced Marriage	Gender / child Protection	Save the Children	Quetta and Sukkur	Jafferabad and Naseerabad Jacobabad and Khairpur
18	MR-5 ECHO (I-HAVE) Integrated Humanitarian Assistance for Vulnerable Afghan Refugees and Emergency Affected Population in Balcohistan and Sindh	Wash, Education and Protection Services	IRC	Quetta	Jaffarabad and Naseerabad

19	Women's Voice and Leadership	Strengthening of Women's rights organizations	Oxfam GB	Punjab, KP, Sindh and Balochistan, Islamabad Capital Territory (ICT) Gilgit-Baltistan	Lahore,Multan, Bahawalpur, Faisalabad, Rawalpindi, Quetta, Jaffarabad, Karachi, Mirpurkhas, Mardan, Peshawar, Lower Dir, Saidu Sharif, Ghizer
Corporate Sector					
20	Uplifting of Public Park and Establishment of Women Fitness Centre at Shikarpur, Sindh	Recreational	Engro Energy Limited	Sindh	Shikarpur
21	Construction of 10 Houses	Livelihood	Naveena Exports Limited	Sindh	Jaffarabad
22	Saibaan	Livelihood	OGDCL	Balochistan	Jaffarabad
Humanitarian Response					
23	Education Early Response for Emergency in Sindh	Humanitarian/ Disaster	UNICEF	Sindh	Qambar Shahdadt, Larkana, Khairpur & Thatta
24	Flood Recovery and Response - A Community-wide Approach	Humanitarian/ Disaster	Oxfam	Sindh and Balochistan	Sanghar, Mirpurkhas, Sohbatpur and Jafarabad
25	Lifesaving project- flood response	Disaster Risk Reduction	PPAF	Balochistan	Gwadar



**ACKNOWLEDGING ALL THE INDIVIDUALS AND INSTITUTIONS  
THAT CONTRIBUTED TO THE GENESIS AND PROGRESS OF  
SPO OVER THE PAST 30 YEARS**

**THE THREE CANADIAN STAFF OF SPO**

'Small Projects Office'

**Mr. C. Ralph McKim,** Director  
**Dr. Michael McGarry** (Director for an Interim period)  
**Mr. Rob Sinclair,** Operations Manager

**THE THREE CO-FOUNDERS OF SPO**

'Strengthening Participatory Organization'

**Dr. Tariq J. Banuri**      **Senator (r) Javed Jabbar**      **Ms. Ferida Sher**

**SPO FOUNDING/FIRST BOARD MEMBERS**

(Tenure: January to November, 1994)

**Dr. Tariq J. Banuri,** Chairperson  
**Ms. Rasheed Akhlaque Hussain,** Vice Chairperson  
**Dr. Suleman Shaikh,** Chief Executive

**Balochistan**

**Dr. Qurat-ul-Ain Bakhtiar**  
**Mir Haji Jalal Khan**  
**Mr. Saifullah Khan Paracha**

**NWFP / KP**

**Ms. Farhat Khan**  
**Ms. Zarnigar A. Tayyib**

**Islamabad**

**Ms. Shahla Zia**

**Punjab**

**Dr. Wasim Azhar**  
**Mr. Vincent A. David**  
**Ms. Ferida Sher**

**Sindh**

**Senator (r) Javed Jabbar**

**FIRST SPO GENERAL BODY MEMBERS**

(1994)

**Dr. Tariq J. Banuri,** Chairperson  
**Ms. Rasheeda A. Husain,** Vice Chairperson  
**Dr. Wasim Azhar**  
**Mr. Syed Abid Rizvi** (Late)  
**Dr. Tasleem Akhtar**  
**Ms. Shaheen Sardar Ali**

**Ms. Zarnigar A. Tayyib** (Late)  
**Ms. Shahla Zia** (Late)  
**Ms. Farhat Khan**  
**Mr. Saifullah Khan Paracha**  
**Mir Haji Jalal Khan** (Late)  
**Dr. Qurat-ul-Ain Bakhtiar**  
**Senator (r) Javed Jabbar**  
**Mr. Vincent A. David** (Late)  
**Ms. Ferida Sher** (Late)  
**Ms. Tahira Abdullah**  
**Mr. Omar Asghar Khan** (Late)  
**Ms. Aliya Rab**  
**Ms. Nilufer Abadan**  
**Mr. Mohammad Amin**

**Mr. Mohammad Rafiq**  
**Dr. Tufail Mohammad Khan**  
**Mr. Reginald Dennis Williams** (Late)  
**Ms. Usha Barkat**  
**Ms. Beala Jamil**  
**Ms. Neelam Hussain**  
**Prof. Dr. Karamat Ali** (Late)  
**Mr. Mohammad Riaz Gondal** (Late)  
**Ms. Aban Marker Kabraji**  
**Ms. Sadiqa Salahuddin**  
**Dr. Husna J. Memon**  
**Dr. Hafiz Pasha**  
**Mr. Iqbal Jafar** (Late)  
**Mr. Noor Ahmed Nizamani** (Late)

**SPO GENERAL BODY MEMBERS**

(2024)

**Senator (r) Javed Jabbar,** Chairperson  
**Ms. Mahnaz Fareed Sheikh,** Vice-Chairperson  
**Ms. Shazia Akhtar**  
**Mr. Mohammad Amin**  
**Dr. Taj Baloch**  
**Ms. Kalpana Devi**  
**Dr. Ayesha Samad Dogar**  
**Sister Naseem George**  
**Ms. Parveen Ghauri**  
**Dr. Tufail Mohammad Khan**  
**Ms. Samina Khan**  
**Dr. Anjum Zia**

**Mr. Naseer Memon**  
**Ms. Faiza Mir**  
**Mr. Sibtain Naqvi**  
**Ms. Shabnam Nawaz**  
**Ms. Rukhshanda Naz**  
**Mr. Abdul Qadir**  
**Mr. Mohammad Rafiq**  
**Ms. Sadiqa Salahuddin**  
**Dr. Farhat Ali Sheikh**  
**Mr. Fawad Soomro**  
**Ms. Zeenat Yaqoob Yousufzai**  
**Mr. Syed Abid Rizvi** (Late)

**SPO ELEVENTH BOARD MEMBERS**

(Tenure: November, 2021 – February, 2025)

**Senator (r) Javed Jabbar,** Chairperson  
**Ms. Mahnaz Fareed Sheikh,** Vice Chairperson  
**Ms. Arifa Mazhar,** Chief Executive



**Balochistan**

**Dr. Taj Baloch**  
**Ms. Faiza Mir**  
**Ms. Zeenat Yaqoob Yousufzai**

**NWFP / KP**

**Advocate Parveen Akhtar (Late)**  
**Dr. Tufail Mohammad Khan**  
**Mr. Mohammad Rafiq**

**Islamabad**

**Ms. Samina Khan**

**Punjab**

**Mr. Syed Abid Rizvi (Late)**  
**Dr. Anjum Zia**

**Sindh**

**Ms. Sadiqa Salahuddin**  
**Mr. Favad Soomro**

**CHAIRPERSONS OF SPO**

Name	Tenure
<b>Dr. Tariq J. Banuri</b>	Feb – Dec 1994
<b>Senator (r) Javed Jabbar</b>	1994 – 2000 and 2015 – 2024
<b>Dr. Prof. Karamat Ali</b>	2000 – 2006
<b>Ms. Sadiqa Salahuddin</b>	2006 – 2009
<b>Dr. Tufail Muhammad Khan</b>	2009 – 2015

**VICE-CHAIRPERSONS OF SPO**

Name	Tenure
<b>Ms. Rashida Akhlaque Hussain</b>	Feb – Dec 1994
<b>Ms. Farhat Khan</b>	1994 – 1997
<b>Ms. Ferida Sher</b>	1997 – 2000
<b>Syed Abid Rizvi</b>	2000 – 2003 and 2003 – 2006
<b>Mr. Naseer Ahmed Memon</b>	2006 – 2009
<b>Sister Naseem George</b>	2009 – 2012
<b>Ms. Zeenat Yaqoob Yousafzai</b>	2012 – 2015
<b>Dr. Tufail Muhammad Khan</b>	2015 – 2018 and 2018 – 2021
<b>Ms. Mahnaz Fareed Sheikh</b>	2021 – 2024

**CHIEF EXECUTIVES OF SPO**

Name	Tenure
<b>Dr. M. Suleman Shaikh</b>	Apr 1993 – Oct, 1998
<b>Mr. Ali Akbar</b>	Dec 1998 – Mar, 2002
<b>Mr. Harris Khalique</b>	Jun 2002 – Apr, 2010
<b>Mr. Naseer A. Memon</b>	Feb 2010 – Aug, 2017
<b>Mr. M. Saleem Malik</b>	Aug 2017 – May, 2019
<b>Mr. Aaref Farooqui</b>	May 2019 – Oct, 2019 (Acting)
<b>Ms. Arifa Mazhar</b>	Oct 2019 – date

**COMPANY SECRETARIES OF SPO**

Name	Tenure
<b>Mr. Ghani Khan Marwat</b>	Nov 1994 – Apr, 1995
<b>Mr. Ali Akbar</b>	Jun 1995 – Dec, 1998
<b>Mr. Zubair Kayani</b>	Dec 1998 – Jun, 2001
<b>Mr. Gul Mohammad Mastoi</b>	Jun 2001 – Dec, 2002
<b>Mr. Aaref Farooqui</b>	Dec 2002 – date

**PAST REGIONAL  
CO-ORDINATORS**

**Mr. Mukhtiar Chhalgari**, Quetta  
**Mr. Arshad Haroon**, Peshawar  
**Mr. Salman Abid**, Lahore  
**Mr. Mustafa Baloch**, Hyderabad  
**Mr. Shafiullah Khan**, Dera Ismail Khan  
**Mr. Elahi Bakhsh**, Karachi  
**Mr. Jamshed Iqbal**, Multan  
**Mr. Mehrab Ali**, Turbat

**PRESENT REGIONAL  
HEADS**

**Mr. Shahnawaz Khan**, Lahore & Multan  
**Mr. Mehrab Ali**, Turbat  
**Mr. Amjad Baloch**, Hyderabad & Karachi

**PRESENT SENIOR NC STAFF**

Name	Designation
<b>Ms. Arifa Mazhar</b>	Chief Executive
<b>Mr. Aaref Farooqui</b>	Chief of Corporate Affairs/Company Secretary
<b>Ms. Shabina Fazal</b>	Head of Internal Audit
<b>Ms. Fouzia Parveen</b>	Programme Implementation & Quality Assurance Manager
<b>Mr. Yasir Ali</b>	Manager Finance
<b>Mr. Kashif Sheikh</b>	Manager Human Resources



## DEMISED MEMBERS

Mir Haji Jalal Khan  
Ms. Shahla Zia  
Mr. Omar Asghar Khan  
Mr. Iqbal Jafar  
Ms. Zarnigar A. Tayyib  
Mr. Waris Khan  
Mr. Reginald Dennis Williams

Ms. Parveen Akhtar  
Mr. Mohammad Riaz Gondal  
Mr. Vincent A. David  
Prof. Dr. Karamat Ali  
Ms. Ferida Sher  
Mr. Syed Abid Rizvi  
Mr. Noor Ahmed Nizamani

## SPO SECOND BOARD MEMBERS

(Tenure: December, 1994 – November, 1997)

Senator (r) Javed Jabbar, Chairperson  
Ms. Farhat Khan, Vice Chairperson  
Dr. Suleman Shaikh, Chief Executive

### Balochistan

Mr. Mohammad Amin  
Dr. Qurat-ul-Ain Bakhtiari  
Mr. Syed Abid Rizvi (Late)

### NWFP – KP

Dr. Tufail Mohammad Khan  
Dr. Tasleem Akhtar, Member

### Islamabad

Mr. Omar Asghar Khan

### Punjab

Prof. Dr. Karamat Ali  
Ms. Baela Raza Jamil  
Ms. Ferida Sher

### Sindh

Mr. Noor Ahmed Nizamani  
Ms. Sadiqa Salahuddin

## SPO GENERAL BODY MEMBERS

(1998)

Senator (r) Javed Jabbar, Chairperson  
Ms. Farhat Khan, Vice Chairperson  
Dr. Tariq J. Banuri  
Ms. Rasheeda A. Husain  
Mr. Izzat Aziz Kurd  
Ms. Rukhshanda Naz  
Ms. Shahla Zia (Late)  
Mr. Saifullah Khan Paracha  
Mr. Mir Haji Jalal Khan (Late)  
Dr. Qurat-ul-Ain Bakhtiari

Mr. Syed Abid Rizvi (Late)  
Dr. Tasleem Akhtar  
Ms. Shaheen Sardar Ali  
Mr. Mohammad Rafiq  
Dr. Tufail Mohammad Khan  
Mr. Reginald Dennis Williams (Late)  
Ms. Usha Barkat  
Ms. Baela Jamil  
Ms. Neelam Hussain  
Prof. Dr. Karamat Ali (Late)

Mr. Vincent A. David (Late)  
Ms. Ferida Sher (Late)  
Ms. Tahira Abdullah  
Mr. Omar Asghar Khan (Late)  
Ms. Aliya Rab  
Ms. Zeenat Yaqoub Yousafzai  
Mr. Mohammad Amin

Mr. Mohammad Riaz Gondal (Late)  
Ms. Sadiqa Salahuddin  
Prof. Ms. Tanveer Junejo  
Dr. Husna J. Memon  
Dr. Hafiz Pasha  
Mr. Iqbal Jafar (Late)  
Mr. Noor Ahmed Nizamani (Late)

## SPO THIRD BOARD MEMBERS

(Tenure: December, 1997 – November, 2000)

Senator (r) Javed Jabbar, Chairperson (Resigned in 2000, Replaced by Ms. Ferida Sher)

Ms. Ferida Sher, Vice Chairperson

Dr. Suleman Shaikh, Chief Executive (Resigned in 1998, Replaced by Mr. Ali Akbar)

### Balochistan

Mr. Mohammad Amin  
Mr. Syed Abid Rizvi (Late)  
Dr. Qurat-ul-Ain Bakhtiari

(Resigned in 1999, Replaced by Ms. Zeenat Yaqoob Yousufzai)

### KP

Ms. Farhat Khan  
Dr. Tufail Mohammad Khan  
Ms. Zarnigar A. Tayyib (Passed away in 1998, Replaced by Ms. Rukhshanda Naz)

### Punjab

Prof. Dr. Karamat Ali  
Mr. Mohammad Riaz Gondal

### Sindh

Mr. Noor Ahmed Nizamani

Ms. Sadiqa Salahuddin (Resigned in 1999)

### Islamabad

Ms. Tahira Abdullah

## SPO GENERAL BODY MEMBERS

(2000)

Prof. Dr. Karamat Ali, Chairperson  
Mr. Syed Abid Rizvi (Late), Vice-Chairperson  
Ms. Tahira Abdullah  
Dr. Shaheen Sardar Ali  
Mr. Mohammad Amin  
Dr. Qurat-ul-Ain Bakhtiari  
Mr. Vincent A. David (Late)  
Sister Naseem George  
Ms. Parveen Ghauri

Mr. Mir Haji Jalal Khan (Late)  
Mr. Waris Khan (Late)  
Dr. Husna J. Memon  
Mr. Naseer Memon  
Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Nowsherwani  
Ms. Sadiqa Salahuddin  
Ms. Ferida Sher (Late)



Mr. Mohammad Riaz Gondal (Late)  
Mr. Mian Ijaz-ul-Hassan  
Ms. Neelam Hussain  
Senator (r) Javed Jabbar  
Mr. Iqbal Jabbar  
Ms. Baela Jamil  
Prof. Tanveer Junejo  
Ms. Farhat Khan  
Mr. Omar Asghar Khan (Late)  
Dr. Tufail Mohammad Khan

Ms. Zeenat Yaqoob Yousufzai  
Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Noshervani  
Dr. Hafiz Pasha  
Ms. Aliya Rab  
Mr. Mohammad Rafiq  
Mr. Reginald Dennis Williams  
Ms. Shahla Zia

## SPO FOURTH BOARD MEMBERS

(Tenure: December, 2000 – November, 2003)

Prof. Dr. Karamat Ali, Chairperson  
Mr. Syed Abid Rizvi (Late), Vice Chairperson  
Mr. Harris Khalique, Chief Executive

### Balochistan

Ms. Zeenat Yaqoob Yousufzai  
Mr. Mohammad Amin

### KP

Dr. Tufail Mohammad Khan  
Mr. Waris Khan  
Ms. Rukhshanda Naz

### Islamabad

Ms. Tahira Abdullah

### Punjab

Mr. Mohammad Riaz Gondal  
Ms. Ferida Sher

### Sindh

Senator (r) Javed Jabbar  
Mr. Noor Ahmed Nizamani  
Ms. Sadiqa Salahuddin

## SPO GENERAL BODY MEMBERS

(2002)

Prof. Dr. Karamat Ali, Chairperson  
Mr. Syed Abid Rizvi (Late), Vice-Chairperson  
Ms. Tahira Abdullah  
Dr. Shaheen Sardar Ali  
Mr. Mohammad Amin  
Dr. Qurat-ul-Ain Bakhtiar  
Mr. Vincent A. David (Late)  
Sister Naseem George  
Ms. Parveen Ghauri

Mr. Waris Khan (Late)  
Dr. Husna J. Memon  
Mr. Naseer Memon  
Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Nowshervani  
Ms. Sadiqa Salahuddin  
Ms. Ferida Sher (Late)  
Ms. Zeenat Yaqoob Yousufzai

Mr. Mohammad Riaz Gondal (Late)  
Mr. Mian Ijaz-ul-Hassan  
Ms. Neelam Hussain  
Senator (r) Javed Jabbar  
Mr. Iqbal Jabbar  
Ms. Baela Jamil  
Prof. Tanveer Junejo  
Ms. Farhat Khan  
Dr. Tufail Mohammad Khan

Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Noshervani  
Dr. Hafiz Pasha  
Ms. Aliya Rab  
Mr. Mohammad Rafiq  
Mr. Reginald Dennis Williams  
Ms. Shahla Zia

## SPO FIFTH BOARD MEMBERS

(Tenure: December, 2003 – October, 2006)

Ms. Sadiqa Salahuddin, Chairperson  
Mr. Syed Abid Rizvi (Late), Vice Chairperson  
Mr. Harris Khalique, Chief Executive

### Balochistan

Ms. Farida Tahir Noshervani  
Ms. Zeenat Yaqoob Yousufzai

### KP

Dr. Tufail Mohammad Khan  
Ms. Rukhshanda Naz  
Mr. Waris Khan

### Islamabad

Mr. Iqbal Jafar

### Punjab

Mr. Mohammad Riaz Gondal  
Ms. Ferida Sher  
Prof. Dr. Karamat Ali

### Sindh

Senator (r) Javed Jabbar  
Mr. Naseer Memon

## SPO GENERAL BODY MEMBERS

(2004)

Ms. Sadiqa Salahuddin, Chairperson  
Mr. Syed Abid Rizvi (Late), Vice-Chairperson  
Prof. Dr. Karamat Ali (Late)  
Ms. Tahira Abdullah

Mr. Waris Khan (Late)  
Dr. Husna J. Memon  
Mr. Naseer Memon  
Ms. Rukhshanda Naz



Dr. Shaheen Sardar Ali  
Mr. Mohammad Amin  
Dr. Qurat-ul-Ain Bakhtiar  
Mr. Vincent A. David (Late)  
Sister Naseem George  
Ms. Parveen Ghauri  
Mr. Mohammad Riaz Gondal (Late)  
Mr. Mian Ijaz-ul-Hassan  
Ms. Neelam Hussain  
Senator (r) Javed Jabbar  
Mr. Iqbal Jabbar  
Prof. Tanveer Junejo

Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Nowsherwani  
Ms. Ferida Sher (Late)  
Ms. Zeenat Yaqoob Yousufzai  
Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Noshervani  
Ms. Aliya Rab  
Mr. Mohammad Rafiq  
Mr. Reginald Dennis Williams  
Dr. Tufail Mohammad Khan  
Ms. Farhat Khan

## SPO SIXTH BOARD MEMBERS

(Tenure: October, 2006 – October, 2009)

Ms. Sadiqa Salahuddin, Chairperson  
Mr. Naseer Memon, Vice Chairperson  
Mr. Harris Khalique, Chief Executive

### Balochistan

Ms. Farida Tahir Noshervani  
Ms. Zeenat Yaqoob Yousufzai  
Mr. Syed Abid Rizvi (Late)

### NWFP – KP

Dr. Tufail Mohammad Khan  
Mr. Waris Khan  
Ms. Rukhshanda Naz

### Islamabad

Ms. Naheed Aziz

### Punjab

Prof. Dr. Karamat Ali  
Mr. Vincent A. David  
Ms. Ferida Sher

### Sindh

Senator (r) Javed Jabbar

## SPO GENERAL BODY MEMBERS

(2008)

Ms. Sadiqa Salahuddin, Chairperson  
Mr. Naseer Memon, Vice-Chairperson  
Prof. Dr. Karamat Ali (Late)  
Ms. Tahira Abdullah  
Dr. Shaheen Sardar Ali  
Mr. Mohammad Amin  
Ms. Naheed Aziz  
Dr. Qurat-ul-Ain Bakhtiar  
Mr. Vincent A. David (Late)  
Ms. Kalpana Devi  
Sister Naseem George  
Ms. Parveen Ghauri  
Mr. Mian Ijaz-ul-Hassan  
Ms. Neelam Hussain  
Senator (r) Javed Jabbar  
Prof. Tanveer Junejo

Mr. Waris Khan (Late)  
Dr. Allahdad Luni  
Dr. Husna J. Memon  
Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Nowsherwani  
Mr. Syed Abid Rizvi (Late)  
Ms. Ferida Sher (Late)  
Ms. Zeenat Yaqoob Yousufzai  
Ms. Rukhshanda Naz  
Mr. Noor Ahmed Nizamani (Late)  
Ms. Farida Tahir Noshervani  
Ms. Aliya Rab  
Mr. Mohammad Rafiq  
Mr. Reginald Dennis Williams  
Dr. Tufail Mohammad Khan

## SPO SEVENTH BOARD MEMBERS

(Tenure: October, 2009 – October, 2012)

Dr. Tufail Mohammad Khan, Chairperson  
Sister Naseem George, Vice Chairperson  
Mr. Naseer Memon, Chief Executive SPO

### Balochistan

Ms. Farida Tahir Noshervani  
Mr. Syed Abid Rizvi (Late)  
Ms. Zeenat Yaqoob Yousufzai

### KP

Advocate Parveen Akhtar (Late)  
Mr. Reginald Dennis Williams

### Islamabad

Mr. Harris Khalique

### Punjab

Prof. Dr. Karamat Ali  
Ms. Neelam Hussain

### Sindh

Senator (r) Javed Jabbar  
Prof. Sayed Ibadullah Rashdi  
Ms. Sadiqa Salahuddin



## SPO GENERAL BODY MEMBERS

(2010)

**Ms. Sadiqa Salahuddin**, Chairperson  
**Mr. Naseer Memon**, Vice-Chairperson  
**Prof. Dr. Karamat Ali** (Late)  
**Ms. Tahira Abdullah**  
**Dr. Shaheen Sardar Ali**  
**Mr. Mohammad Amin**  
**Ms. Naheed Aziz**  
**Dr. Qurat-ul-Ain Bakhtari**  
**Mr. Vincent A. David** (Late)  
**Ms. Kalpana Devi**  
**Sister Naseem George**  
**Ms. Parveen Ghauri**  
**Mr. Mian Ijaz-ul-Hassan**  
**Ms. Neelam Hussain**  
**Senator (r) Javed Jabbar**  
**Prof. Tanveer Junejo**

**Dr. Allahdad Luni**  
**Dr. Husna J. Memon**  
**Ms. Rukhshanda Naz**  
**Mr. Noor Ahmed Nizamani** (Late)  
**Ms. Farida Tahir Nowsherwani**  
**Mr. Syed Ibadullah Rashdi**  
**Mr. Syed Abid Rizvi** (Late)  
**Ms. Ferida Sher** (Late)  
**Ms. Zeenat Yaqoob Yousufzai**  
**Ms. Rukhshanda Naz**  
**Mr. Noor Ahmed Nizamani** (Late)  
**Ms. Farida Tahir Noshervani**  
**Ms. Aliya Rab**  
**Mr. Mohammad Rafiq**  
**Mr. Reginald Dennis Williams**  
**Dr. Tufail Mohammad Khan**

## SPO EIGHTH BOARD MEMBERS

(Tenure: November, 2012 – October, 2015)

**Dr. Tufail Mohammad Khan**, Chairperson  
**Ms. Zeenat Yaqoob Yousufzai**, Vice Chairperson  
**Mr. Naseer Memon**, Chief Executive

### Balochistan

**Ms. Farida Tahir Noshervani**  
**Dr. Taj Baloch**

### KP

**Advocate Parveen Akhtar** (Late)  
**Mr. Reginald Dennis Williams**

### Islamabad

**Ms. Arifa Mazhar**

### Punjab

**Prof. Dr. Karamat Ali**  
**Ms. Neelam Hussain**  
**Mr. Syed Abid Rizvi**

### Sindh

**Senator (r) Javed Jabbar**  
**Prof. Sayed Ibadullah Rashdi**  
**Ms. Sadiqa Salahuddin**

## SPO GENERAL BODY MEMBERS

(2014)

**Dr. Tufail Mohammad Khan**, Chairperson  
**Ms. Zeenat Yaqoob Yousufzai**, Vice-Chairperson  
**Ms. Tahira Abdullah**  
**Ms. Parveen Akhtar** (Late)  
**Prof. Dr. Karamat Ali** (Late)  
**Dr. Shaheen Sardar Ali**  
**Mr. Mohammad Amin**  
**Ms. Naheed Aziz**  
**Dr. Taj Baloch**  
**Mr. Vincent A. David**  
**Ms. Kalpana Devi**  
**Sister Naseem George**  
**Ms. Parveen Ghauri**

**Ms. Neelam Hussain**  
**Senator (r) Javed Jabbar**  
**Prof. Tanveer Junejo**  
**Dr. Allah Dad Luni**  
**Ms. Arifa Mazhar**  
**Ms. Rukhshanda Naz**  
**Mr. Noor Ahmed Nizamani** (Late)  
**Ms. Farida Tahir Noshervani**  
**Mr. Mohammad Rafiq**  
**Mr. Syed Abid Rizvi** (Late)  
**Ms. Ferida Sher** (Late)  
**Ms. Sadiqa Salahuddin**

## SPO NINTH BOARD MEMBERS

(Tenure: November, 2015 – October, 2018)

**Senator (r) Javed Jabbar**, Chairperson  
**Dr. Tufail Mohammad Khan**, Vice Chairperson  
**Mr. Naseer Memon**, Chief Executive

### Balochistan

**Ms. Farida Tahir Noshervani**  
**Dr. Taj Baloch**  
**Ms. Zeenat Yaqoob Yousufzai**

### KP

**Advocate Parveen Akhtar** (Late)  
**Ms. Rukhshanda Naz**

### Islamabad

**Ms. Arifa Mazhar**

### Punjab

**Mr. Syed Abid Rizvi** (Late)  
**Ms. Neelam Hussain**  
**Sister Naseem George**

### Sindh

**Ms. Sadiqa Salahuddin**



## SPO GENERAL BODY MEMBERS

(2018)

**Senator (r) Javed Jabbar**, Chairperson  
**Dr. Tufail Mohammad Khan**, Vice-Chairperson  
**Prof. Dr. Karamat Ali** (Late)  
**Dr. Shaheen Sardar Ali**  
**Ms. Shazia Akhtar**  
**Mr. Mohammad Amin**  
**Dr. Qurat-ul-Ain Bakhtari**  
**Mr. Vincent A. David** (Late)  
**Ms. Kalpana Devi**  
**Sister Naseem George**  
**Ms. Parveen Ghauri**  
**Dr. Allahdad Luni**  
**Mr. Naseer Memon**  
**Ms. Faiza Mir**

**Ms. Shabnam Nawaz**  
**Mr. Sibtain Naqvi**  
**Ms. Rukhshanda Naz**  
**Ms. Farida Tahir Nowsherwani**  
**Mr. Syed Abid Rizvi** (Late)  
**Ms. Sadiqa Salahuddin**  
**Ms. Mahnaz Fareed Sheikh**  
**Ms. Ferida Sher** (Late)  
**Ms. Zeenat Yaqoob Yousufzai**  
**Ms. Rukhshanda Naz**  
**Ms. Farida Tahir Noshervani**  
**Mr. Mohammad Rafiq**  
**Dr. Anjum Zia**

## SPO TENTH BOARD MEMBERS

(Tenure: November, 2018 – October, 2021)

**Senator (r) Javed Jabbar**, Chairperson  
**Dr. Tufail Mohammad Khan**, Vice Chairperson  
**Mr. Saleem Malik**, Chief Executive

### Balochistan

**Ms. Farida Tahir Noshervani**  
**Dr. Taj Baloch**  
**Ms. Zeenat Yaqoob Yousufzai**

### KP

**Mr. Mohammad Rafiq**  
**Advocate Parveen Akhtar** (Late)

### Islamabad

**Ms. Arifa Mazhar**

### Punjab

**Ms. Mahnaz Fareed Sheikh**  
**Mr. Syed Abid Rizvi** (Late)  
**Sister Naseem George**

### Sindh

**Ms. Sadiqa Salahuddin**  
**Mr. Sibtain Naqvi**

## OUR PARTNERS

### Embassies, UN Agencies & Banks

- |   |                                       |
|---|---------------------------------------|
| 1. Embassy of Japan                                 | 12. UNESCO                            |
| 2. Embassy of the Kingdom of Netherlands            | 13. UNFPA                             |
| 3. Canadian International Development Agency (CIDA) | 14. UNICEF                            |
| 4. British High Commission                          | 15. UNIFEM                            |
| 5. Canadian High Commission                         | 16. UN-Habitat                        |
| 6. European Commission                              | 17. UN-OCHA                           |
| 7. Canada Fund for Local Initiatives (CFLI)         | 18. UN-Women                          |
| 8. New Zealand-Aid (NZ-Aid)                         | 19. USAID                             |
| 9. AusAID   | 20. World Bank                        |
| 10. Food and Agriculture Organization (FAO)         | 21. Asian Development Bank            |
| 11. UNDP  | 22. Tameer Micro-Finance Bank Limited |
|   | 23. National Bank of Pakistan         |

### INGOs/ NGOs

- |  |  |
|--|--|
| 24. ActionAid  | 41. Development Alternatives Incorporated            |
| 25. Asian South-Pacific Bureau of Adult Education                      | 42. Devolution Trust for Community Empowerment       |
| 26. Aurat Foundation   | 43. South Asia Partnership (SAP-PK)                  |
| 27. British Council  | 44. National Democratic Institute                    |
| 28. Balochistan Education Foundation                                   | 45. National Endowment for Democracy                 |
| 29. British Gas  | 46. National Humanitarian Network                    |
| 30. CAFOD  | 47. Gesellschaft fur Technische Zusammenarbeit (GTZ) |
| 31. WaterAid   | 48. GATES Foundation                                 |
| 32. Care International   | 49. Global Partnership for Education                 |
| 33. Caritas  | 50. Global Campaign for Education                    |
| 34. Church World Service   | 51. Greenacre Associates Limited                     |
| 35. Civil Society Human and Institutional Development Programme (CHIP) | 52. Hope-87  |
| 36. CONCERN – World Wide   | 53. Heinrich Boll Stiftung                           |
| 37. Cowater International Inc.   | 54. Trust for Voluntary Organization                 |
| 38. Devolution Trust for Community Empowerment                         | 55. Aik Hunar Aik Nagar (AHAN)                       |
| 39. Democracy Reporting International                                  | 56. ABT Associates                                   |
| 40. Department for International Development                           | 57. Adam Smith International                         |



- |   |  |
|---|--|
| 58. Agha Khan Education Support Programme (AKESP)     | 77. Swiss NGO Programme Office                                       |
| 59. Human Development Foundation                      | 78. Save the Children Fund   |
| 60. International Catholic Migration Commission       | 79. Education Sector Reform Assistance (ESRA)                        |
| 61. International Development and Relief Foundation   | 80. Emergency Relief Fund (ERF)                                      |
| 62. International Organization for Migration          | 81. European Civil Protection and Humanitarian Aid Operations (ECHO) |
| 63. International Rescue Committee                    | 82. Voluntary Services Overseas                                      |
| 64. International Union for Conservation of Nature    | 83. World Vision   |
| 65. Jhpiego   | 84. RAF  |
| 66. Medicine Sans Frontier Holland (MSFH)             | 85. ROZAN  |
| 67. Mercy Corps                                       | 86. Social Policy Development Centre                                 |
| 68. META_META   | 87. Solidarity Center  |
| 69. Norwegian Church Aid                              | 88. Tear Fund  |
| 70. OXFAM   | 89. The Aga Khan Foundation  |
| 71. Packard Foundation                                | 90. The Asia Foundation  |
| 72. Pakistan Coalition for Education (PCE)            | 91. Trust for Democratic Education and Accountability                |
| 73. Pakistan Poverty Alleviation Fund                 | 92. Aga Khan University (AKU)  |
| 74. Polish Humanitarian Organization                  | 93. Asian Disaster Preparedness Centre                               |
| 75. PLAN International                                |  |
| 76. Swiss Development Corporation – Inter Cooperation |  |

## Public & Private Partnerships

- |   |   |
|---|---|
| 94. Ministry of Food, Agriculture and Livestock | 97. Sindh Education Foundation (SEF)                          |
| 95. Punjab Population Innovation Fund           | 98. Small and Medium Enterprise Development Authority (SMEDA) |
| 96. Punjab Rural Municipal Services Company     |   |

## Corporate Entities

- |                                  |  |
|----------------------------------|--|
| 99. Colony Textile Mills         | 103. Naveena Group                               |
| 100. Dawood Hercules Corporation | 104. Nishtar Alumni Association of North America |
| 101. Engro Corporation           | 105. Oil & Gas Development Company Limited       |
| 102. ENI Pakistan                |  |

# FINANCIAL STATEMENTS





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## INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF STRENGTHENING PARTICIPATORY ORGANIZATION

### Report on Audit of the Financial Statements

#### Opinion

We have audited the annexed financial statements of Strengthening Participatory Organization (the Company), which comprise the statement of financial position as at June 30, 2024, and the statement of income and expenditure, the statement of other comprehensive income, the statement of changes in general fund, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of income and expenditure, the statement of other comprehensive income, the statement of changes in general fund and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2024 and of the deficit, the other comprehensive loss, the changes in general fund and its cash flows for the year then ended.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditors Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Information Other than the Financial Statements and Auditors Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditors report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be *proper*.

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materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of directors is responsible for overseeing the Company's financial reporting process.

#### Auditors Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management. *proper*

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- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### Report on Other Legal and Regulatory Requirements

Based on our audit, we further report that in our opinion:

- proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- the statement of financial position, the statement of income and expenditure, the statement of other comprehensive income, the statement of changes in general fund and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

The engagement partner on the audit resulting in this independent auditors' report is Iffat Hussain.

ISLAMABAD

DATED: 31 DECEMBER 2024  
UDIN: AR20241009405vDjSqy7

*Bdo Ebrahim & Co.*  
BDO EBRAHIM & CO.  
CHARTERED ACCOUNTANTS

#### STRENGTHENING PARTICIPATORY ORGANIZATION STATEMENT OF FINANCIAL POSITION AS AT JUNE 30, 2024

	Note	2024 Rupees	2023 Rupees
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	5	287,882,999	278,118,454
Investment property	6	22,987,600	21,867,250
Intangible assets	7	33,339	55,773
		<u>310,903,938</u>	<u>300,041,477</u>
<b>CURRENT ASSETS</b>			
Advances	8	2,899,476	1,754,001
Deposits and short-term prepayments	9	37,905,517	6,297,731
Tax refunds due from the government	10	26,341,361	20,487,341
Grants receivable	11	217,185,375	57,308,334
Other receivables	12	17,336,170	121,465,810
Short-term investments	13	169,322,604	177,813,047
Cash and bank balances	14	197,365,292	221,862,886
		<u>668,355,795</u>	<u>606,989,151</u>
<b>TOTAL ASSETS</b>		<u><u>979,259,733</u></u>	<u><u>907,030,628</u></u>
<b>FUNDS, RESERVE AND LIABILITIES</b>			
<b>FUNDS AND RESERVE</b>			
Unrestricted funds		345,139,926	345,992,345
Revaluation reserve		<u>113,341,148</u>	<u>112,033,781</u>
		458,481,074	458,026,126
<b>NON-CURRENT LIABILITIES</b>			
Deferred capital grant	15	20,546,856	9,140,802
Deferred grant against operating activities	16.1	<u>288,041,506</u>	<u>369,581,918</u>
		308,588,362	378,722,720
<b>CURRENT LIABILITIES</b>			
Trade and other liabilities	17	<u>212,190,297</u>	<u>70,281,782</u>
<b>TOTAL FUNDS, RESERVE AND LIABILITIES</b>		<u><u>979,259,733</u></u>	<u><u>907,030,628</u></u>
<b>CONTINGENCIES AND COMMITMENTS</b>	18		

The annexed notes from 1 to 39 form an integral part of these financial statements.

*Arif Nighar*  
CHIEF EXECUTIVE

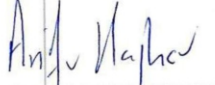
*Farid Akhter*  
DIRECTOR



STRENGTHENING PARTICIPATORY ORGANIZATION  
STATEMENT OF INCOME AND EXPENDITURE  
FOR THE YEAR ENDED JUNE 30, 2024

	Note	2024 Rupees	2023 Rupees
<b>INCOME</b>			
Grants	19	1,936,039,770	1,244,345,423
<b>EXPENDITURE</b>			
Programme activities:			
Programme expenses	20	(1,447,365,062)	(653,649,829)
Grants to Community Based Organizations (CBOs)/Others	21	(541,408,944)	(630,619,832)
		(1,988,774,006)	(1,284,269,661)
Administrative expenses	22	(13,654,697)	(10,932,585)
Other operating income	23	55,725,619	26,723,209
Net deficit for the year		<u>(10,663,314)</u>	<u>(24,133,614)</u>

The annexed notes from 1 to 39 form an integral part of these financial statements.

  
CHIEF EXECUTIVE

  
DIRECTOR

STRENGTHENING PARTICIPATORY ORGANIZATION  
STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED JUNE 30, 2024

	2024 Rupees	2023 Rupees
Deficit for the year	(10,663,314)	(24,133,614)
Item that will not be classified to profit and loss loss on revaluation of operating fixed assets	(30,662)	-
Total comprehensive loss for the year	<u>(10,693,976)</u>	<u>(24,133,614)</u>

The annexed notes from 1 to 39 form an integral part of these financial statements.

  
CHIEF EXECUTIVE

  
DIRECTOR



